



Volunteer Drivers Guide

A Guide to Best Practices

Table of Contents

Contents

Table of Contents	2
Section 1 – Introduction.....	8
Volunteer Drivers Guide – A Guide to Best Practices	8
Update of Volunteer Drivers Guide 2013.....	8
What is the Volunteer Drivers Guide?.....	8
Why Was This Guide Developed?.....	8
How Was The Guide Developed?.....	9
What formed the foundation of the guide?	9
Who developed this guide?.....	9
What Definitions Are Used?.....	10
Why Are Goals Important?.....	10
Section 2 – How to be a Sponsoring Organization	11
Characteristics of a Sponsoring Organization.....	11
Limiting Financial Exposure Related to Risk.....	12
What Type of Insurance is Needed?	12
The Importance of Community Relations.....	14
What Types of Personnel Policies Should Be in Place?	14
Payment and/or Donation Policies.....	15
Are Volunteers Reimbursed?.....	15
What About Funding?.....	16
Can the Services Be Subcontracted?.....	16
Are Disabled Parking Privileges Available?.....	16
What about Operating Across State Lines?	17
Section 3 – Important Information about Riders	18
Who are the riders?	18
Should riders be registered?.....	18
Rider Identification	18
Should children have escorts?.....	19
Are rider surveys useful?	19
What about rider grievances?.....	19
Section 4 – Establishing and Managing a Volunteer Driver Pool	20

How to Select Drivers	20
Specific Qualifications.....	21
Driving History Requirements	21
How should drivers be selected?.....	22
Can drivers be disqualified?.....	23
Driver Review Process.....	23
Driver suspension or termination.....	24
Reasons for Intervention	24
Medical Restrictions	25
Performance Evaluations Are Important	25
What about Mixing Volunteers with Paid Employees?.....	26
What Happens When Volunteers Leave the Program?.....	26
What Type of Identification Should the Driver Use?	26
Section 5 – Conduct of Drivers.....	27
Following Traffic Laws	27
Controlled or Illegal Substances	27
Theft, Violence, and Gross Negligence	27
Confidentiality, Conflict of Interest, Code of Conduct, and Ethics.....	28
Section 6 – Training Volunteer Drivers.....	30
What About the Cost of Training?.....	30
Documentation is Important	30
Why Use a Driver Training Checklist?.....	30
Recommended Types of Training.....	31
Orientation/Logistics.....	31
Vehicle Operation, Lift Operation, Wheelchair Securement, and Road Experience.....	31
Controlling Exposure to Bloodborne Pathogens.....	32
Defensive Driving Training	32
Passenger Assistance and Sensitivity Training.....	33
Car Seats and Child Securement.....	33
CPR and First Aid, and Emergency Response.....	34
Gatekeeper Training.....	34
Abuse, Neglect, Abandonment, and Exploitation.....	34
Drug-Free Workplace	34
Section 7 – Managing Vehicle Operations	35

Inspect the Vehicle Daily.....	35
What is a Trip Plan?.....	35
What Should Be Done During Inclement Weather?.....	35
Section 8 – Vehicle Equipment and Maintenance	37
Annual Safety Inspections	37
Section 9 – Incidents, Accidents, and Collisions.....	38
How Are Incident Reports Used?	38
Auto Collisions	38
Procedures and Record Keeping.....	39
The Collision Scene	39
Procedures for Managers at the Scene of a Collision	39
Media Relations at the Scene of a Collision	40
Collision Review.....	40
Section 10 – Program Records.....	41
What Driver Records Should Be Maintained?.....	41
How About Vehicle Records?	42
What Records Should Be Kept on Riders?.....	42
How to Record Trip Information	43
Trip Requests	43
Trip Reports	44
Trip Denials, Late Cancels and No-shows.....	44
New and Unduplicated Riders	45
Trip Purpose Definitions.....	45
Section 11 – Program and Individual Acknowledgements.....	46
Who Were the Major Contributors?	46
Other Important Contributors	46
Work Group Members	48
Project Staff Members	48
Section 12 – Links, Attachments, Forms	49
Internet Links	49
Nonprofit Risk Management Insurance Institute.....	49
CIMA (Liability Insurance Information).....	49
Commercial Drivers License	49
Photo Identification Cards	49

Organ Donation Card.....	49
Department of Licensing.....	49
Washington State Patrol.....	49
Access Washington.....	49
Center for Disease Control Procedures re: Bloodborne Pathogens	49
Senior Defensive Driving Training.....	49
National Safety Council.....	49
Washington State Transportation Training Coalition.....	49
RTAP Training Scholarships through the Washington State Department of Transportation...	49
Easter Seals Family Caregiver Support Transportation Program	49
Community Transportation Association of America.....	49
Special Needs Transportation - RCW.....	49
Rideshare - RCW	49
Insurance Indemnification – RCW	49
Liability of Volunteers of Nonprofit or Governmental Entities – RCW	49
Washington State Patrol Criminal History Records	49
Head Start - Transporting Children with Disabilities	49
Attachments	50
Attachment 1 – Washington State Insurance Commissioner’s Fact Sheet.....	51
Attachment 2 – Limiting Your Organization’s Liability	52
Attachment 3 – Seven Common Risk Management & Insurance Pitfalls	54
Attachment 4 – Disqualifying Crimes	57
Attachment 5 – Etiquette & Behavior for Relating to Persons with Disabilities.....	58
Attachment 6 – Driver Orientation	60
Attachment 7 – A Volunteer Manual for Transporting Clients With Disabilities.....	61
Attachment 8 – Staying Out Of Trouble.....	73
Attachment 9 – Van Maintenance.....	95
Attachment 10 – National Resource Center for Human Services Transportation Coordination	98
Attachment 11 – Bloodborne Pathogen Exposure Control Plan.....	107
Attachment 12 – Registration Process for Crossing State Lines	116
Model Forms and Procedures	117
Form 1 – Liability, Standards, and Indemnification.....	118
Form 2 – Waivers, Agreements To Participate, & Hold Harmless	119
Form 3 – Trip Description	121

Form 4 – Volunteer Transportation Release.....	122
Form 5 – Rider Registration/Trip Request.....	123
Form 6 – Volunteer Transportation Program Client Survey	124
Form 7 – Grievance Procedure	125
Form 8 – Volunteer Driver Job Application.....	127
Form 9 – Volunteer Driver Job Application (Cont.).....	128
Form 10 – Private Vehicle Registration.....	129
Form 11 – Volunteer Driver Availability	130
Form 12 – Volunteer Driver References.....	131
Form 13 – Driver’s Statement of Medical Condition	133
Form 14 – Medical/Physical Release.....	134
Form 15 – Driver Selection Guidelines	135
Form 16 – Selection Standards	136
Form 17 – Volunteer Transportation Driver (POV)	137
Form 18 – Volunteer Van Driver Essential Functions	138
Form 19 – Volunteer Driver Statement of Understanding.....	139
Form 20 – Child/Adult Abuse Record Search Guidelines.....	140
Form 21 – FBI Fingerprint Form (Sample)	141
Form 22 – Driver Conduct.....	143
Form 23 – Code of Ethics	145
Form 24 – Policy on Harassment.....	146
Form 25 – Driver Evaluation	147
Form 26 – Exit Interview	148
Form 27 – Confidentiality Policy	149
Form 28 – Training Standards	151
Form 29 – Driver Training Checklist.....	152
Form 30 – Volunteer Van Driver Road Test	153
Form 31 – Lift Operation Procedures and Checklist	155
Form 32 – Wheelchair and Rider Securement Procedures and Checklists.....	157
Form 33 – Exposure Incident Report.....	159
Form 34 – Sample Gatekeeper Training Content	160
Form 35 – Abuse, Neglect, Abandonment, & Exploitation.....	162
Form 36 – Adult Protective Services Reporting Form	164
Form 37 – Drug Free Workplace Policy.....	165

Form 38 – Pre-Trip Inspection.....	166
Form 39 – Back-Up Plan for Daily Operations	169
Form 40 – Back-Up Plan for Vehicle Loans or Out-of-Area Service	170
Form 41 – Volunteer Driver Incident Report	171
Form 42 – Incident & Collision Report	172
Form 43 – Personnel Checklist	173
Form 44 – Transportation Request	174
Form 45 – Donation Policy.....	175
Form 46 – Trip Voucher	176
Form 47 – Meal Reimbursement Policies.....	177

Section 1 – Introduction

Volunteer Drivers Guide – A Guide to Best Practices

This guide will assist organizations that provide passenger transportation services to persons with special transportation needs and help them with developing and maintaining volunteer driver programs. The guide is a tool kit that provides the framework for developing and maintaining volunteer driver programs.

Update of Volunteer Drivers Guide 2013

The Community Transportation Association of the Northwest (CTANW) was contracted by the Washington State Department of Transportation (WSDOT) to review and update this guide in 2011-2013. The Volunteer Drivers Guide was previously available in several downloads from the WSDOT website, and transportation providers desired to have the guide in an easily searchable format. CTANW members provided updated information, clarified recommendations, and ensured electronic links were in working order. The original work group members and organizations are acknowledged here.

What is the Volunteer Drivers Guide?

This guide will assist organizations that provide passenger transportation services to persons with special transportation needs and help them develop and maintain a volunteer driver programs.

This guide will help agency's navigate through the complex requirements imposed by Washington state law and various funding organizations. This guide will give agencies the information to help meet those requirements. In addition, the guide contains recommendations, best practices, and sample forms as well as informational attachments and resources.

Why Was This Guide Developed?

Many parts of the state rely heavily on volunteer drivers to transport persons with special transportation needs. As counties developed their coordinated special needs transportation systems, they found that volunteer driver programs might be the solution to filling transportation gaps in the community. For this reason, the Agency Council on Coordinated Transportation (ACCT) compiled Volunteer Drivers Guide – A Guide to Best Practices.

Note: In Washington State, “Persons with special transportation needs” are defined as: “Those persons, including their personal attendants, who because of physical or mental disability, income status, or age, are unable to transport themselves or to purchase transportation.”

How Was The Guide Developed?

A Guide to Best Practices was developed with broad input from model programs currently operating in Washington State and in other parts of the United States. The Guide represents a collection of common practices. The goal is to strengthen existing programs and to serve as a guide for development of new programs.

What formed the foundation of the guide?

Certain facts and assumptions were used to form the foundation of these guidelines. Those are:

1. **An organized volunteer driver program should be in place** whenever public funds are used for reimbursement of a driver's expenses and/or to offset organizational costs related to providing volunteer transportation to persons with special transportation needs. [[RCW 81.66 Special Transportation Needs](#)]
2. **Volunteer drivers should** perform their duties under the direction of a legally constituted Sponsoring Organization.
3. **Whether volunteers use their vehicles** on organizational business or drive the organization's vehicles, the volunteers are legally agents of the Sponsoring Organization.
4. **These guidelines do not apply to** the operation of commuter ride sharing or flexible commuter ride sharing as defined in RCW 46.74.010 Sections 1 & 2. [[Ride Sharing RCW 46.74](#)]

Who developed this guide?

Under the direction of ACCT the Program for Agency Coordinated Transportation (PACT forum) established a workgroup comprised of representatives from:

1. Washington State Department of Transportation ([WSDOT](#))
2. Agency Council on Coordinated Transportation ([ACCT](#))
3. DSHS Aging and Adult Services Administration ([AASA](#))
4. CTED Office of Community Development ([CTED](#))
5. DSHS Medical Assistance Administration ([MAA](#))
(Now administratively located under the Health Care Authority)
6. Washington State Transit Insurance Pool ([WSTIP](#))
7. Washington Utilities and Transportation Commission ([WUTC](#))
8. Agencies that run volunteer driver programs including:
 - [Catholic Community Services of Western Washington](#)
 - [Lewis Mason Thurston Area Agency on Aging](#)
 - [Olympic Community Action](#)
 - [Council on Aging and Human Services Transportation](#)
 - [Senior Services for South Sound](#)
 - [Intercity Transit](#)
 - [Pierce Transit](#)

What Definitions Are Used?

To clarify information in this guide, the following definitions were used for specific terms:

1. **Agent:** A person authorized by an organization to represent or act for the organization.
2. **Legally Constituted Organization (Sponsoring Organization):** Organization that is responsible for all aspects of a volunteer program. Could be public, private, non-profit, or private-for-profit.
3. **Standard of Care:** The level of legal responsibility for conduct by an organization's staff members. The level differs based on the Sponsoring Organization's legal status. For a public organization, the standard is "highest and greatest"; for a private or non-profit organization, the standard is "reasonable and prudent."
4. **Volunteer Drivers:** Those who volunteer to drive their own cars or organization owned vehicles.
5. **Volunteer Auto Transportation (Volunteer Escort, Personally Owned Vehicles (POV)):** Transportation provided by volunteers who drive their own vehicles. The volunteers may be reimbursed expenses by a Sponsoring Organization. This mode of transportation may be used as an alternative to regular specialized transportation or to supplement paid services.
6. **Manager:** The term Manager is used throughout the Guidelines to designate the person who is ultimately in charge of the day-to-day operations of the volunteer transportation program.
7. In addition to the definitions listed above, there are many standard terms and acronyms used in the public transportation industry. The Community Transportation Association of America (CTAA) has developed a list of those terms and acronyms. [[NRC Acronym Glossary](#); [CTAA](#)]

Why Are Goals Important?

Goals are an important element for the success of any program. The same is true for a volunteer program. Established goals provide focus and clarity for the organization and for employees, including volunteers. Examples of program goals are:

1. **Efficiently increase the availability of transportation services** for persons who meet rider eligibility criteria and have needs for special transportation solutions.
2. **Provide services that are safe, reliable, and sensitive to individual needs.**
3. **Augment the existing transit and paratransit options** through additional cost effective and cooperative community transportation alternatives.
4. **Encourage continued support** for community transportation.
5. **Provide opportunities** for individuals or programs to participate or sponsor community transportation.
6. **Pursue cost savings** through vehicle sharing, insurance pooling, and other operational efficiencies.

Section 2 – How to be a Sponsoring Organization

There are certain things a Sponsoring Organization should do as a standard part of operating. This section provides an overview of requirements and best practices for Sponsoring Organizations.

- [Characteristics of a Sponsoring Organization](#)
- [Limiting Financial Exposure Related to Risk](#)
- [What Type of Insurance is Needed?](#)
- [The Importance of Community Relations](#)
- [What Types of Personnel Policies Should Be in Place?](#)
- [Payment and/or Donation Policies](#)
- [Are Volunteers Reimbursed?](#)
- [What About Funding?](#)
- [Can the Services Be Subcontracted?](#)
- [Are Disabled Parking Privileges Available?](#)
- [What about Operating Across State Lines?](#)



Characteristics of a Sponsoring Organization

The Legally Constituted Organization (Sponsoring Organization) is the key element in the development and operation of a volunteer driver program. A Sponsoring Organization:

1. **Should assure that the Sponsoring Organization itself is protected** and that it has sufficient organizational strength and structure to manage a volunteer driver program. [[Attachment 8 - Staying Out of Trouble](#)]
2. **May choose to limit the exposure of their volunteers**, their governing board, and their staff. Under Washington State law, Revised Code of Washington (RCW) 24.06.035, it is possible for a Sponsoring Organization, private for-profit or non-profit, to amend its Articles of Incorporation to indemnify Directors and Officers, staff and agents (including volunteers) and to shield their personal assets from judgments in lawsuits for negligence. [[Form 1 - Liability, Standards, and Indemnification](#); [RCW 24.06.035 Indemnification](#)]
3. **Must carry public liability insurance** in order for RCW 4.24.670 to limit liability of volunteers. Under this RCW, a volunteer of a nonprofit organization or governmental entity shall not be personally liable for harm caused by an act or omission of the volunteer as long as they are performing within the scope of their duties. The harm cannot have been caused by willful or criminal misconduct, gross negligence, reckless misconduct, or a conscious, flagrant indifference to the rights and safety of the individual harmed by the volunteer. [[RCW 4.24.670 Volunteer Liability](#)]

Limiting Financial Exposure Related to Risk

The following are options for limiting the financial exposure of a Sponsoring Organization for risks associated with Volunteer Driver Programs. [[Attachment 2 - Limiting Liability](#); [Attachment 3 - Insurance Issues](#); [Attachment 7 - Volunteer Auto Liability](#)]

1. **Purchasing Insurance**, see "Insurance" below.
2. **Waivers, Releases, Agreements to Participate, and Indemnification**: These are all processes that a Sponsoring Organization, public or private, can use to limit and/or share program risks with riders and referring authorities. These procedures may be used when requested transportation is deemed to have special circumstances or risks.
3. **The information and forms are samples only** and should be reviewed by local attorneys with experience in this area of law. [[Form 2 - Waivers, Releases, & Agreements to Participate, & Hold Harmless](#); [Form 3 - Trip Description](#); [Form 4 - Volunteer Driver Release](#)]

What Type of Insurance is Needed?

As described in the previous section, insurance is an important part of limiting the financial exposure due to the risks associated with operating a passenger transportation program. Sponsoring Organizations should consider the information below when deciding what type and level of insurance they should carry.

Auto and Business Insurance

The Sponsoring Organization should maintain insurance coverage or self-insurance coverage that essentially covers the exposures addressed by the following policies:

1. **Comprehensive General Liability**: Coverage shall include, but is not limited to, contractual liability, products and completed operations, property damage, and employer's liability. Names of individuals insured should include directors and officers, employees, representatives, agents, and volunteers. Properly structured, this coverage will include employment practices, errors and omissions, directors and officers, and volunteer's personal liability. Coverage should be set at a minimum \$1 million for each incident.
2. **Business Auto Liability**: The volunteer's own automobile insurance is primary. The Sponsoring Organization's business auto liability would be secondary. The Sponsoring Organization should be sure that their policy covers non-owned and for hire vehicles. Generally this policy would be in equal million dollar limits. Business Auto Coverage for any auto no less than \$1 million each accident is recommended. All Washington State non-profit transportation providers are required to have coverage of \$1.5 million.
3. **Umbrella/Excess Liability**: General liability and auto liability can be included under the umbrella. Many non-profit organizations are currently carrying \$5 million of umbrella excess liability coverage.

4. **Volunteer/Employee Dishonesty:** This insurance covers theft of funds and/or supplies by volunteers or staff. Most organizations will already have this coverage, sometimes called "bonding." Policies should be checked to insure each volunteer even though the risk may be low.
5. **Directors and Officers Liability Insurance:** If not covered by General Liability Insurance, Directors and Officers (D&O) coverage or Errors and Omissions (E&O) coverage can be purchased. This coverage should include liability due to employment practices, which can involve treatment of volunteers. Included in the coverage can be all past, present and future directors and officers, employees, volunteers, trustees, committee members, and the entity itself.
6. **Volunteers' Liability Insurance:** As an alternative to, or in addition to other existing liability coverage, the Sponsoring Organization should consider participating in a volunteers' liability insurance program. This insurance typically provides coverage for medical treatment when the volunteer is injured during their volunteer services.

Medical Insurance

It is important that the Sponsoring Organization recognize that vehicle insurance does not cover injuries that may happen while the volunteer is involved in activities separate from operation of the vehicle. Many volunteers are retired persons who may have inadequate or no medical insurance coverage.

The risks to the volunteers can be covered by a variety of methods. Medical or accident insurance provides excess accident medical coverage directly to a volunteer when he or she is injured traveling directly to or from, or participating in, volunteer activities. If Medicare covers the volunteer, the coverage would be in addition to that coverage. If the volunteer has no other coverage, the policy would be primary.

Consider the following information when deciding the type of medical insurance your organization should use

1. **Under the RCW 51.12.035-1**, state agencies and their subsets are required to document all volunteers' hours for the purposes of reporting to the Department of Labor and Industries (L&I). There is a small hourly charge (currently \$.066). The hours are reported monthly on the form that an organization submits to L&I. The coverage is restricted to treatment of injuries, including therapy.
2. **Under RCW 51.12.035-2**, other public entities and non-profit organizations in Washington can elect to extend L&I coverage to their volunteers. The reporting mechanism and coverage is the same as for state agencies. A Sponsoring Organization that elects this option must pay for coverage for all volunteer's hours donated, not just the hours spent working in a particular job, e.g., volunteer driving.
3. **Excess coverage** (over and above volunteer's personal coverage) can be purchased from private insurance companies that have designed policies for this market. Like the Washington L&I coverage, most companies require all volunteers to be covered, not just

those that are volunteering in one program, like transportation. Coverage is typically limited to \$25,000.

The Importance of Community Relations

The drivers for the Sponsoring Organization will influence the opinion and image that people in the community have of the Sponsoring Organization. The way each volunteer driver performs his or her duties will contribute, either favorably or unfavorably, to the Sponsor's image. The reality of providing public transportation service is that the public expects proficient driving; they take good performance for granted, and are quick to complain about poor performance. Well-defined and communicated policies can assist with public perception.

What Types of Personnel Policies Should Be in Place?

Many funding agencies require Sponsoring Organizations to have specific written policies in place. These policies apply to volunteers as well as paid employees. The following policies are recommended:

1. **Americans with Disabilities Act (ADA).** Operation of a volunteer transportation program may trigger responsibilities for compliance of Title III of the ADA. Those responsibilities depend on the legal status of the sponsor and/or the types and modes of other transportation services that are operated. Persons with certain disabilities cannot be transported in private cars. However, those persons may need to be referred to appropriate alternate service providers. If the POV service is on a donation basis, any costs related to the alternative services may need to be absorbed by the Sponsoring Organization.
2. **Ethics**
3. **Code of Conduct**
4. **Drug Free Workplace**
5. **Harassment**
6. **Confidentiality**
7. **Reporting Suspected Abuse:** Neglect, Abandonment, and Exploitation
8. **Drug Testing.** Drivers, including volunteers, of vehicles that have been manufactured to transport 16 or more passengers, including the driver, must have a valid commercial driver's license (CDL) with a passenger endorsement. Note that drivers holding a CDL, must be included in a drug and alcohol testing program that complies with U.S. Department of Transportation regulations. [[Commercial Drivers License; 49 CFR Part 40 - Procedures For Transportation Workplace Drug And Alcohol Testing Programs](#)]
9. **Supervision of Volunteers,** including annual reviews.
10. **Non-discrimination,** expectations for respect and treatment of all staff, clients and community members, as well as service requirements.

Note: While all of the above policies are recommended, many of the policies are required by various funding sources. Sponsoring Organizations should check with their funding agencies to determine what policies are required.

Payment and/or Donation Policies

The following information should be considered when developing and implementing Payment/Donation policies. [[Form 45 - Donation Policy](#)]

1. **A copy of the Sponsoring Organization's Payment and/or Donation Policy should be available to the POV volunteer** and a copy posted in organization owned vehicles. The policy should also be included in brochures and advertising materials.
2. **Programs should design a system that respects the individual's anonymity.** Some Sponsoring Organizations request the support from the community and the riders in the form of donations, yet do not pressure those who cannot afford to pay.
3. **Drivers should be well informed** about the donation policy.
4. **It is not appropriate for drivers to demand donations** from riders.
5. **Many riders prefer to mail a check** to the Sponsoring Organization once a month rather than make a donation each time they ride.
6. **In order to avoid misunderstandings** and protect the rider's anonymity, a collection system that does not require drivers to handle cash is preferred.
7. **When the Sponsoring Organization plans recreational trips outside of regular service hours, riders can be charged a fare** in order to recapture some of the costs associated with the trip.

Note: While all of the above policies are recommended, many of the policies are required by various funding sources. Sponsoring Organizations should check with their funding agencies to determine what policies are required and in some cases which programs are not allowed to accept donations from passengers (example: Medicaid Non-Emergency Medical Transportation).

Are Volunteers Reimbursed?

Most Sponsoring Organizations reimburse volunteers for mileage and other authorized expenses. The Sponsoring Organization should have a form to be used by POV volunteers to document mileage and other expenses. The reimbursement should be based on the same current mileage rate used for paid employees. Reimbursement for other expenditures, such as meals, should be based on the actual expense the volunteer incurred or on a per-diem rate. [[Form 46 - Reimbursement Voucher](#), [Form 47 - Meal and Expenses Policy](#)] IRS regulations may allow for deduction of volunteer expenses if not reimbursed by sponsoring agency.

What About Funding?

Sponsoring Organizations should carefully weigh the contractual requirements of available funding sources. Many potential transportation-funding sources are currently difficult to administer in relationship to the operation of a volunteer transportation program. Potential problem areas are related to drug testing, driver certification, required training, record keeping, billing, accounting, and audit procedures. Resolution of these issues is possible, but those solutions are beyond the scope of these guidelines.

Agency Council on Coordinated Transportation (ACCT) staff members and others involved in this project can provide technical assistance related to specific problem areas. Additional technical assistance may be obtained from other Sponsoring Organizations.

Can the Services Be Subcontracted?

A Sponsoring Organization may elect to contract with other organizations that provide volunteer transportation. Most funding agencies require prior approval of all subcontracts. Subcontractors will also need to comply with all of the funding agency's requirements including, but not limited to:

1. Non-discrimination
2. Americans with Disabilities Act (ADA)
3. Insurance Requirements
4. Driver Pre-Screening requirements.
5. Driver training.
6. Sponsoring Organizations should check with their funding agencies to verify all of the requirements that apply to volunteer driver programs.

Are Disabled Parking Privileges Available?

If a Sponsoring Organization meets the criteria of RCW 46.16.381 (3) it can apply to the Department of Licensing for disabled persons special license plates and placards. The application is available and any DOL office. [[Organizational Application for Disabled Person Parking Privileges](#)]

Sponsoring organizations should consider the following when using disabled plates and placards:

1. **Sponsoring Organizations must report on the status** of each permanent disabled parking placard or disabled person special license plate by April 30th each year.
2. **Disabled parking privileges may only be used** while providing transportation to persons with disabilities. Sponsoring Organizations should develop policies regarding appropriate use of the placards including a requirement for their return when a volunteer is no longer registered with a program.

What about Operating Across State Lines?

If your service is covered by any of the following descriptions, you must complete the Federal Registration process with the Federal Motor Carrier Safety Administration.

Commercial Motor Vehicle [\[Definitions\]](#)

Commercial motor vehicle means any self-propelled or towed motor vehicle used on a highway in interstate commerce to transport passengers or property when the vehicle:

1. Has a gross vehicle weight rating or gross combination weight rating, or gross vehicle weight or gross combination weight, of 4,536 kg (10,001 pounds) or more, whichever is greater; or
2. Is designed or used to transport more than 8 passengers (including the driver) for compensation; or
3. Is designed or used to transport more than 15 passengers, including the driver, and is not used to transport passengers for compensation; or
4. Is used in transporting material found by the Secretary of Transportation to be hazardous under 49 U.S.C. 5103 and transported in a quantity requiring placarding under regulations prescribed by the Secretary under 49 CFR, subtitle B, chapter I, subchapter C.

Completion of this process may affect the levels of insurance that the Sponsoring Organization must carry and require other changes in the operation of the volunteer driver program.

[\[Regulations and Registration Process\]](#)

Section 3 – Important Information about Riders

This section contains information on policies and practices related specifically to persons who use the services provided by the Sponsoring Organization.

- [Who are the riders?](#)
- [Should riders be registered?](#)
- [Rider identification](#)
- [Should children have escorts?](#)
- [Are rider surveys useful?](#)
- [What about rider grievances?](#)

Who are the riders?

Riders of volunteer transportation networks are typically persons with special transportation needs including their personal attendants. However, some funding agencies, due to requirements associated with the funding program, may also that the service be available to the general public.

Should riders be registered?

Sponsoring Organizations should register all riders they provide service to. [[Form 5 - Rider Registration](#)] Some funding agencies require specific information regarding riders. Refer to Section 10 "Program Records" for more information. All riders, including escorts, attendants and children, should be registered separately. This information will be used to:

- Determine eligibility specific to funding sources available.
- Provide the Sponsoring Organization with emergency medical information. Including, but not limited to:
 1. Name and phone number of emergency contact person
 2. Name and phone number of personal physician
 3. Advanced Medical Directives
 4. Living Will
 5. Non-Resuscitation
 6. Organ Donation. [[Organ Donation Card](#)]
- Determine the most appropriate mode of transportation
- Provide needed data to funding agencies.

Rider Identification

Riders should be encouraged to have photo identification, either in the form of a driver's license or state identification card that they can obtain from the Department of Licensing. [[Photo Identification](#)]

Should children have escorts?

Many Sponsoring Organizations choose to require that an adult, other than the volunteer driver, accompany riders under the age of 11. Many transit systems allow children, age of six and over, to ride unaccompanied.

Are rider surveys useful?

Riders should be surveyed on a regular basis to determine their ideas about the quality of services that they are receiving. Surveying the riders will help improve the services provided by the Sponsoring Organization. [[Form 6 - Volunteer Transportation Rider Survey](#)]

What about rider grievances?

Occasionally riders will have grievances about aspects of the program, including restrictions and/or denial of services or the quality of the service they received. Sponsoring Organizations should have both procedures and forms for handling these situations. Rider's specific complaints can be recorded on an Incident Report. However, it is also very important that the Sponsoring Organization documents all complaints and what actions were taken as a result. [[Form 42 - Incident & Collision Report](#), [Form 7 - Rider Grievance](#)] In some cases funding agencies will be responsible for investigating and following specific policies and procedures when responding to rider complaints. It is important that Sponsoring Organizations be familiar with funding agency requirements regarding reporting of complaints.

Section 4 – Establishing and Managing a Volunteer Driver Pool

Maintaining a well-trained, enthusiastic driving staff is key to the success of any volunteer transportation program. Whether a driver uses an agency-owned vehicle or their own vehicle (POV), he/she is responsible for the safety of all riders.

There are two important features to remember when developing or managing a volunteer driver workforce. Those are:

1. It is important to ensure that all drivers, whether using agency vehicles or their personal vehicles, are appropriately trained to safely carry out their responsibilities.
2. All volunteer drivers who operate agency vehicles should follow the same policies and procedures as paid drivers (if any) operating similar vehicles for the Sponsoring Organization.

Sponsoring Organizations have the responsibility of assuring that transportation volunteers and staff have the tools necessary to be successful in their positions. Success depends on proper selection and management of volunteer and paid drivers including quality program orientation, training, and evaluation.

- [How to select drivers](#)
- [Specific qualifications](#)
- [Driving history requirements](#)
- [Selecting drivers](#)
- [Disqualification of drivers](#)
- [Driver review process](#)
- [Driver suspension or termination](#)
- [Reasons for intervention](#)
- [Medical restrictions](#)
- [Performance evaluations are important](#)
- [Mixing volunteer drivers and paid employees](#)
- [Departure of volunteer drivers](#)
- [Volunteer driver identification](#)

How to Select Drivers

Sponsoring Organizations should ensure that all volunteer recruiting, screening, interviewing and selection processes are objective and free from discrimination. Potential volunteer drivers should begin the process by filling out three initial application forms. [[Form 8 - Volunteer Driver Job Application](#); [Form 10 - Private Vehicle Registration](#); [Form 11 - Volunteer Driver Availability](#)]

Specific Qualifications

To protect the safety of passengers, minimum volunteer driver qualifications should be established. These include but are not limited to:

- 1) The driver should be at least 21 years of age.
- 2) Possess a valid driver's license appropriate for the type of vehicle to be operated.
- 3) Provide a minimum of two excellent references. [[Form 12 - Volunteer Driver References](#)]
- 4) Be able to operate the assigned equipment.
- 5) Be willing to attend required training courses and to follow the Sponsoring Organization's policies.
- 6) A criminal history background check free of a record of crimes against others
 - a) Department of Social and Health Services Secretary's [List of Disqualifying Crimes](#)
- 7) Check volunteer driver information against the signed Federal Sex Offender Form
- 8) Self-declared form indicating the ability to physically carry out the essential job functions as listed in the job description. [[Form 13 - Driver's Statement of Medical Condition](#)]
- 9) Not have an uncontrolled chronic illness such as epilepsy, diabetes, heart, or respiratory problems. When indicated, a driver must be willing to provide a physician's statement qualifying him/her as physically able to drive. Suggested form is the one that goes with acquisition of a Commercial Driver's License (CDL). If the driver does not have medical insurance, the Sponsoring Organization may choose to pay for the physical exam. [[CDL Medical Examination with Doctor's Description](#); [Form 14 - Medical/Physical Release](#)]
- 10) Not abuse alcohol, drugs, and/or medication.
- 11) Willingness to sign and comply with sponsoring organization's applicable policies covering confidentiality, ethics, and conflicts of interest.

Driving History Requirements

To protect the Sponsoring Organization, and the passengers they serve, minimum driving history information should be gathered. To determine the eligibility of volunteer drivers, based on driving history, the following guidelines may be used:

1. Paid or volunteer drivers are eligible to transport riders when their three-year unrestricted driving history (as recorded by the Department of Licensing) totals no more than four points on the rating scale. [[Form 15 - Driver Selection Guidelines](#), [Form 16 - Selection Standards](#)]
2. Drivers are required to immediately inform the sponsoring agency if they no longer meet the eligibility requirements due to moving violations and/or collisions that may make them ineligible.
3. The driving history should be re-checked annually, for cause, or because of reasonable suspicion.

How should drivers be selected?

As a provider of services to vulnerable populations, the Sponsoring Organization is responsible for following a proper selection process. This will minimize the chance of being challenged about those processes. The driver selection process should include the following:

1. Prospective volunteer reads and becomes familiar with the job description. [[Form 17 - Driver Job Description](#); [Form 18 - Volunteer Driver Essential Functions](#)]
2. Applicant completes a position application at the Sponsoring Organization's offices. [[Form 8 - Volunteer Driver Job Application](#)]
3. Applicant completes a Statement of Understanding. [[Form 19 - Volunteer Driver Statement of Understanding](#)]
4. Manager reviews the application.
5. Manager conducts a personal interview.
6. A report from the Department of Licensing is obtained. [[Driving Record Request](#); [Department of Licensing](#)]
7. A Criminal Record Check (WATCH) that covers the maximum time period possible. Two types of checks can be done through WATCH (Washington's on-line system) or by mail. The first check, done under the Criminal Records Privacy Act (Chapter 10.97 RCW), costs \$10. The second, done under the Child and Adult Abuse Information Act (RCW 43.43.830-.845), also costs \$10, but is free to eligible non-profit organizations. Checking by mail takes from three to ten weeks, while checking through WATCH is instantaneous. If fingerprints are included with checking by mail, the costs increase to \$25 for each check. There is no waiver of fees. [[Criminal History Record Request](#); [Form 20 - Child/Adult Abuse Records Search Guidelines RCW 43.43](#); [Criminal History Records](#); [Washington State Patrol](#); [National Sex Offender Registry](#)]
8. A Federal Bureau of Investigation National (FBI) Criminal Records Check should be done if the applicant has not lived in Washington for three (3) years. Sponsoring Agencies should work with funding agencies to follow required background check completion based on funding agency requirements. The FBI check should be done in addition to WATCH. It is suggested that local law enforcement agencies be used to properly complete the fingerprints. The FBI blue form (FD 258) is available through law enforcement authorities, but is not downloadable. The FBI will not take copies. The current charge is \$24. The FBI provides information that the person has, or has not, committed disqualifying crimes. [[Form 21 - FBI Fingerprint Form \(Sample\)](#)]
9. If the driver will be using his or her own vehicle, the applicant's proof of insurance (Accord Form) should be checked for compliance with program standards. A copy of the Accord Form should be placed in the driver's file (when established).
10. If the prospective driver does not own an automobile then he/she must have an insurable record.
11. Once all steps have been completed, the applicant is selected and a driver file is established.

Can drivers be disqualified?

Occasionally, a new volunteer will be unable to successfully complete the required training courses, or a tenured driver will fail to maintain prescribed rider relations or safety standards.

Complete, objective, written documentation is an essential part of any disqualification process. Sponsoring Organizations must be able to objectively defend their decisions when challenged.

Disqualifications that prevent hiring include but are not limited to:

1. Not in possession of a valid, appropriate, driver's license and/or insurance.
2. Physical restrictions preventing safe and proper handling of riders based on essential job functions listed in the job description.
3. Criminal history includes disqualifying crimes. [[Attachment 4 - Disqualifying Crimes](#)]
4. Inability to read/comprehend written materials, including road maps.
5. Reporting to training/work under the influence of a controlled substance, alcohol or medications that affect driving abilities. (Violations of Drug Free Workplace or other applicable Drug and Alcohol Policies based on the sponsoring organization's policies.)
6. Unwillingness to perform essential job functions.
7. Failure to adequately respond to instructions.

Driver Review Process

In the event that a driver is involved in a moving violation and/or a collision (whether or not an agency client was in the vehicle at the time of the moving violation or collision) the manager must be notified. The Manager should determine whether or not a review is warranted. The following process is recommended for review of moving violations and collisions:

1. The Manager will request a written explanation about the moving violation and/or collision/s.
2. The Manager will request a copy of the moving violation and/or police report of the collision.
3. The Manager will review the driver's file including passenger comments, moving violations, and collision information and make a recommendation on the driver's continued eligibility or the need for additional training.
 - a) When reviewing eligibility, the manager considers prior incidents that include moving violations and collision/s and severity of the incidents
 - b) Drivers that have a single minor incident should have additional mandatory training related to the incident.
 - c) Drivers that have a sever incident or more than one incident within a year should be reviewed for eligibility.

- d) When reviewing eligibility, the Manager considers driving-related complaints or the need for additional training. The suggested maximum is three complaints or fewer, based on the severity of complaints.
- e) The suggested method for obtaining rider comments is to randomly call riders that have been transported by the driver being reviewed.

Driver suspension or termination

Occasionally, drivers must be suspended or terminated as a result of violations to the Sponsoring Organization's policies or complaints received by riders. Grounds for termination include but are not limited to:

1. Any time a current driver does not meet the requirements to be a new driver.
2. Theft
3. Violence
4. Reporting to work under the influence of a controlled substance, alcohol, or medications that affect driving abilities, based on the standards of the Drug Free Workplace Act.
5. Reporting to work under the influence of medication that has not been reported to and approved by the Sponsoring Organization.
6. Management may consider driving related complaints or the need for additional training. The suggested maximum is three complaints or fewer, based on the severity of the complaints.
7. Violations of the Drivers Code of Conduct. [[Form 22 - Driver Code of Conduct](#)]
8. Suspension or loss of driver's license or insurance.
9. Violation of program confidentiality or conflict of interest policies.
10. Repeated collisions or a single serious collision.
11. False documentation of program records.
12. Violation of Sponsoring Organization's Ethics Policy. [[Form 23 - Code of Ethics](#)]
13. Violation of the Sponsoring Organization's Harassment Policy. [[Form 24- Policy on Harassment](#)]

Reasons for Intervention

A Sponsoring Organization may choose an intervention program for less serious offences than those listed above. Such offences include, but are not limited to:

1. Moving violations.
2. Acquiring three points on the evaluation scale. [[Form 16 - Selection Standards](#)]
3. Rider complaint about driving performance or rider relations abilities.

4. Staff or driver observation of changes in the ability to perform essential job responsibilities.
5. Improper program documentation.

Medical Restrictions

If driving has been restricted for any medical reason, a written physician's release should be required prior to returning the volunteer to driving. [[Form 14 - Medical/Physical Release](#)]

Performance Evaluations Are Important

A Sponsoring Organization must have a plan for conducting regular performance evaluations for all volunteer drivers. Evaluations serve as an important tool for both the Sponsoring Organization and volunteer. This provides an excellent opportunity for the manager to provide feedback to the volunteer about their performance; and provide the volunteer an opportunity to address issues they may be encountering. [[Form 25 - Driver Evaluation](#)] Factors to consider when establishing an evaluation process:

1. Sponsors are encouraged to establish a schedule whereby all volunteers and staff receive at least annual performance evaluations.
2. The evaluation process should include a road performance evaluation for drivers.
3. The Manager or designee should ride along with the drivers while they are performing their duties. Attention should be paid to vehicle operations, rider care, and general ability to meet program standards.
4. Performance evaluations are essential in securing equitable insurance rates and identifying drivers who may need intervention training or who should no longer transport riders.
5. Following a performance evaluation, the Manager and volunteer should meet to discuss the observations.
6. The performance evaluation and discussion should be documented and signed and become a permanent part of the personnel file.
7. If needed, a plan should be developed and additional training provided. Documentation of improvement should be included in the driver's file.
8. "Objective" documentation is always written, and it refers to what was seen, heard, or measured. Objective documentation is not what was "felt" or "sensed," which is "subjective." Objective documentation of performance should be an on-going and common occurrence. This documentation is necessary for tracking driver development and for defense in litigation.
9. The Sponsoring Organization should establish a program of regular recognition for the volunteers.

What about Mixing Volunteers with Paid Employees?

A volunteer driver can create the same liability for a Sponsoring Organization as a paid driver. All employees and volunteers should be properly trained, supervised, and managed under the same policies. Without proper management, conflicts can arise when volunteers and paid employees do the same or similar work. To avoid these conflicts, the following guidelines have been established for successfully managing volunteers and paid employees in the same program:

1. Discuss with staff how volunteers can be placed to improve services without displacing paid workers.
2. Assign volunteers and paid staff with the same care and have the same performance expectations of both.
3. Provide orientation/training equally to both paid staff and volunteers.
4. Establish a clearly defined chain of command.
5. Assure that all volunteers and paid staff have clear job descriptions, with accurate descriptions of responsibilities.

What Happens When Volunteers Leave the Program?

It is unfortunate when volunteers leave a program. There are many valid reasons for this occurring: diminished health, increasing age, moving, going on to other volunteer work, etc. When a volunteer decides to leave, the Manager should schedule an Exit Interview. [[Form 26 - Exit Interview](#)] The interview can be done over the phone. The interview provides an opportunity to receive feedback about the volunteer's experiences.

What Type of Identification Should the Driver Use?

Photo identification cards are recommended for all volunteer drivers. The cards should identify the volunteer as a representative of the Sponsoring Organization. The cards assure the rider that the driver is a currently registered driver for the Sponsoring Organization. I.D. cards can be easily made using an instant or digital camera to take a picture of the driver. The resulting card can then be laminated or inserted into a simple convention badge blank. The I.D. card should be collected at retirement or termination.

Section 5 – Conduct of Drivers

Driver conduct is one of the most important elements contributing to how the Sponsoring Organization is viewed by the public they serve. Driver conduct policies can assist the Sponsoring Organization in ensuring the safety of riders.

- [Following Traffic Laws](#)
- [Controlled or Illegal Substances](#)
- [Theft, Violence, and Gross Negligence](#)
- [Confidentiality, Conflict of Interest, Code of Conduct, and Ethics](#)

Following Traffic Laws

All drivers must be familiar with and adhere to state and local traffic laws and regulations. Depending on the seriousness, violations of traffic laws and/or chargeable collisions can result in additional training or termination of the driver. Drivers who have their driver's licenses suspended or revoked are subject to immediate termination.

Controlled or Illegal Substances

The use, sale, distribution or possession of intoxicating liquor, a controlled substance, a drug not medically authorized, or other substance which impairs the job performance of a volunteer must be strictly prohibited and result in swift disciplinary action. Drivers should also be required to report to the Manager any use of medically authorized drugs which may impair their job performance. Proper written medical authorization from a physician should be provided to the Manager in order to work when using such authorized drugs.

Theft, Violence, and Gross Negligence

Sponsoring Organizations must have policies in place to prevent theft, violence, and gross negligence on the part of the volunteer driver. These policies should be strictly adhered to. The purpose of the policies is to protect not only the Sponsoring Organization and the riders, but also protect the driver from false accusations of misconduct.

In order to eliminate claims of theft, volunteers should not enter residences of riders or accept gifts or gratuities from riders. However, volunteers for some programs do enter the rider's homes as part of helping with housework and other duties. Policies for these activities should be developed to protect both the rider and the volunteer.

The following are examples of offences that are grounds for immediate termination:

1. **Theft** of funds, equipment, or services.
2. **Gross negligence** with regard to the safety and well-being of self, riders, the general public, or program equipment.
3. **Engaging in physical or verbal confrontations** while on duty.

4. **Failure to provide high quality rider service** or to positively represent the Sponsoring Organization in the community.

Confidentiality, Conflict of Interest, Code of Conduct, and Ethics

Confidentiality should be reviewed regularly in each program. Transportation volunteers often know or become familiar with riders. While it is desirable to establish a positive relationship with riders, it is important to avoid situations that can create "Conflicts of Interest." All transportation volunteers should sign a confidentiality statement and acknowledge an understanding of confidentiality rights. [[Form 27 - Confidentiality Policy](#)]

Violations of confidentiality or conflict of interest policies should be grounds for termination. The following serves as guidelines for the sharing and handling of information about riders by a transportation program's representatives.

1. **"Right to Confidentiality" is breached** when information received from or about riders is repeated to persons other than the Manager. Riders may confide in a trusted driver. It is tempting to share this information. Volunteer drivers are encouraged to share their concerns with the Manager, but not with other drivers, family, or friends. Only information that the Manager "needs to know" can be communicated. Even the names of individuals receiving service from a program must not be shared with anyone outside the Sponsoring Organization.
 1. Information about a rider must not be shared, unless it is necessary to obtain needed services, and the rider has given written consent. If a rider is not able to give permission to share information for their well-being, the driver and Manager should use their best judgment to share information only to ensure that needed services are provided.
 2. Under some circumstances, the transportation volunteer is required to share information. This applies when it relates to suspected abuse of children or vulnerable adults. If abuse is suspected, this information must be conveyed to the Manager, but not to other drivers, family, or friends.
2. **"Conflict of Interest" occurs** when personal arrangements for transportation are made with riders outside the scope of duties as a program volunteer. Such arrangements are prohibited and can lead to serious liability issues for the driver and the Sponsoring Organization.
 1. Riders should not have access to personal phone numbers and addresses of transportation volunteers. Rider requests for this information should be relayed to the Manager.
 2. Transportation volunteers should not ask personal questions of professional services.
 3. In addition, transportation volunteers may not accept gifts or gratuities.
 4. Program personnel will not use, to their personal advantage, any rider information gleaned in the course of their duties.

5. Volunteers will not use the Sponsoring Organization's vehicles for personal business.
3. **All drivers should follow** the Sponsoring Organization's Code of Conduct. [[Form 22 - Driver Conduct](#)]
4. **Drivers should be familiar** with all aspects of the organization's Ethics Policy. [[Form 23 - Code of Ethics](#)]

Section 6 – Training Volunteer Drivers

The quality of service and the Sponsoring Organization's access to insurance depend upon the driver's ability to effectively interact with the community and to safely operate specialized vehicles. Drivers who transport community members are legally held to a higher degree of care than any other driver on the road.

A Sponsoring Organization should require specific training for all drivers operating vehicles or providing transportation services as part of a volunteer driver program. Training for all volunteers should be structured to conform to the duties in the job description. Programs should either identify a staff person or persons to be a trainer or can arrange for timely access to other trainers.

Note: Many funding agencies require certain types of training for volunteer drivers. Sponsoring Organizations should check with their respective funding agencies for their specific requirements.

- [What About the Cost of Training?](#)
- [Documentation is Important](#)
- [Why Use a Driver Training Checklist?](#)
- [Recommended Types of Training](#)

What About the Cost of Training?

The Sponsoring Organization should provide the required training at no cost to active volunteers. To ease the burden of the cost of outside training, the Sponsoring Organization may be able to get assistance by requesting technical assistance from other transportation providers.

1. Take advantage of low cost training that is available through the Washington State Transportation Training Coalition (WSTTC), sponsored by WSDOT's Public Transportation and Commute Options Office, and the Community Transportation Association of the Northwest (CTANW). [[WSTTC](#); [CTANW](#)]
2. Request scholarships through the Rural Transit Assistance Program (RTAP). [[RTAP](#)]

Documentation is Important

Sponsoring Organizations are responsible for assuring their volunteers are current with all training requirements and that driver files are properly maintained with the appropriate certificates of training completion. Training documentation, including certificates of completion, should be maintained in driver files. More information on driver files is outlined in [Section 10 - Program Records](#).

Why Use a Driver Training Checklist?

A training checklist form should be used to document the training progress of transportation volunteers. [[Form 28 - Training Standards](#); [Form 29 - Driver Training Checklist](#)] The Training

Checklist should be updated each time a training course is completed. In addition, Sponsoring Organizations should require that the drivers sign a statement acknowledging the training they received. Sponsoring Organization may maintain a signature form for each training session or develop a composite form.

Recommended Types of Training

Below are specific types of training that are recommended for all volunteer driver programs.

- [Orientation/Logistics](#)
- [Vehicle Operation, Lift Operation, Wheelchair Securement, and Road Experience](#)
- [Controlling Exposure to Bloodborne Pathogens](#)
- [Defensive Driving Training](#)
- [Passenger Assistance and Sensitivity Training](#)
- [Car Seats and Child Securement](#)
- [CPR and First Aid, and Emergency Response](#)
- [Gatekeeper Training](#)
- [HIPAA \(Health Insurance Portability and Accountability Act of 1996\)](#)
- [Abuse, Neglect, Abandonment, and Exploitation](#)
- [Drug-Free Workplace](#)

Orientation/Logistics

Driver orientation training should cover all of the aspects that would usually be explained to any new employee, e.g., organizational mission and values, job description, expectations, completion of forms, reporting requirements, vehicle operation, public relations, ethics, code of conduct, harassment policies, and reimbursement procedures. [[Attachment 6 - Driver Orientation](#)]

Vehicle Operation, Lift Operation, Wheelchair Securement, and Road Experience

Upon acceptance of a volunteer, the volunteer driver should be given training on vehicle operations, lift operations, and wheelchair securement. In addition, road experience observation and testing must be completed prior to transporting passengers.

For drivers who only use their personal vehicles, vehicle orientation with lift operation and wheelchair securement is not required. However, road experience observation and testing is required for all drivers.

All training should be documented and become a permanent part of the volunteer's personnel file. [[Form 30 - Volunteer Driver Road Test](#); [Form 31 - Lift Operation Procedures Checklist](#); [Form 32 - Wheelchair and Rider Securement Procedures and Checklist](#); [Headstart Guidelines](#); [All Head Start Guidelines](#)]

Note: Road testing should be repeated at least annually and for cause with all drivers. This is an opportunity to identify volunteers who may have developed undesirable driving habits or may be experiencing effects of aging that can affect driving ability.

Controlling Exposure to Bloodborne Pathogens

Each Sponsoring Organization should provide appropriate training on transmission of Hepatitis B Virus (HBV), Human Immunodeficiency Virus (HIV) and other blood-borne pathogens.

Sponsoring Organizations should develop a plan to minimize exposure. The plan should be reviewed at least annually to ensure proper effectiveness in minimizing exposure. The controls contained in the plan are designed to be a guide for programs when designing their exposure control procedures. Bloodborne pathogen control training should be provided to volunteers prior to transporting or assisting riders in the Sponsoring Organization's vehicles. [[Attachment 11 - Bloodborne Pathogen Policy](#); [Center for Disease Control](#); [OSU Training Module](#)]

Sponsoring Organizations should consider the following practices in relation to Bloodborne Pathogens:

1. Volunteers should sign a document verifying receipt of the instructions and their understanding of proper blood-borne exposure control procedures.
2. All vehicles used to transport riders should have a Body Fluid Precaution Kit stored in a convenient location inside the vehicle. Body Fluid Precaution Kits differ from First Aid kits in that they contain products and equipment to minimize exposure to infectious body fluids. The Red Cross provides instructions on how to make the kits.
3. The driver should document any exposure to body fluids. They may do this with the Exposure Incident Report Form and report. The form and report should then be turned in to the Manager. [[Form 33 - Exposure Incident Report](#)]
4. The Manager should conduct a post-exposure evaluation and document any recommendations for follow-up.

Note: Training on Bloodborne pathogens is recommended for all volunteer programs; however, many funding agencies require this training be given to volunteers.

Defensive Driving Training

Within 60 days following the initial driving assignment all drivers should complete an approved Defensive Driving Course (FLI/National Safety Council or Equivalent). This training is available through a variety of sources and formats and may soon be available through the Internet in a self-paced, self-scored format.

Note: Washington State law allows licensed drivers, age 55 and over, to receive reductions in private automobile insurance premiums if they complete an approved eight-hour vehicle accident prevention course. Each course includes information about the effects of aging on driving;

driver problem areas such as yielding the right of way, driver awareness, speeding, passing, road signs and signals; and driving while under the influence of alcohol or drugs. [[Senior Driver Training](#)]

Passenger Assistance and Sensitivity Training

Within 60 days following the initial driving assignment, all volunteer drivers should have Passenger Assistance Training (PAT), CTAA Passenger Service and Safety Certification training (PASS), or an equivalent course. This training should emphasize sensitivity and assistance to elderly and persons with disabilities, communication with riders, and blood-borne pathogen exposure control. [[Attachment 5 - Etiquette and Behavior for Dealing With a Person With Disabilities](#); [Attachment 7 - Manual for Transportation of Persons with Disabilities](#); [Head Start-Requirements for Transporting Students with Disabilities](#); [Easter Seals Family Caregiver Support Transportation Program](#)]

Car Seats and Child Securement

All drivers that are going to transport children in any vehicle should have training in current State and Federal requirements for car seats and booster chairs. In addition, they should be trained on how to properly install these devices. [[State by State Child Restraint Laws](#); [National Safety Council](#)]

Keep the following in mind when addressing the transportation of children:

1. It is recommended that vehicles owned by the Sponsoring Organization be equipped with child seats and booster chairs that can be properly fitted to the vehicle.
2. If the volunteer is using their POV, take care to ensure that the car seat or booster chair can be properly fitted to the vehicle.
3. Car seats provided by the rider's parents or personal representatives must not be used in either private automobiles or in the Sponsoring Organization's vehicles. This is because the privately owned car seat or booster chair may:
 1. Not be a currently approved design
 2. Have been in use during an accident
 3. Be older than five years
 4. Not be securable given the design of the car seat in comparison to the vehicle's seat belts
4. Drivers should be trained about proper seating positions related to operational airbags. Riding in a seat equipped with air bags can be dangerous even for adults with small statures.

CPR and First Aid, and Emergency Response

First Aid and CPR training is optional for all drivers. Risk management professionals differ on the liability benefits and/or detriments of this training. Each Sponsoring Organization should develop a policy on this issue. If the training is not required, drivers should be trained how to access available emergency services.

All of the Sponsoring Organization's vehicles should be equipped with two-way radios, cell phones or other communication devices that reliably operate in the service area. Some programs have developed cell phone loan programs for their POV drivers. An excellent source of Emergency Response training is the RTAP video and workbook, Emergency Procedures for Rural Transit Drivers.

Gatekeeper Training

All transportation volunteers should receive Gatekeeper training to give volunteer drivers a broad orientation to the social service network in the service area. With Gatekeeper training drivers can make appropriate referrals for other services that riders may need. The training on confidentiality can be included in the Gatekeeper training curriculum. (Gatekeeper training educates community members and volunteers to identify the signs of abuse or neglect in vulnerable adults and children and provides local information on how to follow up with concerns.)

[\[Form 34 - Sample Gatekeeper Training Content\]](#)

Abuse, Neglect, Abandonment, and Exploitation

Certain defined professionals are required to report suspected abuse, neglect, abandonment, and exploitation of vulnerable adults and children. Social service program volunteers may be subject to these. Sponsoring Organizations should provide training on these issues and document completion of the training. [\[Form 35 - Abuse, Neglect, Abandonment, and Exploitation; Form 36 - Adult Protective Services Reporting Form\]](#) [\[Report abuse and neglect\]](#)

Drug-Free Workplace

All volunteers must have training about the Federal Drug-Free Workplace Act. Sponsoring Organizations should document the driver's understanding of this training. [\[Form 37 - Drug-Free Workplace Policy\]](#)

Section 7 – Managing Vehicle Operations

This section contains guidelines for the day-to-day management of vehicles, including private vehicles, used to provide passenger transportation services.

- [Inspect the Vehicle Daily](#)
- [What is a Trip Plan?](#)
- [What Should Be Done During Inclement Weather?](#)

Inspect the Vehicle Daily

Vehicles used to provide passenger transportation should be inspected daily to ensure the safety of both the passenger and the volunteer driver and make sure that all of the vehicle equipment is in proper working order. This is commonly called a pre-trip inspection. This is should be done with both POV's and the Sponsoring Organization's vehicles, and should be completed prior to departing to pick up a rider. To accomplish this:

1. All drivers should be provided with information on how to properly inspect the vehicle. [[Form 38 - Pre-Trip Inspection](#)]
2. Drivers should complete a pre-trip inspection even when using their own vehicle to provide service. [[Form 38 - Pre-Trip Inspection Form](#)]
3. The Sponsoring Organization should periodically include "safety reminders" with the volunteer mileage reimbursement vouchers.

What is a Trip Plan?

Trip plans are designed to ensure the safety all drivers, including those who use their own vehicles. Sponsoring Organizations should have procedures for volunteers to follow in the event of a breakdown or accident during normal service delivery hours. [[Form 39 - Back-Up Plan for Daily Operations](#)]

Back-up plans should also be prepared for all trips provided when vehicles are loaned to other organizations or when volunteers are traveling outside the normal service area and/or service hours. [[Form 40 - Back-Up Plan for Vehicles Operating Out of Service Area](#)]

What Should Be Done During Inclement Weather?

Every program should have a comprehensive plan for inclement weather. As technology advances accurate information is available through a variety of media including the Internet. Use the following guide when developing an Inclement Weather Plan:

1. If the Sponsoring Organization attempts service on inclement weather days, the driver can decline service if the driveway leading to the rider's location or if assisting the rider to or from the vehicle, is dangerous due to weather conditions. Sometimes the decision is made upon arrival at the rider's location.

2. If weather and road conditions deteriorate through the day, only return trips should be attempted. The Manager can determine whether hazardous road conditions warrant ceasing services.
3. Requests for urgent medical rides and life-sustaining medical trips should not be provided in private cars in inclement weather. Appropriate referrals should be made to other modes including ambulances.
4. During inclement weather, If the trip is not urgent or life sustaining (e.g., dialysis), riders should be encouraged to reschedule.

Section 8 – Vehicle Equipment and Maintenance

Sponsoring Organizations should set minimum standards for the vehicles used to transport their riders. This requirement includes vehicles owned by volunteer drivers.

This section provides some minimum standards for equipment and maintenance. Many of the same considerations for vehicles owned by the Sponsoring Organization can be applied in setting standards for POV's. The Sponsoring Organization's vans and minibuses will usually have to meet ADA requirements. [[ADA Vehicle Accessibility Requirements](#)]

Personally Owned Vehicles

Under state law there are minimum requirements for POV's used to provide passenger transportation services. The requirements state that the POV's shall:

1. Have a valid state license and registration.
2. Be equipped with functional heating and ventilation systems.
3. Have functioning, clean, accessible seat belts that meet state and federal guidelines.
4. Have functional doors and handles on all doors.
5. Have an accurate speedometer and odometer.
6. Have windows free from cracks; windshield chips must be properly sealed and not hinder vision.
7. Have functioning interior lighting within the passenger compartment.
8. Have adequate sidewall padding and ceiling covering.
9. Have two exterior rear view mirrors, one for each side of the vehicle.
10. Not have damaged or broken seats, protruding sharp edges, etc. that may be hazardous to riders.
11. Have fully functioning lights, turn signals, and windshield wipers.
12. Have tires with tread depth exceeding state minimums.

Annual Safety Inspections

In addition to inspecting their own vehicles, Sponsoring Organizations should require POV safety inspections as part of their annual renewal process for volunteer drivers. [[Attachment 9 - Maintenance Checklist](#)] The volunteer should provide the Sponsoring Organization with a copy of a receipt showing that the volunteer driver has had his/her vehicle/s inspected by a qualified mechanic.

Sponsoring Organizations are encouraged to create inspection and maintenance incentive programs or cost reduction programs with local mechanics or service stations.

Section 9 - Incidents, Accidents, and Collisions

Sponsoring Organizations should have detailed procedures for volunteers to follow in the event of incidents, accidents, and collisions. These will help minimize claims filed against the Sponsoring Organization and will provide the driver with clear directions about what the volunteer driver should do in these types of emergency situations. This section provides guidance on the types of policies and procedures that a Sponsoring Organization should implement.

How Are Incident Reports Used?

Volunteer drivers should use Incident Reports to document rider/driver accidents or any unusual occurrences (other than vehicle collisions). [[Form 42 - Incident & Collision Report](#)]

These might include:

1. Interactions with doctors and nurses
2. Gatekeeper information
3. Rider complaints

Auto Collisions

In the event of an automobile collision, it is especially important that a Sponsoring Organization provide volunteer drivers with clear instructions on the procedures to follow.

Sponsoring Organizations are encouraged to prepare accident kits for all drivers. A kit should be kept in all vehicles owned by the Sponsoring Organization and should be provided to volunteer drivers operating POV's. Volunteers should be instructed to follow the procedures contained in the accident kit.

Typically these kits include:

1. Witnesses cards
2. Measurement tool
3. Pen or pencil
4. Chalk
5. Form to diagram accident
6. Emergency numbers and procedures

Procedures and Record Keeping

1. Complete and accurate records of any collision or claim of collision, no matter how slight, must be kept in a permanent file. "Permanent" refers to "as long as is required by law." Drivers should not admit fault to anyone other than the manager or police.
2. Any claim of bodily injury or property damage must be reported to the manager immediately. Collision reports must be completed by the driver of the vehicle and reviewed by the Manager within 24 hours.
3. All collisions, no matter how slight, should be reported to the Sponsoring Organization, and a collision report submitted. However, in the event of a serious collision, the volunteer driver should contact the Sponsoring Organization immediately. A serious collision involves severe property damage, personal injury or the potential for media involvement. [[Form 42 - Incident & Collision Report](#)]

The Collision Scene

1. In the rare case that a serious or disabling collision occurs, ideally the Manager, or designated representative, should immediately go to the scene of the collision to provide support and information. It is the responsibility of the Manager to represent the program at the collision scene in a way that avoids any further liability. The Manager should bring a camera to the scene to assist with the review process.
2. Sponsoring Organizations may want to issue a plastic placard, to the volunteer, to hang on the rear view mirror. The card should state: "I am a volunteer driver for the Sponsoring Organization. In case of an accident notify the Sponsoring Organization by calling: (Phone #)." If law enforcement authorities can access the Sponsoring Organization's two-way communication system, that information should be included on the placard.
3. Because drivers can be injured or become distraught at the scene of a collision, collision procedures and guidelines should be an important part of orientation training for new drivers.
4. It is important that the driver document who was in his/her vehicle and any vehicle that was involved in the collision. This can be done with a disposable camera which is part of the vehicle's emergency equipment.

Procedures for Managers at the Scene of a Collision

Collisions of any type can be an upsetting situation for the driver. A distraught or injured driver can increase liability for the program by what he/she says at the collision scene. For example, when a driver tells riders or bystanders, "I'm so sorry, it's my fault," the potential for claims made against the program will dramatically increase. The program should pay claim expenses it is responsible for, but it should not pay additional expenses because of erroneous statements made at the scene of the collision.

Managers should consider the following factors when called to the scene of an accident:

1. Assure that riders are accounted for and are receiving proper emergency services.
2. Separate the driver from the collision scene.
3. Speak for the program and the driver.
4. The driver should be available to answer questions from police and fire authorities.

Media Relations at the Scene of a Collision

Poor media relations at the scene of a collision can cause additional liability. Managers and program representatives should be familiar with and follow procedures when communicating with the media. Guidelines should be in place for employees or volunteers at the scene of a collision. The guidelines may include:

1. Assume the media is present.
2. Project a professional image.
3. Maintain control of the situation.
4. Do not quote hearsay or speculation.
5. Do not accept responsibility for the collision.
6. Explain "no comment" by saying, "I don't have enough information to answer that question accurately."
7. Never speak "Off the Record."
8. When interviewed on camera or video, carefully select the background. Stand in front of a neutral background, not in front of the crash.
9. Contact the Sponsoring Organization immediately in the event of a serious collision.

Collision Review

A Review Committee, consisting of the Manager and other program representatives, is responsible for reviewing collision reports. In the event of a collision, the committee comes together to review the details of the collision and make recommendations. All collisions must be evaluated for preventability. In each case, preventability is evaluated on the basis of the following statement: "Did the driver do everything reasonably possible to avoid the circumstances that led to this collision?"

Section 10 – Program Records

Sponsoring Organizations are responsible for maintaining appropriate records and for being knowledgeable about legal requirements related to timelines for maintaining records.

- [What Driver Records Should Be Maintained?](#)
- [How About Vehicle Records?](#)
- [What Records Should Be Kept on Riders?](#)
- [How To Record Trip Information](#)

What Driver Records Should Be Maintained?

The Sponsoring Organization must have a file containing all pertinent information about each driver. The Federal Privacy Act covers volunteer drivers. All personal information about the driver should be covered by a written confidentiality policy that parallels the organization's personnel policies. The following is a list of the documents, and related information, to be maintained in driver files: [[Form 43 - Personnel Records Checklist](#)]

1. Original volunteer/employment application
2. Interview and reference check documentation
3. Criminal history documentation
4. Department of Licensing (DOL) history report and any subsequent history reports generated
5. Copy of current driver's license
6. Copy of training certifications
7. On-going objective documentation
8. Any documentation relevant to performance
9. Copy of current personal automobile insurance card. Insurance must be at least the State of Washington's minimum coverage requirement for POV drivers. Personal auto insurance verification must be kept current.

How About Vehicle Records?

Programs that use volunteers to drive vehicles owned by the Sponsoring Organization must have files containing records relevant to each vehicle. Vehicles and related records should be reviewed annually. A vehicle file should contain sections where the following documentation is maintained:

1. Vehicle maintenance schedule
2. Maintenance records
3. Maintenance receipts
4. Description of maintenance completed
5. Daily pre-trip inspections
6. Inventory of safety equipment
7. Maintenance records for related safety equipment (i.e. fire extinguishers)

What Records Should Be Kept on Riders?

Sponsoring Organizations are required to maintain specific information on the riders using the services. The rider information must be collected and properly maintained using a database or an adequate system done by hand if the agency does not have access to a computer. Rider information, collected by Sponsoring Organizations, will be used primarily for reporting purposes. In the event of an emergency, this information can also be valuable. Rider records should contain the following information:

1. Rider's name
2. Address
3. Phone number
4. Age
5. Ethnicity
6. Income level
7. Medicaid and/or other specific program eligibility
8. Mobility information (i.e., uses a wheelchair, cane)
9. Disability information (i.e., cerebral palsy, legally blind)
10. Height and weight of children under six years old
11. Name, address and phone number of emergency contact
12. An individual Sponsoring Organization may require additional information for specific program purposes. To assure that rider confidentiality is maintained, Rider files must be kept in a secure location.

How to Record Trip Information

Standard forms are used for reporting trip requests and completion. All trip requests and completed trip information must be properly documented. Trip request information should be recorded when the request is received and the trip completion information when the trip is completed. If a trip requests is deemed to be "special risk," special forms and procedures may be used for the trip. Many programs use "dispatching software" to electronically record trip information.

- [Trip Requests](#)
- [Trip Reports](#)
- [Trip Denials, Late Cancels and No-shows](#)
- [New and Unduplicated Riders](#)
- [Trip Purpose Definitions](#)

Trip Requests

Sponsoring Organizations are encouraged to develop a form to record information when a trip is requested. [[Form 44 - Trip Request](#)] **Requests should contain the following minimum information:**

1. Date the trip request was made
2. Trip date
3. Rider name, address and phone number
4. Destination address and phone number
5. Trip purpose
6. Appointment time
7. One-way or round-trip
8. Return pick-up time
9. Special rider information (e.g., uses a wheelchair, uses a cane, escort, child restraints required)
10. Emergency contact information. This information is very useful when a child or vulnerable adult is returned to a residence where no one is home as expected. Sponsoring Organizations should develop a policy requiring a personal care attendant (PCA) if there are repeated occurrences of drivers needing to use emergency contacts.

Trip Reports

The driver must document trip completion information. This report may be combined into the reimbursement voucher and coupled with an Incident Report, if indicated. Driver reports typically contain the following information for each trip:

1. Date
2. Driver name
3. Rider name
4. Pick-up location
5. Destination location
6. Mileage at pick-up and drop-off
7. Volunteer or paid driver hours (not including down time)
8. Status of trip (no-show, late cancel, or completed)
9. "Gatekeeper" information, if indicated

Trip Denials, Late Cancels and No-shows

To properly manage a volunteer transportation program the Sponsoring Organization needs to collect accurate information on trip request status. **When a rider's trip request is turned-down, the rider cancels the ride late or does not show for the ride, this information must be recorded.**

The following definitions apply:

1. **Trip Denial:** A trip is recorded as a denial when the Sponsoring Organization is unable to provide the trip. A trip can be turned down for many reasons. For example, a driver may not be available to complete the trip, the schedule for the day may be full, or the van may be down for repairs. If this occurs, the trip is recorded as a turndown. If a rider requests a round-trip ride, the result is two trip turndowns. This information is valuable in determining the unmet need in the community and for the development of funding proposals.
2. **Late cancel:** A trip is recorded as a late cancel when the rider cancels the scheduled trip with less than 24 hours advance notice. If the rider had requested a round-trip, the result is two late cancels.
3. **No-show:** A ride is recorded as a no-show when the driver arrives at the pick-up location and the rider is not there or refuses to board. If a rider was scheduled for a round-trip, the first leg of the trip is recorded as a no-show and the return trip is recorded as a late cancel. The driver log should document rider no-shows and late cancels.

New and Unduplicated Riders

Sponsoring Organizations may be required to report data on new and unduplicated riders. Funding agencies may require this information to be reported differently.

The following serves as an explanation for reporting new and unduplicated riders:

1. **New riders:** When a rider registers with the program and receives his/her first ride, that person is a new rider. New riders are only recorded once.
2. **Unduplicated riders:** Unduplicated riders are counted based on the fiscal year. Each rider is counted only once during the fiscal year, no matter how many times he/she receives service. The unduplicated rider count is the total number of people who received rides during the year.
3. When a rider is new and receives his/her first ride, that person is a new rider **and** an unduplicated rider.

Trip Purpose Definitions

If rides must be counted by trip purpose on a service summary, the following terms could serve as a guide for identifying trip purposes:

Trip Term	Ride Purpose
Medical:	All medical appointments that are not life sustaining, including prescribed physical therapy, i.e. swim therapy.
Life-sustaining medical:	Dialysis, Chemotherapy, Radiation treatments.
Personal business:	Rides to meet personal needs. Examples include participation in Adult Day Care Center, visitation of spouse or others in nursing home, support group meetings, and banking.
Supportive services:	Rides to an agency/organization that provides direct or supportive services to the rider. Examples include Social Security Office, Veteran's Administration Offices, Resource Centers, etc.
Shopping:	Rides to any store, shopping center, mall or retail establishment.
School:	Rides, to meet personal educational needs, to local colleges, universities, and educational training programs or meetings.
Work:	Rides to and from a work/employment setting or assignment and work training.
Volunteer activities:	Rides to and from volunteer work setting or assignment, including from volunteer's home and to an individual senior's home if that is the work setting
Recreational:	Trips to museums, sightseeing, movies, opera, plays, etc.
Nutrition:	Rides to and from a meal site including restaurants.

Section 11 – Program and Individual Acknowledgements

The Agency Council on Coordinated Transportation (ACCT) would like to thank all of the organizations and individuals that contributed to the development of this document.

Without their generous contributions, Volunteer Drivers: A Guide to Best Practices, could not have been created.

The forms and attachments included in this guide were drawn from materials available in the public domain, such as the State Patrol Criminal History Request, or compiled from materials freely contributed by the organizations and individuals listed below.

The use of the materials contributed was extended only to the Agency Council on Coordinated Transportation for the purpose of establishing and improving volunteer transportation programs. The information in the guide is not to be used by any individuals or organizations that intend to make a financial profit from the use of the materials.

All the contributions were appreciated; however, there were seven individuals that contributed comprehensive operations manuals from their programs, including forms and training materials. Several of these programs have previously been selected as model programs by one or more researchers and/or organizations.

Who Were the Major Contributors?

Elaine Wells Ride Connection Manual, Forms, Policies - Portland, Oregon

Marci Durban People for People Manual, Forms, - Yakima, Washington Training Manual

Gail Griggs COAST Manual, Forms, Proofing - Colfax, Washington

Jean Engleke Area IV AAA & CAP Manual, Brochures, Forms - Lafayette, Indiana **Noreen**

Franklin Ingersoll, Oxford County Manual, Forms - Ontario, Canada

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Organizations

British Columbia Transit Vancouver, Canada
Brown County Human Services Green Bay, WI
Community Transportation Association of America Washington, D.C.
Disabled American Veterans Transportation Network Cold Springs, KY
Department for Adult and Senior Services New Castle, DE
Hennepin Co. Volunteer Services Program Minneapolis, MN
Interstate Registration Guide
Lutheran Social Services of Chicago Chicago, IL
New Hampshire Department of Health & Human Services Concord, NH
Senior Outreach Transportation Huntington Beach, CA
Transportation Disadvantaged
Trumbull Red Cross Transportation Warren, Ohio
Volunteer Chore Services Tacoma, WA
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Section 12 – Links, Attachments, Forms

Internet Links

Nonprofit Risk Management Insurance Institute	www.nonprofitrisk.org/
CIMA (Liability Insurance Information)	www.cimaworld.com/
Commercial Drivers License	www.dol.wa.gov/driverslicense
Photo Identification Cards	www.dol.wa.gov/driverslicense/idcards.html
Organ Donation Card	www.dol.wa.gov/driverslicense/organdonor.html
Department of Licensing	www.dol.wa.gov/
Washington State Patrol	http://www.wsp.wa.gov/
Access Washington	www.access.wa.gov/
Center for Disease Control Procedures re: Bloodborne Pathogens	www.cdc.gov/niosh/topics/bbp/
Senior Defensive Driving Training	www.dol.wa.gov/driverslicense/seniors.html
National Safety Council	www.nsc.org
Washington State Transportation Training Coalition	www.wsttc.org/
RTAP Training Scholarships through the Washington State Department of Transportation	www.wsdot.wa.gov/transit/training/RTAP.htm
Easter Seals Family Caregiver Support Transportation Program	www.easter-seals.org/
Community Transportation Association of America	www.ctaa.org/
Special Needs Transportation - RCW	http://apps.leg.wa.gov/rcw/dispo.aspx?cite=47.06B.012
Rideshare - RCW	http://apps.leg.wa.gov/rcw/default.aspx?cite=46.74
Insurance Indemnification – RCW	http://apps.leg.wa.gov/rcw/default.aspx?cite=24.06&full=true#24.06.035
Liability of Volunteers of Nonprofit or Governmental Entities – RCW	http://apps.leg.wa.gov/rcw/default.aspx?cite=4.24.670
Washington State Patrol Criminal History Records	http://www.wsp.wa.gov/crime/chrequests.htm
Head Start - Transporting Children with Disabilities	http://eclkc.ohs.acf.hhs.gov/hslc/tta-system/operations/transportation/trans_child

Attachments

Most of the attachments are formatted similar to the forms in the next section ([Model Forms](#)). The attachments differ from the anonymous forms in that they are credited to their original sources. Two of the attachments (The Disability Handbook, and, Staying Out Of Trouble: Regulatory Requirements for Non-Profits) can be reproduced with credit given to the authors and editors.

Many of the attachments are not directly related to volunteer transportation; instead, they are more generic and support materials included in the Guide. Others contain information that will direct you to additional materials and services available.

If you are using an electronic version, many of the Attachments contain valuable Internet links. Some of the attachments contain references to other source materials that were edited for this guide. None of the attachments has been formally copyrighted by their authors or by ACCT. The information is to be used to create, expand, and improve volunteer transportation programs throughout the United States and Canada.

For an abbreviated list of attachments please refer to the [Table of Contents](#) or the navigation pane in MS Word or the bookmarks pane in Adobe Reader.

Attachment 1 – Washington State Insurance Commissioner’s Fact Sheet

Auto coverage for home health care workers, delivery workers and volunteers

Auto Coverage for Volunteers and Others: (January, 1997)

Washington home health care workers, family members, and volunteers caring for older persons and others with similar needs, sometimes need to provide non-emergency transportation for their charges. This practice has raised questions about how these activities might affect their auto insurance coverage.

Insurance Commissioner Deborah Senn’s staff reviewed policy forms, national case law, and insurance industry publications. The opinion of the Washington State Insurance Commissioner’s Agency was that these workers and volunteers should be covered under their personal auto insurance policies. Health care workers and volunteers provide valuable services to society, and the transport of older persons and others to needed services is very incidental to the use of the automobile, said Commissioner Senn.

Commissioner Senn said this stand has generally been accepted by the industry without serious question. However, some workers and volunteers have been advised by insurance agents that mileage reimbursement for driving people constituted commercial use of the vehicle. They have been warned that they either need to sign up for much more expensive commercial policies or run the risk of not being covered in the event of an accident.

Commissioner Senn said “commercial use” is not an accurate characterization of this case. The Office of the Insurance Commissioner (OIC) review showed that, generally, mileage reimbursement for incidental use does not constitute commercial use.

Any consumers who feel that they have been unfairly treated regarding this subject should contact the toll-free Consumer Hot Line at the office of the Insurance Commissioner. Contact numbers are: **(360) 753-3613 or 1-800-562-6900 (in Washington only); TDD (360) 407-0409; Fax: (360) 407-0186;**

Contact Information: <http://www.insurance.wa.gov/connect-with-us/contact-us/>

Attachment 2 – Limiting Your Organization’s Liability

10 Common Sense Things You Can Do to Avoid Unnecessary Lawsuits

Is your organization "inviting trouble"? Bob McMenamín’s new book about volunteer law offers dozens of suggestions to help "liability-proof" your organization. Here are ten of his favorites.

1. Write a clear mission or purpose statement: Make sure your volunteers know why your organization exists and what it's trying to do. This protects you in two ways. First, volunteers won't make as many mistakes if they're well informed. Second, a mission statement makes it clear what kinds of behavior are acceptable and what kinds are not. If a volunteer *does* transgress, your mission statement makes it clear that the volunteer's acts were committed without the organization's approval.

2. Prepare a job description for every volunteer position. What exactly do you expect the volunteer to do and what exactly are the skills and qualifications for the job? As Bob McMenamín points out: "It is extremely important to maintain written records of job and project descriptions. Misunderstanding and miscommunication are two of the greatest and most fertile grounds...for disagreements, claims, and lawsuits."

3. Make sure the volunteer is suited to the job. Bob McMenamín: "Many organizations operate under the theory that it is best to gather as many volunteers as possible of every kind, and then later date shake the tree, so to speak to eliminate those who are unqualified. This is a waste of time and energy, and is unfair to the people who are turned away." With volunteers, you can reasonably—and legally—ask questions like, "Do you have any medical disability that would prevent you from performing the required tasks?"

4. Maintain a paper trail. Keep a personnel file for every volunteer, just as you would for a paid employee. Proper records will help prove that your organization has acted responsibly. If you expect a volunteer to drive, place in his or her file a photocopy of the person's valid driver's license and current auto insurance.

5. Make sure every volunteer completes an application form—and check their references! Bob McMenamín: "A completed application form is the beginning of the paper trail of records which will protect both the organization and the volunteer." On the application form include name, address, telephone number, place of work or past work history, and other details about background, interests, and abilities. Include a statement the volunteer can sign that permits disclosure, for instance: "I hereby give my consent for the (sponsoring organization) to contact my references; to contact my employers, past and present; and to conduct a routine police check." And, please, check those references. According to Bob McMenamín, about 50% of organizations fail this critical step, and open themselves up to charges of negligence.

6. Assess your volunteers and train them to do the job properly. Don't ask someone to do a job unless you know they can handle it. Your organization is responsible for providing adequate training to your volunteers and will be held accountable. Training prepares volunteers to make better decisions if they encounter a problem.

7. Make sure proper supervision and support is available to the volunteer. Your organization will be held accountable for your volunteers' mistakes if better supervision could have prevented those mistakes.

8. Investigate all rumors or notice of wrongdoing immediately. Maybe it's the lawyer's perspective, but Bob McMenemy is a strong believer in Murphy's Law ("Anything that can go wrong, will") and in O'Toole's corollary ("Murphy was an optimist"). When trouble happens, rush to find out the whole story. Don't wait—bad news takes on a life of its own.

9. If there is a problem or complaint, offer immediate help. Bob says, "If someone in your organization has caused harm, then you have a responsibility to rush to help." People often hold back, assuming any willingness to help will be viewed as an admission of liability. In Bob McMenemy's experience, at least half the claims filed are withdrawn when the organization shows a willingness to help.

10. Try to turn a negative into a positive. Act morally. Compassion and concern should override the niceties of legal liability. If for no other reason, it makes good PR sense. People will neither forgive nor forget an organization that stonewalls and hides from responsibility.

Attachment 3 – Seven Common Risk Management & Insurance Pitfalls

1. FAILING TO PURCHASE ADEQUATE INSURANCE LIMITS

An Automobile policy with \$ 5,000,000 Combined Single Limit of Liability for Bodily Injury or Property Damage to third parties might cost \$ 30,000 annually for a fleet of twenty vans. An Excess Liability policy with \$ 5,000,000 Limits of Liability in excess of the primary \$ 5,000,000 should cost less than \$ 5,000 annually. The point is that excess limits layers are progressively cheaper. Buying \$5MM too much in limits is a five thousand-dollar mistake; not buying it is a \$ 5,000,000 error.

NOTE: Punitive Damages

Our most recent research indicates that Punitive Damages are insurable in Idaho pursuant to twenty-year-old ruling (*Abbie Uriguen Olds v. United States Fire Ins. Co.*, 511 P.2d 782 (1977); vicarious liability held insurable in same case). A Washington state ruling holds that punitive damages are not insurable (*Walker v. Gilman*, 171 P2d 797, 1946). In Montana punitive damages are insurable (*First Bank-Billings v. Transamerica Ins. Co.*, 679 P.2d 1217, 1984), but statute prohibits punitive damages against government entities.

2. COVERAGE GAPS

Failing to recognize loss exposures is another frequent mistake. One way this can occur is by exclusively following "canned" exposure survey programs as the sole means of risk identification. The problem with prefabricated checklists is that they are not that helpful on an ongoing basis. As a result, there is a danger that loss exposures which develop with operational or organizational changes, new medical or scientific discoveries, legislative changes, new product or service introductions, mergers, acquisitions, and similar events will be overlooked until the next time the survey is updated. This often creates a recognition "lag time" that delays proper evaluation and control.

3. INERTIA IN SELECTING SERVICE PROVIDERS

Tradition can sometimes substitute for thought. This can create situations where the same broker, actuary, insurer, and third-party administrator are used year after year, their performance notwithstanding. Complacent vendors may feel they have an institutional right to your account. The most common reasons for using the same service provider are because it takes too much time or involves too many hassles to change vendors. There are a variety of reasons for staying with the same provider: he or she is a personal friend or relative of a key person in the organization, or there may be considerable prestige associated with using a particular vendor.

An evaluation of the service providers used may be as simple as asking, "Is my organization deriving full value from the gamut of service providers we use?" The answer may be, "Yes." You may think you are receiving adequate or even superior service from your broker, safety engineer, actuary, or risk management consultant. But without testing the market periodically, how will

you really know? Newer, more innovative service providers may be able to do a better job, and more cheaply.

This is not to say that risk managers should continuously shop around their business or service needs. It does, however, imply that risk managers should periodically "stir the pot" regarding outside vendors, evaluating each on the criteria of (1) results, (2) service, and (3) cost.

The bid process is not entirely without positive aspects, for in the course of interviewing prospective vendors a manager can address in advance and avoid many of these related pitfalls:

- Not understanding the worst-case scenario of loss-sensitive rating plans or deductible plans or failing to communicate it to top management.
- Not fully understanding the difference between deposit and earned premiums or failing to determine how final premiums will be determined.
- Not understanding the entire insurance policy, particularly the application of the exclusions.
- Trusting blindly a broker's understanding or representation as to what is and is not covered.
- Thinking that a broker will reverse an insurer's coverage denial of a gray area loss.
- Being afraid to use a consultant to validate your program.
- Not realizing the extent of the insured's loss reporting duties under a self-insured retention.
- Not responding to an action plan or proposal from an outside service vendor.

4. FAILURE TO DOCUMENT

One precept of medical malpractice risk management is to document everything; as the saying goes, "if it was not charted, it did not happen." This axiom applies to non-medical settings as well. Managers need to remember that failure to document may get them into a bind from which they cannot recover. This can include situations involving a side-deal or understanding with an insurer regarding claims-handling prerogatives an understanding with the broker regarding annual compensation, or proof in an E&O dispute that a particular coverage or endorsement was requested.

It is always better to have this documentation and not need it than to need it and not have it. Insurance is no longer done on a handshake. When a loss strikes, the broker or underwriter may be long gone, transferred to some faraway branch office or with another company altogether. If you have any side-deals or understandings with your broker or underwriter regarding coverage, get them in writing. Better still, explore having them incorporated as manuscript endorsements to the insurance policy or at least incorporated by reference.

A related mistake is not documenting management's approval of self-insurance or large retentions. Management loves to hear about the premium savings that higher retentions will capture, but institutional memories can be notoriously short. If a big loss occurs, collective

amnesia may arise. Indeed, top management may be shocked to find out how much loss the organization has retained, and demand to know who arranged the scheme.

Discarding old insurance policies in the belief that they will never be needed again is another common documentation-related mistake. Companies should keep their insurance policies *forever* (especially liability policies), and the risk manager should keep track of them.

5. INSUFFICIENT ATTENTION TO LOSS CONTROL / PREVENTION

There is no question that skimping on safety and loss prevention expenses can result in higher, not lower, costs. This is especially true of the Automobile and Workers Compensation lines of coverage that are very sensitive to historical loss performance. Investments in training programs, ergonomic studies of job duties, safety rewards, and modified duty job programs usually pay off in the long run. The best way to manage risk is to prevent a loss so that risk-financing issues become moot.

The more risk managers invest in loss control, the less time and money they will need to devote to risk financing. It is the risk manager's role to support safety in a visible way. A good rule of thumb: risk managers should spend at least half their time on loss control and safety.

6. FAILURE TO COMMUNICATE WITH THE BOARD

Risk Managers use many methods to skillfully communicate their risk management goals, challenges, and accomplishments to a Board of Directors. These may take the form of formal presentations, written reports, copies business correspondence or even informal 5-minute hallway chats regarding a tough insurance renewal.

7. FAILURE TO KNOW YOUR LOSS HISTORY

Prior loss information in the form of insurance company or internally-generated claims reports is one of the most important determinants in determining how much an insurance program will cost and the best manner in which to finance the associated costs. Yet many brokers and insurers are lax about supplying these documents to their clients. Request these at least quarterly from your broker and/or insurer and ask that the information contain sufficient detail for you to keep track of open claims and pending reserves.

For purposes of renewal negotiations, a multi-year summary is a very useful tool for setting the parameters of a successful quote in advance.

Attachment 4 – Disqualifying Crimes

Disqualifying crimes are addressed in three areas by Washington Administrative Code (WAC). Regulations of executive branch agencies are issued by authority of statutes. The WAC codifies the regulations and arranges them by subject or agency. The online version of the WAC is updated twice a month and should always be referenced for the most current regulations. Copies of the WAC as they existed each year since 2004 are available in the [WAC archive](#).

Permanent Prohibitions - [WAC 388-06-0170](#)

Criminal convictions permanently prohibiting licensing, contracting, or authorizing unsupervised access to children or to individuals with developmental disability.

Other prohibitions - [WAC 388-06-0180](#)

Other criminal convictions that prohibit working with children or individuals with a developmental disability. Disqualification if it has been less than five years from time of conviction.

Exceptions - [WAC 388-06-0190](#)

Persons with convictions may be able to have unsupervised access to children or individuals with a developmental disability under limited circumstances.

Attachment 5 – Etiquette & Behavior for Relating to Persons with Disabilities

1. Remember that a person who has a disability is a person -- like anyone else.
2. Relax. If you don't know what to do or say, allow the person who has a disability to help put you at ease.
3. Do not assume anything. If you have a question about what to do, how to do it, what language or terminology to use, what assistance to offer, ask the person with the disability. That person should be your first and best resource.
4. Offer assistance, quietly and tactfully, if it seems needed, but don't overdo it or insist on it or make a scene. Respect the person's right to reject help or to indicate the kind of help needed.
5. If, for whatever reason, you cannot assist in the way that is asked, be open in discussing this with the person with the disability. You have a right to set limits on what you can and cannot do. Your relationship with a person with a disability should be, like any other relationship, a reciprocal one.
6. If there is time and opportunity, explore your mutual interests in a friendly way. The person probably has many interests besides those connected with the disability and the job.
7. Talk about the disability if it comes up naturally, without prying. Be guided by the wishes of the person with the disability.
8. Appreciate what the person can do. Remember that difficulties the person may be facing may stem more from society's attitudes and barriers than from the disability itself.
9. Be considerate of the extra time it might take for a person with a disability to get things said or done. Let the person set the pace in walking or talking.
10. Speak directly to a person who has a disability. Don't consider a companion or interpreter to be a conversational go-between.
11. Don't move a wheelchair, crutches, or other mobility aids out of reach of a person who uses them.
12. Never start to push a wheelchair without first asking the occupant if you may do so.

13. Before deciding whether or not to push a wheelchair up or down a step, curb, or other obstruction, ask the person if and how he or she wants you to proceed; and be respectful of your own limitations.
14. Don't lean on a person's wheelchair when talking; it is an invasion of personal space. Don't pat a person in a wheelchair on the head; that is patronizing.
15. Give whole, unhurried attention to the person who has difficulty speaking. Don't talk for the person, but give help when needed. Keep your manner encouraging rather than correcting. When necessary, ask questions that require short answers or a nod or shake of the head.
16. Don't pretend to understand a person with a speech difference when you do not. Don't be afraid to let the person know that you do not understand. Be patient, not only with the person with the disability but also with yourself.
17. Speak calmly, slowly, and distinctly to a person who has a hearing problem or other difficulty understanding. Stand in front of the person, speak directly to the person, and use natural gestures to aid communication. When full understanding is doubtful, try writing notes.
18. When dining with a person who has trouble cutting meat or buttering rolls, offer to help. Explain to a person who has a visual problem where dishes, utensils, and condiments are located on the table.
19. Do not pet or otherwise distract dog guides; they are working and must not be distracted.
20. Be alert to possible existence of architectural barriers in places you may want to enter with a person who has a disability. Watch for inadequate lighting, which inhibits communication by persons who have hearing problems

Attachment 6 – Driver Orientation

The (Sponsoring Organization) is required to provide orientation to volunteers prior to their providing service. Orientation shall include:

1. Information about the (Sponsoring Organization).
2. The purpose of the Volunteer Transportation Program.
3. The role volunteers play in providing services.
4. An explanation and a copy of the job description.
5. Statement that the volunteer's personal auto insurance is his/her primary coverage, and
 - a. That the volunteer should review his/her policies to ensure that there is not language that would prohibit the volunteer from providing volunteer transportation
 - b. That the Volunteer Agency maintains coverage only in excess of the driver's personal coverage.
 - c. Explains what additional coverage the (Sponsoring Organization) maintains covering volunteers.
6. Volunteer's Rights and Responsibilities. Minimum requirements include:
 - a. To maintain their vehicle in safe operating condition
 - b. To assure that the vehicle has operable seat belts and that all passengers and the volunteer driver shall use them.
7. To maintain client confidentiality.
8. To exercise due care in operating the motor vehicle.
9. Reimbursement for mileage and other direct travel expenses.
10. Reporting requirements.
11. Evaluation.
12. (Sponsoring Organization) contact and supervision.
13. Accident and other incident reporting.

Attachment 7 – A Volunteer Manual for Transporting Clients With Disabilities



VISION IMPAIRMENTS

Vision Impairments can result from a variety of causes, including congenital conditions, injury, eye disease and brain trauma, or as the result of such other conditions as diabetes and multiple sclerosis. A person is considered **legally blind** if his or her corrected vision is no better than 20/200, meaning seeing at twenty feet what others see at two hundred feet or having peripheral fields (side vision) of no more than 20 degrees diameter or 10 degrees radius. A person is considered **vision impaired** when corrected vision is not better than 20/70.

Eighty to ninety percent of legally blind people have some measurable vision perception. A person who is legally blind may retain a great amount of vision. Many legally blind persons are able to read with special glasses; a few can even drive. It is also important to note that some legally blind persons have 20/20 vision. Although they have perfect central vision, they have narrow field or side vision and see things as though they are looking through a tube or straw. They often use guide dogs or canes when they travel. Some blind persons with only central vision loss do not require a guide dog or cane. They are able to see large objects but have great difficulty reading or threading a needle. The term "**blindness**" should be reserved for people with complete loss of sight. "**Visually impaired**" is the better term used to refer to people with various gradations of vision.

When transporting a client who is **legally blind** or **vision impaired** you should never assume that the person will need your assistance. **Always ask.** A simple question such as "Do you need any assistance?" can start your trip out great. If the clients ask for your assistance always let them know exactly how you will assist them. i.e. "*I am going to take your right arm with my left arm.*" Never reach out and grab the person without announcing what you are doing and always ask first.

If the client is taking a guide dog with them please remember that the guide dog is not a pet and is on the job. You should never pet the guide dog, as it is a distraction from what they are doing. Guide dogs are trained to assist the client are always well behaved and harmless. A good rule of thumb is that if the dog is wearing a harness he is working. The broker staff will notify you if the client is taking a guide dog.

When transporting a client who is vision impaired, the most important thing to remember is that this person has most likely been this way for a long while, and will know how to get around, however they may need assistance in directions once they are at the facility. If they need an arm assist, offer it, otherwise, do not grab onto them.

Let your client know that you will be back at the facility at a certain time and ask them where they will meet you. This allows them the chance to avoid having to look for you, or having to ask you to meet them at a certain spot.

TIPS FOR POSITIVE COMMUNICATION

Introduce yourself and anyone else who might be present when speaking to a person with vision impairment.

Use a normal voice level when speaking. Remember, a vision-impaired person has sight problems, not a hearing loss.

Speak directly to the vision-impaired person and address him/her by name. Do not hesitate to use such words as see or look; persons with vision impairments use these terms.

When walking with a visually impaired person, allow him/her to take your arm just above the elbow. Walk at a normal manner and pace.

When offering a seat to a vision-impaired person, place the person's hand on the back or arm of the seat. This gives the person a frame of reference to seat him or herself.

Do not hesitate to ask a person what adaptations, if any, are required during transport. The person with the impairment is the "expert" about his/her particular needs.



No 1.



No 2.



No 3.



No 4.



No 5.



No 6.



No 7.



No 8.



WITH YOUR
HANDS
LIKE THIS
YOU WON'T
BUMP YOUR
HEAD AND
YOU KNOW
YOU'RE
FACING THE
FRONT. I'LL
TELL YOU
WHEN I CLOSE
THE DOOR.



No 10.

HERE'S
YOUR
SEAT AT
THE TABLE.
I'VE PLACED
YOUR
HAND ON
THE
BACK OF THE
CHAIR.



No 11.

HEARING IMPAIRED OR DEAF CLIENTS

Hearing impairment is a broad term that refers to hearing losses of varying degrees from hard-of-hearing to total deafness, the major challenges of persons with hearing impairments is communication. Hearing-impaired persons vary widely in their communication skills. Among the conditions that affect the development of communications skills of person with hearing impairments are personality, intelligence, nature, and degree of deafness, degree, and type of residual hearing, degree of benefit derived from amplification by hearing aid, family environment, and age of onset. Age of onset plays a crucial role in the development of language. Persons with per lingual hearing loss (present at birth or occurring before the acquisition of language and the development of speech patterns) are more functionally disabled than those who lose some degree of hearing after the development of language and speech.

Many persons with hearing impairments can and do speak. Most deaf persons have normal speech organs and have learned to use them through speech therapy. Some deaf persons cannot monitor or automatically control the tone and volume of their speech, so their speech may be initially difficult to understand. Understanding improves, as one becomes more familiar with the deaf student's speech pattern.

Many deaf persons will use sign language with an interpreter. American Sign Language thoughts are expressed through a combination of hand and arm movements, position, and gestures. The intensity and repetition of the movements and facial expressions are also important elements of manual communication.

If you are transporting a client who is hearing-impaired or deaf you may not necessarily be aware of this if the client does not let you know. Some signs that would indicate that your client is hearing-impaired would be if he/she is wearing a hearing aid, if you have to repeat yourself several times when speaking, or if you find you are needing to speak louder than normal. Hearing impaired/deaf clients need to be able to see your face when you are speaking, so that

they may read your lips. They also will be reading your expressions; in this way they can tell if you are angry, happy, sad, etc. Always smile, this a warm and welcomed expression to clients and a pleasant introduction of yourself. Some hearing impaired clients have poor balance and may need an extended arm to hang onto. Always let them hang onto your arm, never hang onto theirs and, as always, you should never grab onto a person's body unless they are falling. You may feel that you have to elevate your voice with a client, you should never shout at them, as it is not going to make a difference in most cases how loud you talk and it may offend them. Again, if you are not certain how to assist your client "*just ask.*"

TIPS FOR POSITIVE COMMUNICATION

Attract the attention of the hearing-impaired person before speaking with a cue such as a tap on the shoulder or a wave.

Face the person while talking so that they may read your lips.

Speak clearly and naturally without exaggerating lip movements or volume.

Avoid standing in front of a light source like a window – the glare from behind makes it difficult to read lips.

Keep all information confidential.

SPEECH IMPAIRMENTS

Speech impairments may have many causes—hearing loss, illness, injury, and congenital or psychological conditions. Speech impairments are found alone and in combination with other disabilities.

Speech impairments range from problems with articulation or voice strength to an inability to speak at all. Unless the impairment is recent, persons with speech impairments generally have had some speech therapy. Among the more common speech impairments are stuttering, chronic hoarseness, and difficulty in evoking an appropriate word or term, and esophageal speech (resulting from a laryngectomy).

Speech impaired clients may either be totally mute or merely have a speech problem. Some of them have a great amount of trouble trying to articulate words and may become frustrated. It is not uncommon for them not to speak the entire time they are in the car to avoid being embarrassed. Never ask a speech-impaired client to repeat themselves, this may offend them. If the client has an attendant with them they may use Sign Language to communicate. Sign Language is becoming more of a universal language with hearing impaired people. If your client does not speak at all, perhaps some music would make the trip easier for your client and for yourself.

TIPS FOR POSITIVE COMMUNICATION

The ability to understand impaired speech improves with continued exposure and listening, as does the ability to understand a foreign accent.

Be patient and listen.

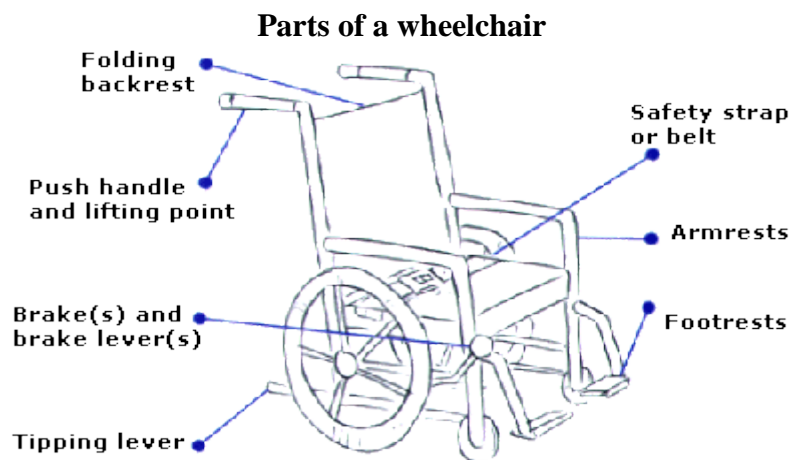
Do not provide words or finish sentences for a person who stutters or speaks with difficulty. Let the person complete his or her thoughts.

If you do not understand what is being said, do not pretend to know; tell the person you do not understand and allow him/her to repeat the communication.

Keep all information confidential.

CLIENTS USING WHEELCHAIRS: Why do people depend on wheelchairs? Because of injury, illness or disability they require the wheelchair to provide them with mobility so that they can participate fully in their lives.

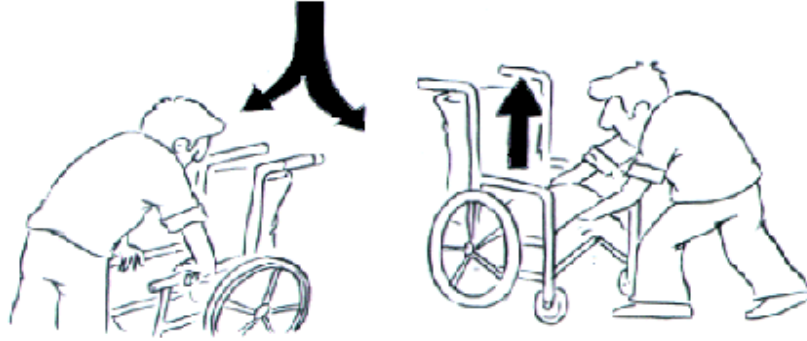
- Live an independent life
- Work or go to school
- Move around on their own (where possible)



How to fold and unfold a wheelchair

To unfold most wheelchairs...

- Push down on both sides of the seat, keeping fingers inwards
- Don't force the chair open and never put your fingers between the frame and seat to avoid them get trapped

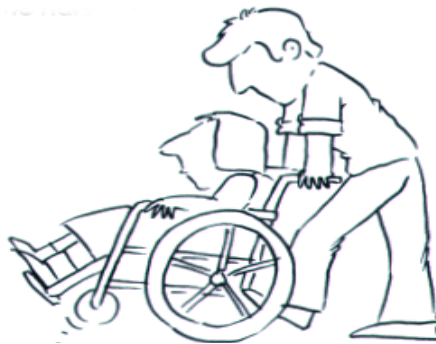


To fold most wheelchairs...

- Remove cushion (if any)
- Adjust the footrest upright, rotate them out or remove them
- Hold the midpoint of the seat at the front and back, pull upwards

How to tilt a wheelchair back

- Always warn the occupant of your intention
- Push down the tipping lever with your foot and at the same time, pull back and down on the handles



Getting up curbs safely

- Position the wheelchair so that the front wheels almost touch the curb
- Inform the occupant of your intention
- Grip the handles firmly, tilt the wheelchair and balance the wheelchair on its rear wheels
- Place the front wheels onto the pavement
- Push the wheelchair until it reaches the curb
- Lift the wheelchair onto the pavement



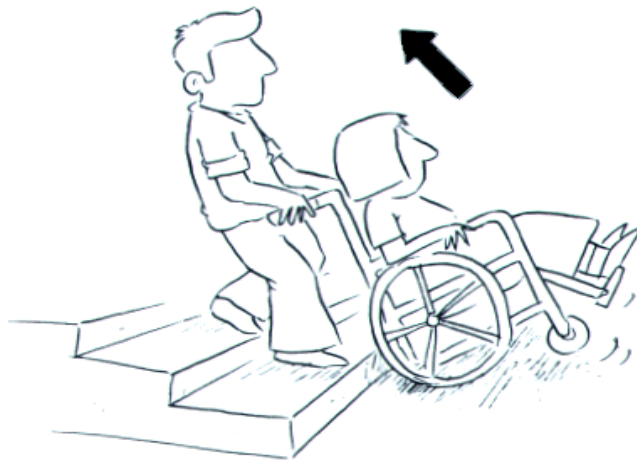
Getting down curbs safely

- Position the wheelchair on top of the curb
- Tilt the wheelchair and balance the wheelchair on its rear wheels and move backward
- Lower the rear wheels against the curb while supporting some of the chair's weight
- Make sure both rear wheels touch the ground gently and at the same time
- Gently lower the front wheels

Getting up stairs safely

Use a lift or ramp if one is available; do not go up single-handedly unless you must

- Back the wheelchair to the first step
- Grip handles firmly and tilt the wheelchair back
- Place one foot on the first step and the other one above
- Lean back, taking the weight of the chair and gently pull the chair up the first step
- Always keep your weight and the wheelchair in balance as you move up the stairs

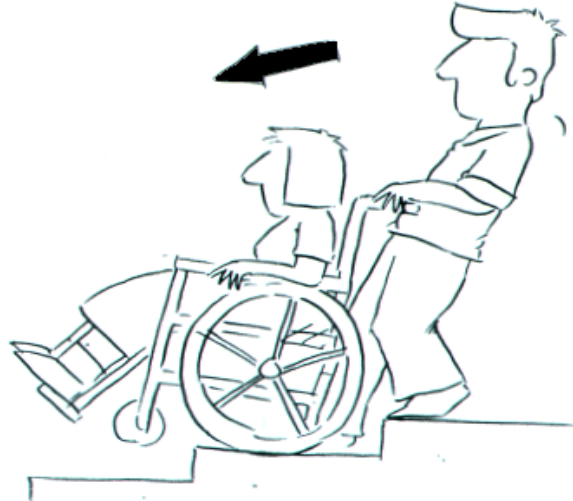


Going down stairs safely

Again, look for a ramp. If a ramp is not available:

- take the wheelchair in a frontward manner down the steps,
- grip the handles firmly and tilt the wheelchair, balancing on the rear wheels,

- move the wheelchair to the top of the first step,
- use your body as brake while gently lowering the wheelchair,
- control the descent with your body, keeping the rear wheels tight against the stair edge, and roll the wheelchair forward and down the step.
- Don't let the chair drop unevenly or too quickly



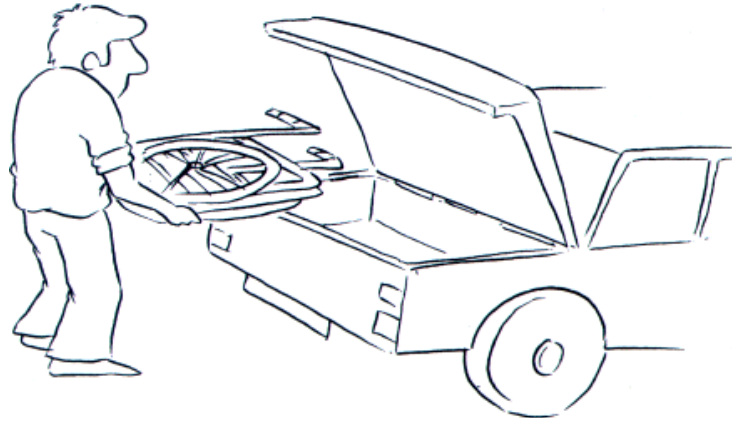
Going down a steep but short slope or ramp

If it is a short but steep slope it may be advisable to go down backward to prevent the person in the wheelchair from tipping out.

- Make sure the path of travel is clear
- Grip the handles firmly to prevent the wheelchair from sliding backwards
- Take steps backwards one step at a time
- Control the descent and ensure that the wheelchair does not roll down too quickly

Keeping the wheelchair in a car trunk

- Remove cushions, armrest, footrest and other removable parts
- Fold the wheelchair and engage brakes to prevent wheels from spinning
- Position folded wheelchair parallel to the trunk
- Bend your knees keeping your back straight
- Grip the wheelchair by the frame
- Lift the wheelchair and balance it on the trunk edge (your legs may be used to raise the wheelchair)
- Slide the wheelchair into the trunk



Think safely and comfort when you give assistance

- Ask the wheelchair user how she or he prefers to be moved, lifted, etc.
- Aim for smooth gentle moves; avoid rushing and rough handling
- Always ask for help if you have doubts about your abilities

What you can do

- Ask how you can help
- Talk to a person in a wheelchair at the same eye level
- Do inform the person in the wheelchair of your intention e .g. when tilting the wheelchair
- Make sure the seat belt is fastened before moving off
- Apply the brakes when the wheelchair is stationary when transferring and when leaving the wheelchair unattended
- Ask the person in the wheelchair if they are comfortable, especially if they have been transferred
- Always maintain at least one wheelchair length behind another "pusher"
- Ask for assistance if you cannot overcome an obstacle
- Look ahead to avoid sudden changes in level and other hazards
- Look out for drain gratings and approach in a diagonal manner
- Push wheelchair on the walkway rather than on the main road, if possible

What you should not do

- Don't talk to a disabled person through a third person
- Don't race
- Avoid rough handling and quick turns
- Don't force a wheelchair to move if stuck - see what the problem is and try to correct it
- Don't use the escalator
- Never lift a wheelchair by the armrest, wheels or any detachable or movable parts
- Don't go down a steep slope in a forward manner
- Never tip the wheelchair forward or too far back
- Don't go down a short steep slope in a forward manner

First of all, always be aware of “*their space.*” Never assume that they need your help, but rather ask them. A simple “how can I help?” is all that is necessary. If you assist a wheelchair client with a push, never hang on the wheelchair, or lean on it as this is a violation of their space, and may offend them. If the client has an attendant with them, it may not be necessary for you to assist them. The attendant may need help opening a door as many places are not wheelchair accessible. Always speak directly to the client when asking questions, as most of them are capable of answering your questions and would be happy to do so.

ATTENDANTS

An attendant is a person who is able bodied and never in worse health than that of the client. If your client has an attendant with them, they should be able to attend to the needs of the client. As it is the attendant’s job to assist your client, you may offer the door for an attendant as they are entering and exiting your car or the facility.

SUMMARY

Many of us do not know how to treat a person who has a disability. It is sometimes difficult to do our jobs if we are not sure how to appropriately deal with the client. The first thing to think of is, “how would we feel if in this situation?” or try to imagine if this were a family member of your own, i.e. your grandmother, mother, daughter, etc. We should also keep in mind that we all have different circumstances in our lives that bring us to where we are. We should never assume anything about someone who we know so little about. The above tips on clients with disabilities are general rules that apply to the handling of any disabled person no matter what the disability is. Remember, disabled does not mean incapable and dignity is very important to our clients.

CREDITS

Information for this manual was taken from “Dealing with Students with Disabilities,” a handbook written by Mark Cornett from Yakima Valley Community College, and from the Americans with Disabilities Act information. Graphics are from Disabled People’s Association (DPA) Home Page on the Internet: <http://www.dpa.org.sg/>

Attachment 8 – Staying Out Of Trouble

An Overview of Regulatory Requirements for Non-Profits

This publication was developed as a resource manual for participants in a series of workshops sponsored by the **Washington State Department of Community Development**. Editors: Lois Irwin, Community Development Specialist for the Partnership for Rural Improvement, and Karl M. Johanson, Executive Director of the Council on Aging & Human Services

Published: January, 1994, Revised: May, 2002 (By Karl M. Johanson)

Permission is granted to copy this booklet for use within non-profit agencies, by board members or staff. Those who charge a publication or workshop fee cannot reproduce this material for use.

Introduction

This handbook provides a basic overview for non-profit organizations on "how to stay out of trouble." It is targeted to small and rural non-profits and newly incorporating non-profits; and intended for use by volunteer members of boards of directors as well as managers. It is not intended to replace more detailed sources of information, but to ensure that volunteer board members and generalist staff members:

Table of Contents

1. Policy

- A. Responsibilities of a board member
- B. Legal requirements in forming a nonprofit corporation
- C. Ongoing responsibilities in maintaining the corporation
- D. General liability issue
- E. Other issues
- F. Establishing organizational vision and mission.

2. Financial

- A. Internal controls
- B. Record keeping systems
- C. Audits
- D. State and Federal Regulations

3. Personnel

- A. Contractors vs. Employees
- B. Hiring
- C. Wages and Hours
- D. Minors
- E. Health and Safety
- F. Employee Benefits
- G. Termination
- H. Retirement

1. POLICY

A. Responsibilities of a board member

1. [RCW 23B.08.300](#) (effective July 1, 1990) describes general standards for directors:
 - a. To discharge director and committee member duties in good faith with the care an ordinarily prudent person in a like position would exercise under similar circumstances and in a manner the director reasonably believes to be in the best interests of the corporation.
 - b. By relying on information, opinions, reports, including financial statements, prepared or presented by: Officers or employees of the corporation whom the director reasonably believes to be reliable and competent in the matters presented; legal counsel, public accountants, or other experts; a committee of the board of which the director is not a member if the director reasonably believes the committee merits confidence.
 - c. A director is not acting in good faith if (s) he has knowledge that makes reliance described in Subsection B. unwarranted.
 - d. A director is not liable for any action, or failure to take action, if the director performed the duties in compliance with this section.
2. If a corporation suffers financial loss as a result of the directors' decisions, they will not be personally responsible for such losses if they have exercised due care. The following types of actions support a conclusion that a director has not violated his duty of care:
 - a. Attendance at Board and Committee meetings - State law may require directors' attendance at all regularly scheduled board meetings unless attendance is not possible. Distance from the place of the meeting has been held is not to be a valid excuse, by the way.
 - b. Familiarity with the Charter and By-Laws - A director can hardly claim to be discharging the duty of care if he or she does not know the powers, purposes, and goals of the organization and the under-lying procedures that the corporation has adopted (personnel policies, fiscal policies, etc.) to achieve them.
 - c. Ensuring that statutory requirements are met - The filing of tax returns and annual reports are the responsibility of the board regardless of who actually prepares the documents.
 - d. Paying attention to corporate activities - This is a difficult obligation to define but it requires being aware of what the corporation is doing and how corporate officers are carrying out their responsibilities. This also requires the executive hired by the board to be a source of pertinent information and to always be available to directors and to answer questions as best he or she can.
 - e. Making decisions in a conscientious manner - A director should be sufficiently informed so that he or she can vote intelligently and participate in the governance of the corporation. A director should never let his or her objections to any course of action go unrecorded. Simply abstaining from voting may not be enough to absolve liability for actions authorized by the vote.
 - f. Reporting to members - State law generally requires directors of nonprofit organizations to report their activities to the members advising them of the state of the

corporate finances and affairs. In fact, a director's freedom from liability for corporate debts may depend upon the giving of such reports.

3. In addition, a more recent law RCW 23B.08.320 **Limits Directors' Liability**, further protects a non-profit board of directors from being held liable for monetary damages with the exception:

- a. If the director, by act or omission, engages in intentional misconduct or knowing violation of law
- b. Assets are transferred to shareholders in violation of the Articles of Incorporation or in a way that would make the corporation insolvent.

Non-profits who filed Articles of Incorporation before July of 1990 (when the RCW was adopted permitting articles to contain this provision that eliminates or limits the personal liability of a director) may want to amend their articles to contain this provision.

4. Board meetings must be managed effectively to permit meaningful decision-making on behalf of the non-profit. The **PRI Community Leader's Guide** details information on meeting management techniques including:

- a. Formulation of the agenda
- b. Ensuring that all member participate in discussion
- c. Reaching closure on decisions
- d. Monitoring progress in implementing decisions
- e. Methods of evaluating member satisfaction with boards

B. Legal requirements for forming a non-profit corporation

1. Forming a nonprofit corporation entails many tasks and responsibilities, in both the formation stage and the maintenance stage. It requires formal, centralized management systems. Before forming a new corporation, a group should be sure that they:

- a. Cannot accomplish their chosen task without incorporation
- b. Have the resources necessary to manage a corporation
- c. Cannot accomplish their purpose by joining an already existing nonprofit corporation

2. Incorporation is appropriate if your group needs perpetual existence, your board needs protection from individual liability, or important funding sources require a corporate entity and existing nonprofit corporations are unwilling or unable to provide the necessary leadership.

3. There are three basic documents to prepare in incorporating:

- a. Articles of Incorporation: Filed with Washington Secretary of State for a nominal fee,
- b. By-laws: Establish the ground rules that guide your nonprofit in how decisions are made. The King County Bar Association publication listed at the back of this section provides the forms and an outline for bylaws. It is important that your by-laws reflect a workable structure that makes sense to the members of your group based on your unique circumstances; while there is an established format for the by-laws, the

content should vary from one group to another to represent your preferred way of carrying out business.

- c. Tax-exempt status: Requires filing with the Internal Revenue Service for a 501(c)(3) designation.

C. Maintaining a Nonprofit Corporation An incorporated, tax-exempt nonprofit has ongoing responsibilities to maintain said status, operate an office, hire employees, or solicit funds. Key documents, which must be maintained, include:

1. Federal tax returns: Form 990 must be filed annually by all 501(c)(3) organizations (unless gross receipts are less than \$50,000).
2. Federal unrelated business income tax: If a 501(c)(3) raises money by an activity that is not directly related to the core mission of the organization, that income is taxable. Tax-exempt organizations with more than \$1,000 of unrelated business income must file a Form 990-T along with the 990 Form described above.
3. State Taxes: There is no blanket exemption from Washington state taxes for nonprofit organizations. The board, or its director, needs to review the business and occupation tax, sales and use taxes, real estate excise tax (if property is sold or leased), property taxes (if the corporation owns property), and any other tax requirements to determine whether your organization is exempt. If analysis shows that the organization is exempt, the organization will have to apply for the exemption.
4. State Solicitation Regulations: Your organization must re-register annually with the Secretary of State unless volunteers carry out all activities of the organization, including fundraising; there are no paid employees; and the organization raises less than \$5,000. There are also specific registration requirements and rules governing solicitation of donations from the public.
5. State Nonprofit Annual Report: You must file an Annual Report each year with the Secretary of State or face administrative dissolution. This report updates information on board members, office location, registered agent, or any changes in the Articles of Incorporation.
6. Business Licenses: Upon incorporating, a new nonprofit will receive a Master Business Application when the Secretary of State returns the filed Articles. This MBA establishes your nonprofit's basic state tax registration and employer registration with the Washington Department of Revenue. Your city or county may have additional licensing requirements. You may also want to register with the local Better Business Bureau.
7. Employees: When employees are to be hired, a payroll system needs to be established with an account for each employee. Requirements that need to be addressed include:
 - a. Registering employee for unemployment insurance with State Employment Security
 - b. Filing Form SS-4 with the IRS to acquire a federal Employee Identification Number
 - c. Using that number, withholding from an employee's paycheck money for federal income taxes and social security (FICA) and paying those to the IRS on a monthly or quarterly basis.

- d. Obtaining a completed W-4 form from each employee and completing and delivering to that employee a W-2 form verifying their salary and amount withheld.
- e. Register with the Department of Labor & Industries to establish an Industrial Insurance Account (this is taken care of by filing the Master Business Application) and paying quarterly amounts for Workers' Compensation.

8. Maintenance of Registered Office/Agent and Amendments to Articles: At all times, the Secretary of State office must have an updated record of the nonprofit's address and registered agent. If the Articles of Incorporation are modified, over time, there are specific procedures for amending and recording. If a number of amendments are made over time and the Board of Directors wishes to consolidate them into one document, there is a specific procedure for restating the Articles.

9. Corporate and Financial Records: The record keeping system of a nonprofit is critical. Without reliable and retrievable records, the organization has amnesia. There are excellent books available to guide you in establishing or improving your record keeping system (see Bibliography). All of the corporate records discussed above should be filed in a central location, along with minutes of all Board meetings, and copies of all legal documents (contracts, warranties, insurance, etc.) In addition, all cash going in or out of the nonprofit, all bank statements, and records on fundraising or grants needs to be recorded and monitored. Board policies need to be adopted regarding signature authority on bank accounts and job descriptions for a bookkeeper and accountant, even if held by volunteers.

D. General Liability and Insurance

To obtain the best insurance coverage for the least amount of money, a nonprofit agency must know enough to discuss their needs intelligently with an insurance professional. An independent agent handles insurance from many different carriers; other agents act only on behalf of one company. There are many types of coverage to reduce risk to an agency and which ones you choose, and at which levels, depends on the Board's assessment of the unique risks associated with your particular organization. Excess coverage extends the same type of coverage to greater levels; whereas true umbrella coverage provides additional types of coverage. Briefly, some major types of coverage include:

1. Comprehensive General Liability, can cover a wide variety, such as:
 - a. Premises (accidents occurring in your office)
 - b. Owners', landlords', tenants' (protects your organization, as a landlord, for accidents occurring within rented space within your facility...this does not cover the individual who had the accident)
 - c. Completed products/operations (errors in production, such as tainted food or mistakes by a volunteer carpenter)
 - d. Contractual (failures to perform as agreed upon in a contract)
 - e. Personal injury (libel, slander, defamation of character)
 - f. Malpractice (incorrect advice, errors and omissions)
 - g. Volunteers (are volunteers covered, identified by job category)
 - h. Fiduciary (if employees steal from organization)

2. Property:

- a. Fire (extended coverage can include vandalism; is coverage for actual or replacement cost? (By individual building or on a blanket basis)
- b. Flood and earthquake
- c. Loss of rents or earnings (caused by fire, flood, earthquake, etc.)
- d. Theft (inside, outside premises; forgery)
- e. Data processing floater (covers hardware, software, etc.)
- f. Other (sprinkler leakage, tenant's improvements, collapse, valuable papers, or unique circumstances).

3. Vehicle:

- a. Non-owned auto can cover employer (not individual) if an employee or volunteer is using their own car on the agency's behalf; it protects the organization for its exposure to risk.
- b. Commercial auto includes liability (bodily injury or property damage to others), medical (for driver and passenger), comprehensive (fire, theft, broken window), collision (damage to auto), and uninsured motorist.
- c. Coverage of any volunteer drivers requires extra attention

4. Directors and Officers (D&O) insurance provides additional protection for individual directors and officers or others as designated. Common lawsuits against nonprofit boards are brought by such people as a donor who feels that his/her contribution was not used properly or a disgruntled employee charging the board with discrimination in its employment practices. Such insurance does not usually provide coverage in instances where libel and slander, deliberate dishonesty, or gaining of personal benefit is involved. If your volunteer attorney or insurance representative is not familiar with this specialty area, you should be able to access information about alternatives from a larger non-profit operating in your region.

5. As a Board considers these many insurance options, the key consideration is assessing how much risk exists and how much of that potential risk the organization is willing to assume. Levels of assumption of risk potential vary from:

- a. Non-insurance (organization assumes the entire risk of loss, usually from its operating budget)
- b. Self-insurance (organization internally provides for potential loss by setting aside money)
- c. Self Insured Relations (SIR) (organization assumes a reasonable loss level and pays an insurance company to cover higher levels of loss)
- d. Deductibles (organization pays an insurance company for coverage, agreeing to pay a stated initial portion of any claim)

E. Other issues

The following chapters describe specific regulatory requirements or critical necessities as regards both management of money and employees. It is incumbent upon the board, however, to be aware of changing laws as they affect the organization as a whole. For instance, the American Disabilities Act (whose requirements are discussed under Personnel)

requires that persons with disabilities access to facilities and services. Physical barriers must be removed, if possible, or alternative methods of providing services must be offered. Auxiliary aids and services must be provided for individuals with vision or hearing impairments. Any new construction or alterations to facilities must be accessible.

F. Establishing Organizational Mission and Vision

1. Mission: A key function of a nonprofit Board is to establish the overall direction for the organization. Just as having a clear and valid purpose means little if an agency cannot manage its legal responsibilities; even so, a nonprofit without an overall vision, regardless of its technical management skills, will have trouble reaching *its* goals.

- a. Mission: An organizational mission statement describes:
- b. WHAT customer or client needs the organization exists to fill (not what products or services are offered--those are "how")
- c. WHO the primary audiences are that the organization serves
- d. HOW the organization carries out its business (its activities, methods, and key values)

It is important that the mission statement be clear and understandable. It needs to be brief enough that most people (especially board and staff) can remember it. The mission statement reminds member of their basic, overriding purpose; clarifies the arena in which the organization operates and helps distinguish the organization from others; and can help determine how resources are to be allocated to different demands.

2. Goals: A nonprofit organization should review its accomplishments on an annual basis and establish goals for the upcoming year. An increasingly common technique for establishing long-range goals involves establishing a vision. The Board is key in establishing organizational vision and this, too, should be revisited every few years. Unlike the mission statement, a vision statement is broader and richer with detail. Visualization is a technique that harnesses the mental complexity, intuition, and emotional responses of the Board and staff to bring to life how the mission is to be actualized in the future.

3. Step-by-step instructions on how to design group visualization and examples of the differences between a vision and mission statements can be found in the Community Leader's Guide described on the next page.

Resources:

A. Much of the material in the preceding section was excerpted, with permission, from *How to Form a Non-Profit Corporation in Washington State*. Copies can be ordered from the:

Seattle-King County Bar Association, 600 Bank of California Bldg., 900 Fourth Avenue, Seattle, WA 98164-1005

B. *The Community Leader's Guide* reviews basic skills, with chapters on team building, communications, planning, meeting management, volunteer management, and fundraising. Copies can be ordered from:

Washington State Department of Community Development, Community Revitalization Team,

9th. & Columbia Bldg MS-GH51, Olympia, WA 98504

C. Mary Lai, Terry Chapman, and Elmer Steinbock, *Am I Covered For? A Guide to Insurance for Non-Profits*, 2nd. ed 300 pages A complete handbook on insurance purchasing for nonprofits, with checklists, worksheets, forms and examples for use in evaluating the need for insurance and obtaining the best policies at the lowest cost.

National Center for Community Risk Management and Insurance, 1828 L St, NW, Suite 505, Washington D.C. 20036

2. FINANCIAL

A: Overview: Establishing an information system for maintaining financial records and communicating fiscal information both inside and outside the organization is critical to the success of a nonprofit.

B. Budget: The Board must establish a budget, which is their plan for the future. The basic steps in a budget development process include:

1. Board and staff develop guidelines/ground rules
2. Develop basic assumptions and parameters for budget
3. Sub-budgets prepared (for activities and services)
4. Program budgets prepared
5. Administrative budget prepared (overhead costs)
6. Capital budget prepared
7. Projected income
8. Review and adjustment of above
9. Draft summary budget for operating expenses and income
10. Review, adjustment, appeals process
11. Final budget adopted

C. Accounting: This is a record keeping of past and current fiscal events. While the budget displays what the nonprofit hopes to achieve during the coming months and how the dollar amounts will be distributed to achieve those goals and objectives, the accounting system displays what the organization has accomplished and at what cost. The major accounting functions involve:

1. Keeping all financial records
2. Preparing accurate financial statements
3. Establishing acceptable standards for cost and revenue
4. Measuring the nonprofit's progress towards its goals
5. Anticipating financial problems and providing information to solve cash flow problems and ensure financial stability
6. Safeguarding the organization's financial assets

D. Special Factors Related to Non-Profits: While the basic accounting principles used in commercial enterprises are equally applicable in a small nonprofit, there are some differences normally associated with nonprofits:

1. Commercial businesses almost always use an accrual method while smaller nonprofits frequently use cash basis accounting.
2. For-profit businesses usually include fixed assets in the balance sheet and depreciate them; nonprofits should generally follow this practice as well, but not always.
3. Nonprofits more frequently transfer monies and set aside funds for a designated purpose than do for-profit businesses.
4. Nonprofits may rely heavily on cash and non-cash donations and pledges, which is rare for a commercial operation.

E. Volunteer Treasurer: Some non-profits depend on a volunteer or elected treasurer to

perform key tasks, such as ensuring that:

1. All financial events are recorded
2. Financial statements are prepared clearly describing what has happened during a given period
3. Internal controls are in place
4. Financial problems are anticipated and addressed
5. An independent audit is conducted
6. The spirit and letter of the law is observed

Appendix has a reference for *Self-Help Accounting Guide for the Volunteer Treasurer*.

F. Internal Controls: Without internal controls, even the best accounting system will collapse. Nonprofits, because of their tax-exempt status and special obligations to the public, have a high responsibility to ensure that proper internal controls are in place. Gross and Warshauer, in their book *Financial and Accounting Guide for Nonprofit Organizations* identify the basic rules for internal controls as:

1. Pre-numbered receipts should be issued for all money when it is first received. A duplicate copy should be accounted for, and a comparison eventually made between the aggregate of the receipts issued and the amount deposited in the bank.
2. Cash collections should be under the control of two people wherever possible, particularly when it is not practical to issue receipts.
3. Two people should open all mail and make a list of all receipts received each day. Someone not handling the money should subsequently compare this list with the bank deposit. Receipts in the form of checks should be restrictively endorsed promptly.
4. All receipts should be deposited in the bank, intact and on a timely basis.
5. All disbursements should be made by check and supporting documentation (which would include an appropriate "approval" procedure and evidence of receipt of goods or services) should be kept for each disbursement.
6. If the treasurer or check signer is also the person who writes checks, two signatures should be required on all checks.
7. A person other than the bookkeeper should receive bank statements directly from the bank and reconcile them promptly; the reconciliation should be reviewed at a higher level and evidence of such review (signature and date) should be made.
8. Someone other than the bookkeeper should authorize all write-offs of accounts receivable or other assets.
9. Marketable securities should be kept in a bank safe deposit box or held by a bank as custodian.
10. Fixed asset records should be maintained and an inventory taken periodically.
11. Excess cash should be maintained in a separate bank account. Withdrawals from this account should require two signatures.

G. Record Keeping Systems: For the Board to perform its role in providing overall guidance and direction to the nonprofit, it must be provided with accurate information in a clear, concise fashion. Unless the volunteer board treasurer is to spend substantial time and effort in keeping records, it is essential to obtain and keep a good bookkeeper. It is a false economy to skimp on salary for this position since a good bookkeeper can help the organization save money and free

the time of the treasurer. There are many resource books, including those recommended in this document, which provide examples and details on accounting methods. Some of the common problems that limit the Board's fiscal management capability are:

1. Lack of board training in how to read the records provided to them. The director or president should make sure that all new board members are given an orientation so that they understand the records reviewed at board meetings.
2. Failure to combine monthly and quarterly statements so as to capture overall trends in income and expenses, so that board members can see "the forest for the trees."
3. Lack of oversight on the part of the board for contracts incurred by the staff. While it is the job of a director to oversee the operations associated with contracted work, the board should be fully cognizant of the contents of all contracts and assess their impact on the organization's overall work program.

H. Audits: An audit consists of an experienced professional accountant testing, on a selective basis, a representative set of financial transactions so as to determine the adequacy of internal controls and the effectiveness of record keeping. An audited set of financial statements increases the credibility of an organization in seeking donations and grants. If the cost of an audit is prohibitive for a small non-profit, you can set up an internal audit committee to conduct a spot review of all disbursements and bank reconciliations. It is desirable to rotate membership to avoid such a committee operating more as a rubber stamp than as an effective review.

I. Compliance with Regulations:

1. Federal Requirements:

- a. To maintain tax-exempt status with the Internal Revenue Service, a 501(c)(3) organization must:
- b. Notify the IRS of any changes in the methods, character, or activities of the organization both when they occur and on Form 990 for that year.
- c. Report all unrelated business on Form 990-T.
- d. Make sure that lobbying activities are not a substantial part of the organization's activities.
- e. File Form 990 annually (or 990EZ for those who qualify)

2. State Solicitation Regulations:

- a. The Charitable Solicitations Act (RCW Chap 19.09) requires:
 1. Annual registration with the Secretary of State (unless less than \$5,000 has been raised; all activities including fundraising are carried on by volunteers; and no assets or income from the organization go to any officer or member)
 2. Registration with the Secretary of State within five working days of contracting for any fundraising service. Note that any nonprofit that solicits and receives contributions exceeding \$5,000 in any year on behalf of another nonprofit must apply for registration.
 3. Each individual or organization soliciting funds on your behalf must follow these rules. You must give the person being solicited the following information orally or in writing:

- a. The name of the individual making the solicitation;
 - b. The name of the charitable organization;
 - c. The purpose of the solicitation and the name of the organization that will receive the funds contributed; and
 - d. Whether the charitable organization is registered under the Act. If it is registered, state that information relating to its financial affairs is available by contacting the Secretary of State's office and give the toll-free telephone number.
4. You must clearly notify the person being solicited in writing of the total percent of money actually applied to charitable purposes, based on the dollar value of funds received from solicitations and from all other sources. If a nonprofit fundraiser conducts the solicitation, it must give the percentage relationship between the amount distributed to charitable organizations for charitable purposes and the total value of contributions received on behalf of charitable organizations by the fundraiser.
 5. If soliciting by telephone, you must make the disclosures described in clause (3) above in writing within five days of the receipt of any contribution, or if materials are sent to the person solicited before receiving a contribution, such materials must include the disclosures described in clause (b) above.
 6. You cannot represent orally or in writing that:
 - a. The contribution is tax deductible unless the organization has applied for and received the letter of determination from the IRS granting tax-exempt status;
 - b. The person soliciting is a volunteer, or use similar words to create the impression that the person is not a paid solicitor, unless such person actually is unpaid for his or her services; and
 - c. The person soliciting is a member, staff person, helper, or employee of the organization or similar wording to create the impression that the person is not a paid solicitor if the person is employed, contracted, or paid by an independent fundraiser.
 7. You must disclose whether the organization is or is not part of any unit of government and the true nature of its relationship to the unit of government;
 8. You must comply with all local governmental regulations that apply to soliciting for or on behalf of charitable organizations;
 9. You cannot use false, misleading or deceptive advertising and must provide full and fair disclosure;
 10. You can not conduct solicitations, if the person or organization soliciting is a charitable organization or independent fundraiser that has been convicted of a crime involving charitable solicitations within the past ten years or has been subject to any administrative order, injunction or judgment.
 11. The Act requires charitable organizations to maintain accurate, current, and readily available books and records until at least three years have elapsed following the effective period to which they relate.
 12. Penalties: There are penalties for filing the registration later than the end of the first business day following receipt of notification from the Secretary of State's office. A violation of any provision of the Act or the giving of false or incorrect information in filing required statements constitutes a misdemeanor; a willful and

knowing violation or giving of false and incorrect information constitutes a gross misdemeanor.

RESOURCES

1. Portions of the preceding chapter were excerpted and reprinted by permission from the United Way of America. United Way Institute, *ACCOUNTING AND FINANCIAL REPORTING: A Guide for United Ways and Not-for-Profit Human-service Organizations*, revised 2nd. Edition, March 1989

Information Center, United Way of America, 701 North Fairfax Street, Alexandria, Virginia 22314-2045. (703) 836-7112 ext. 232. The United Way book draws upon a series of resource documents, such as:

2. The American Institute of Certified Public Accountants' publications: *Audits of Voluntary Health and Welfare Organizations* (1988), *Objectives of Financial Statements* (1973), *Statement on Auditing Standards* (1988), *Statement of Concepts #2: Qualitative Characteristics of Accounting Information* (1980), *Statement of Concepts #4: Objectives of financial Reporting by Non-Business Organizations* (1980). Can be ordered from:

Financial Accounting Standards Board, 401 Merritt 7, P.O. Box 5116. Norwalk, Connecticut 06856-5116

3. Malvern J. Gross Jr. and William Warshauer, Jr. *FINANCIAL AND ACCOUNTING GUIDE FOR NONPROFIT ORGANIZATIONS* rev.3d ed. (New York, John Wiley & Sons, 1983)
This book is used in many universities as a textbook and should be readily available through commercial bookstores as well as some university libraries.

4. John Paul Dalsimer, *SELF-HELP ACCOUNTING: A Guide for the Volunteer Treasurer* (Energize, Inc.) Can be ordered from:
Energize, Inc., 5450 Wissahickon Ave., Philadelphia, PA 19144. (800) 395-9800

3. PERSONNEL

A. Overview: It is important to develop a Personnel Policy Manual (PPM) that defines the interaction between managers and employees and addresses applicable labor laws and standards. At both the state and federal levels, new laws and regulations are constantly appearing that affect your rights and responsibilities as an employer. To avoid legal problems, it is a good idea to have your PPM reviewed periodically by legal counsel knowledgeable in employment law. Be sure, also, to have all personnel policies approved by the governing board. A Personnel Policy Manual might address in some manner all of the issues described in the following pages. There is a large body of complex and ever-changing law that governs each of these issues. The resource section describes excellent sources for additional detail. This overview cannot replace the more detailed information and should serve only as a point of reference for additional study.

B. Job Descriptions: While the law does not require or specify job descriptions, it is obvious that you cannot manage either volunteers, employees, or contracted consultants effectively if you are not clear about your expectations. It is an important duty of the Board to help develop and approve job descriptions. There is no magic in this, only clarity and common sense. The board (or a committee) needs to develop a collective answer to these types of questions:

1. What are the basic responsibilities of this position?
2. What are the basic skills needed to carry out those responsibilities?
3. What are the lines of communication between this position and others?
4. Who supervises and evaluates this individual?
5. Who must he/she coordinate with to effectively carry out these duties?
6. Does this position have management authority over other positions?
7. Are there any physical requirements?

C. Roles: One of the major ongoing issues for a non-profit is clarifying the roles between staff, the director, and the board. Basically, the board hires and fires the director and establishes the overall direction for the organization and the parameters within which operations occur. While bylaws outline the basic duties of the officers and may identify committees, it is wise to develop expanded job descriptions for all board members, with special attention to expectations for each committee and its chair; these will need to be updated as goals are accomplished and new situations arise.

D. Director: The director is charged with managing the day-to-day operations of the non-profit. The director acts as a liaison between the staff and the board, communicating the concerns and accomplishments of each to the other. The director and board president or chairperson should work together in establishing the agenda for board meetings so that the board has an adequate overview of operations and the staff receives policy guidance on direction. While it is desirable to have staff report to the board when appropriate, it is important that board members not interfere in daily operations and that staff not make "end runs" around the director to solicit guidance from individual board members.

E. Difference Between a Contractor and an Employee: One of the first things to determine when moving beyond reliance on volunteers is whether you are contracting for services with a self-employed person or are hiring your own employee. Your responsibilities, as an employer, are different. In general, an independent contractor is in business for him or herself and is not

dependent upon the business(es) (s)he serves. If the individual determines the nature of work, hours worked, works out of his/her own location, or works for more than one business, (s)he is probably a contractor. If you, the employer, controls those decisions and the individual works out of your organization's offices, at hours set by you, and the bulk of their income comes from such employment, (s)he is probably an employee.

F. Hiring: There are many federal and state regulations regarding discrimination and privacy issues in hiring. Although some of these only cover employers of a certain size (generally those with more than 8-15 employees), it would be wise for smaller nonprofits to be aware of and observe the intent of these laws.

1. Regulations under the Washington State Law Against Discrimination limit inappropriate pre-employment inquiries during the hiring process. Basically, it is an unfair practice to make any inquiry about age, unless the applicant might be less than 18 years of age, at which point the employer needs a minor work permit. Similarly, it is inappropriate to ask questions about race, creed, color, national origin, sex, marital status, or handicaps before employment. This includes inquiries on job application forms, in interviews, and in calling others for references. Job applicants should sign a release to enable former employers to talk. After a person has been hired, an employer may need information on race or handicaps to track affirmative action responsibilities or on marital status or handicaps to determine health and life insurance benefits.
2. The U.S. Civil Rights Act of 1964 also prohibits discrimination in hiring based on race, color, religion, creed, sex, or national origin, as does the Equal Pay Act of 1963, the Age Discrimination in Employment Act, and affirmative action requirements for federal contractors. If your non-profit receives money from federal sources, you need to determine if the organization's PPM must have an affirmative action plan.
3. Under the State Law Against Discrimination, the federal Rehabilitation and Vocational Rehabilitation Acts, and the American Disabilities Act, discrimination against applicants with physical or mental handicaps is also forbidden. Failure to employ a person who is unqualified to perform a job because of a handicap is not discrimination, but you cannot reject an applicant if "reasonable accommodation" on the part of the employer would enable job performance. AIDS has been designated a protected handicap by the Washington State Legislature.
4. The 1986 Immigration Reform and Control Act requires that all employees hired after November of 1986 must complete Form I-9, attesting to U.S. citizenship. The employer must indicate what documents were inspected to verify the employee's identity and employment eligibility.
5. Release of information from personnel files is also impacted by a number of federal and state statutes. Employers must allow employees to inspect their own personnel files. The employing organization needs to be very cognizant of privacy issues regarding use of information from personnel files; access should be limited to supervisory or management personnel on a need-to-know basis and written employee consent may be needed for any other disclosure.

G. Contract: When an employee is hired, an agreement occurs between the employer and employee regarding terms and conditions such as duties, hours of employment, compensation and benefits. This employment contract can be oral, written, or a combination of both. If there is not an unambiguous written contract, courts may look to other records such as job application forms, job descriptions, and employee handbooks to establish an implied contract. Being aware of changing regulations in this arena can protect the employer from wrongful discharge suits. To protect the employer, disclaimers can be put on or in these other documents specifying that such documents are not part of an employment contract and that the employer may discharge employees with or without cause at any time. A non-profit should have an attorney review all such forms and procedures to protect the organization as well as its employees.

H. Wages and Hours:

1. The Washington Minimum Wage and Hour Act (RCW 49.46.010) establishes a changing minimum standard for wages and work hours. Many types of employees are exempt from these requirements, including:
 - a. Independent contractors
 - b. Volunteers
 - c. Joint employees (working less than 40 hours for either employer)
 - d. Professionals, including executives and administrators
 - e. Salespersons
 - f. Employees of charitable child care agencies
 - g. Elected or appointed public officials
2. Workers with disabilities, students, and apprentices may be excluded from the minimum wage law if a certificate is obtained from the Washington State Department of Labor and Industries, Wages and Hours Division.
3. Under this Act, an employer must keep the following records for each employee:
 - a. Name and identification number
 - b. Address
 - c. Job title
 - d. Dates of employment
 - e. Rate of pay
 - f. Number of hours worked each workday
 - g. Total hours for each workweek
4. An employer is subject to civil and criminal penalties from the Department of Labor and Industries for failure to keep such records or failure to pay appropriate wages or other conformance with the act.
5. In general, state law prohibits a workday in excess of eight hours (or a 10-hour, 4-day workweek). A half-hour lunch, a ten-minute break for each four hours of working time, and observation of public holidays are standard practice under state law. While these laws do not cover private employers, such as non-profits, they are appropriate guidelines as you develop your own procedures.

6. Washington law requires employer to provide employees with time off for voting (if the employee's work schedule prevents voting on his/her own time) and jury service. While an employer is not required to pay an employee during the leave period for jury duty, the employer cannot deduct pay for two hours of leave for voting purposes.
7. Your non-profit may also want to develop written policies for parental and family care leave, clarifying the conditions under which employees can receive sick leave or unpaid leave for family emergencies. While small non-profits (less than 50 employees) are not regulated in this area, it is an issue that is likely to arise and should be addressed in a consistent manner. The 1993 federal Family and Medical Leave Act requires all organizations with 50 or more employees to provide family leave. Whether your organization establishes an accrued sick leave policy, you must display a poster available from DL&I describing employee rights under the Washington Family Care Law and the State Human Rights Commission's regulation on maternity leave.

I. Minors:

1. Persons under 18 years of age cannot be hired unless the employer obtains a permit validated by the Washington State Department of Labor and Industries in Olympia. This permit must be renewed annually.
2. In addition, the employer must keep records on file for each minor employee showing such information as:
 - a. Proof of age
 - b. Name, address, sex
 - c. Description of duties with a record of earliest and latest hours of employment with a description of specific meal and rest periods
 - d. Parental authorization on a form provided by DL&I
 - e. Authorization by school authorities during the school year.
3. Minimum wage and minimum hours allowed for minors will undoubtedly change over time but regulations are more restrictive than for adult employees.
4. The federal Fair Labor Standards Act is another key set of regulations that sets the context for Washington State law in this area.

J: Health and Safety Issues

1. OSHA/WISHA: The federal Occupational Safety and Health Act (OSHA) and Washington Industrial Safety and Health Act (WISHA) are comprehensive laws protecting the safety and health of employees. WISHA standards are administered and enforced by the State Department of Labor and Industries (DL&I) and applies to any employer with one or more employees or independent contractors. Even an individual with no employees who is covered by the Industrial Insurance Act (Workers Compensation) is considered to be both an employer and an employee within the terms of WISHA.

2. Labor and Industries (L&I): Every employer should obtain information from the local DL&I office so as to conform to the provisions of the law. This document is not intended to provide the details you need, but to alert you to the kinds of requirements you should be aware of and where to turn for additional information if you need it. Examples of the duties of an employer include: Maintaining an appropriate accident prevention program

- a. Providing training related to safety and health
- b. Inspecting and documenting findings after any accidents that cause serious injuries
- c. Posting information on an employee bulletin board
- d. Having first aid kits available and one or more persons with first aid training
- e. Providing on-site access to OSHA or WISHA monitors
- f. Record keeping requirements for employers with more than 10 employees are detailed and exacting. Employers with 10 or fewer employees must comply with requirements regarding maintaining a log of all accidents and reporting all fatality and multiple hospitalization accidents.

3. Substance abuse: Many employers have developed substance abuse policies. Such policies might address prohibition and resulting discipline as well as rehabilitation procedures. A policy should distinguish between the separate offenses of possession, use, and sale of alcohol or drugs. Other considerations are whether to institute pre-employment testing as well as provision of an Employee Assistance Program (EAP). An EAP can range from referrals to community resources to an in-house program. Basically, a policy should address situations where the substance abuse 1) prevents the employee from normal job performance or 2) creates a direct threat to the property or safety of others.

4. HIV/AIDS: AIDS has been designated a protected handicap by the Washington State Legislature. Employees should be provided with current medical information on AIDS so they understand the extremely small chance that this disease could be spread in the workplace. An HIV test cannot be required as a condition of employment.

5. Smoking: Washington State has passed an indoor clean air act prohibiting smoking in certain public areas. Employers may institute their own nonsmoking policies, ranging from having designated areas for smoking, to prohibiting all smoking on the premises, to not hiring people who smoke. Policies against hiring smokers have been challenged most often, with varying degrees of success. The Washington Supreme Court has held that an employee may have a compensable claim against her employer for negligence in failing to provide a smoke-free work environment, because the alleged injury/illness was not covered by worker's compensation.

K: Employee Benefits and Insurance

A not-for-profit employer needs to observe the requirements for unemployment insurance and worker's compensation as well as to monitor the changing arena for health and life insurance.

1. Unemployment Insurance: Unemployment compensation is intended to provide benefits to those who become unemployed through no fault of their own. This generally means that they have been (1) terminated for reasons other than serious misconduct or (2) quit for good reason. The local Employment Security Department (ESD) is the source for up-to-date

interpretations of eligibility. The basic requirements for every employer of one or more persons are:

- a. To maintain accurate records on each employee, which
 - b. Include the employees name, Social Security number, days and
 - c. Weeks worked, total hours spent employed in each pay period,
 - d. Wages paid (separated into cash and other methods),
 - e. Location of job
 - f. Date of first and last employment
 - g. Cause of
 - h. Termination
2. Complete and file an Employer's Status Report that establishes the employer file results in issuance of an identification number. Once registered, the employer will be provided a "Notice to Employees" which must be posted on an employee bulletin board.
 3. At the end of each calendar quarter, the employer must file an Employer's Tax Report summarizing monthly employment and wages during that quarter. Check with your local Employment Security Department for filing deadlines.
 4. The law provides for the employer to contribute a variable tax rate based on the rate of previous employee turnover. Both federal and state tax rates increased significantly in 1985 and such rate increases can be anticipated in the future.
 5. If an employee quits or is terminated, (s)he must file a claim with the ESD which will notify the employer, verify information regarding separation from employment, and make a determination regarding eligibility for benefits.
 6. The Federal Unemployment Tax Act (FUTA) must be paid by all but very small employers (quarterly payroll less than \$1,500 per quarter). The money paid by the employer to Washington State Employment Security in conformance with state law (WESA) is credited against the amount owed to the federal government.
 7. Workers Compensation (Industrial Insurance: The Industrial Insurance Act provides for comprehensive and mandatory worker's compensation in the event of work-related injuries, death, or occupational illness. Under this system, an employee is not to look to the employer for injury compensation but to the state fund financed by various employers.
 8. There are provisions for self-insurance, but most non-profits are not large enough to take this on alone. Employers pay three premiums on a quarterly basis, with the amounts determined by the risk rating of the jobs and the accident history of the employer:
 - a. Accident Fund (paid by employer)
 - b. Medical Aid Fund (shared by employer/employee)
 - c. Supplemental Pension Fund (shared equally)
 8. Private Health Care and Life Insurance Benefits: In light of public discussion about health care reform, it is hard to generalize about health care regulations. Whether or not

non-profits, especially with few employees, will be required to provide such benefits will need to be monitored. However, it is general practice for employers to provide such benefits even when it is not mandated. Types of benefit plans which you may wish to consider include:

- a. Health and accident plans (to include group and blanket disability, Health Maintenance Organization options)
 - b. Group term life insurance (minimum standards set by state law and administered by the Insurance Commissioner)
 - c. Group legal services
 - d. Dependent Care assistance plans
 - e. Educational assistance plans
 - f. Qualified tuition reduction programs
 - g. Voluntary employee beneficiary associations
9. COBRA: The 1986 Consolidated Omnibus Budget Reconciliation Act (COBRA) requires continued coverage for former employees and/or their beneficiaries who elect and pay for such coverage after the employee's termination. This is required for group plans with more than 20 employees and may be offered as an option by others. The length of coverage and costs of coverage vary by circumstance.

L: Termination of an Employee:

1. Termination of an employee may come from the employee quitting or by the employer discharging the employee. In the absence of a written contract of employment for a specified period of time, the common law of Washington permits an employer to discharge an employee with or without cause. However, there has been a significant increase in suits brought by disgruntled employees claiming wrongful discharge. Some of the precautions addressed in disclaimers during the hiring phase are designed to protect the employer in the event that an employee must be fired.
2. There are many books and articles advising employers in this area. However, this area of law is changing rapidly based on individual case decisions so non-profits (like any other employer) must adapt advice to their situation. Some basic steps to protect an employer against claims of wrongful discharge.
 - a. Have a rational reason for discharge of the particular employee. If the workforce has to be decreased because of a decline in revenues, eliminating workers who are about to become eligible for pension benefits has been found to be unjust if the worker could be transferred to another job. Similarly, discharging an employee for refusing sexual advances from a supervisor has resulted in judgments against the employer.
 - b. If an employee is discharged for violating a work rule, be sure the employee is aware of the rule. This includes not only posting rules or reviewing the personnel policies manual with employees, but also overcoming language (or sign language) barriers if appropriate.
 - c. Personnel policy handbooks should be carefully drafted to avoid promising specific treatment in specific situations unless the employer is willing to be bound by them. If the employer wants to retain the right to terminate at will, a

conspicuous statement that policies are not legally enforceable and that the employer reserves the right to change policies in the future should be in the book. Any pre-discharge procedures outlined in personnel policies should be followed.

- d. Define performance and conduct standards--those that are expected of the employee as well as those that could be cause for discharge. If employees are given a performance review, make sure that the reviewer is honest in assessing performance. It is natural to want to give high ratings, but if the personnel file of a discharged employee contains nothing but good evaluations a court may infer that the discharge was not based on a rational business decision.
- e. In the event of discharge, document the reasons for dismissal including reports from the employee's immediate supervisor and others who had business involvement with the employee. Consider an exit interview to review the reasons for dismissal in a sensitive manner with the employee to avoid misunderstandings after that time.

M. Retirement:

The principal sources of retirement income for employees are benefits paid under the federal Social Security Act and any benefits from private pension plans or savings and investments by the individual employee.

1. Social Security is financed by a tax levied on employers, employees, and self-employed persons under the Federal Insurance contributions Act (FICA). FICA taxes are based on the amount of wages paid to an employee. The employer must deduct the amount of tax from each employee's wages and remit this with the employer's contributions on a quarterly basis.
2. The employer must file Form SS-4 with the Internal Revenue Service to acquire a federal Employee Identification number. Using that number, the money will be withheld for IRS (income tax) and FICA. A W-4 form must be obtained from each employee and a W-2 form provided to that employee at the end of the year verifying annual salary and amount of wages withheld for IRS and FICA.

RESOURCES

1. An excellent review of state law and the changing body of court interpretation is the *WASHINGTON EMPLOYMENT LAW DESKBOOK*. Available from:

Davis, Wright, Tremaine Lawyers, 2600 Century Square, 1501 Fourth Avenue, Seattle, WA 98101-1688. (206) 622-3150

APPENDIX

Organizations that may serve as resources to non-profits include:

1. The National Center for Nonprofit Boards
2000 K Street, NW Suite 411
Washington, DC 20036
(202) 452-6262, FAX (202) 452-6299

This Center offers three programs and services:

- a. The Board Development Consultation Service to help nonprofits design and conduct workshops and retreats and provides speakers for conferences and meetings.
- b. The board Information Center responds to telephone and written inquiries on a broad range of topics affecting boards.
- c. The Publications Program offers booklets, texts, and audio tapes on key issues in non-profit governance.

2. Applied Research & Development Institute (ARDI)

1805 S. Bellaire St. Suite 219 |
Denver, Colorado 80222
(303) 691-6076 FAX (303) 691-6077

ARDI maintains a centralized data bank of existing applied resources on nonprofit management and leadership; publishes a catalog listing more than 800 resources for nonprofits; and conducts research to produce new resources to fill unmet needs.

ARDI has available:

Management and Leadership Resources for Nonprofits, listing 800 books, articles, guides, and tapes from 157 providers.

Attachment 9 – Van Maintenance

The life of the vehicle is determined largely by routine and consistent preventative maintenance. Sponsoring Agency vehicles still under warranty must be maintained according to the manufacturer's specification for maintenance and repairs so as not to void the warranty. The warranty will usually specify when maintenance must be completed and where the work must be done. Providers are responsible for monitoring and completing vehicle maintenance and repairs according to these specifications. Do not make the mistake of assuming a 3000-mile oil and lube service is adequate vehicle maintenance.

Preventative Maintenance

- Daily Pre-Trip Inspections and cycling of lift
- Timely reporting of mechanical defects and body damage
- Regular and consistent servicing according to the maintenance schedule
- Complete maintenance records on file

Maintenance Schedule

FOLLOW MANUFACTURERS WARRANTY SCHEDULE FOR VEHICLES STILL UNDER WARRANTY. Providers are required to develop and adhere to a maintenance schedule. Most fleet management companies can provide you with a maintenance schedule appropriate for your vehicle. The following is a sample maintenance schedule for vehicles not under warranty.

Preventative Maintenance Services

3,000 – 4,000 Mile Services (every 3 months)

- Change Engine Oil and Filter
- Replenish Fluids
- Check for Fluid Leaks
- Inspect Tires for Wear/Damage
- Check Interior for Water Leaks
- Check Exterior Clearance and Warning Lights

6,000 – 8,000 Mile Service (every 6 months)

- Change Engine Oil and Filter
- Replenish Fluids
- Check for Fluid Leaks
- Rotate Tires, Check for Wear/Damage
- Check Interior for Water Leaks
- Check Exterior Clearance and Warning Lights
- Inspect Brakes, Adjust Rear Brake Shoes (Drum Type Only)
- Inspect and Lubricate Lift
- Inspect Chassis
- Check Drive/Serpentine Belt(s)
- Inspect Air Filter

12,000 Mile Service (every 12 Months)

Change Engine Oil and Filter
Replenish Fluids
Check for Fluid Leaks
Rotate Tires, Check for Wear/Damage
Check Interior for Water Leaks
Check Exterior Clearance and Warning Lights
Inspect Brakes, Adjust Rear Brake Shoes (Drum Type Only)
Inspect and Lubricate Lift
Inspect Chassis
Check Drive/Serpentine Belt(s)
Change Air Filter
Change Fuel Filter
Service Transmission, Change Filter and Automatic Transmission Fluid
Check Alternator Output, Battery Condition
A/C Service, Evacuate System, Check for Leaks, Re-charge System

18,000 Mile Service (every 18 Months)

Change Engine Oil and Filter
Replenish Fluids
Check for Fluid Leaks
Inspect Tires for Wear/Damage
Check Interior for Water Leaks
Check Exterior Clearance and Warning Lights
Replace Drive/Serpentine Belt(s)

36,000 Mile Service (every 36 Months)

Change Engine Oil Filter
Replenish Fluids
Check for Fluid Leaks
Rotate Tires, Check for Wear/Damage
Check Interior for Water Leaks
Check Exterior Clearance and Warning Lights
Inspect Brakes, Adjust Rear Brake Shoes (Drum Type Only)
Inspect and Lubricate Lift
Inspect Chassis
Change Drive/Serpentine Belt(s)
Change Air Filter
Change Fuel Filter
Service Transmission, Change Filter and Automatic Transmission Fluid
Check Alternator Output, Battery Condition
A/C Service, Evacuate System, Check for Leaks, Re-charge System
Service Cooling System, Pressure test, Change Coolant, Check Operation

72,000 Mile Service (every 72 Months)

Change Engine Oil and Filter

Replenish Fluids

Check for Fluid Leaks

Rotate Tires, Check for Wear/Damage

Check Interior for Water Leaks

Check Exterior Clearance and Warning Lights

Inspect Brakes, Adjust Rear Brake Shoes (Drum Type Only)

Inspect and Lubricate Lift

Inspect Chassis

Change Drive/Serpentine Belt(s)

Change Air Filter

Change Fuel Filter

Service Transmission, Change Filter and Automatic Transmission Fluid

Check Alternator Output, Battery Condition

A/C Service, Evacuation System, Check for Leaks, Re-charge System

Service Cooling System, Pressure Test, Change Coolant, Check Operation

Replace Spark Plugs and Spark Plug Wires (Gasoline Only)

Brakes should be replaced as needed. They must have no less than $3/32$ thickness and be able to make the next service without wearing to the rivets and have $2/32$ of brake material remaining. Drum and rotor thickness and diameters specified by the manufacturer must be maintained.

Tires must have at least $4/32$ -tread depth on the front and at least $2/32$ tread depth on the rear. Tires must be able to make the next service cycle without going under the minimum tread depth. Only new tires should be placed on the front and single rears. Recaps can only be used on dual rears.

Attachment 10 – National Resource Center for Human Services Transportation Coordination

Glossary

Like other industries, community transit has a language of its own, one that is often thick with acronyms and terms that are not easily understood. This summary provides commonly used definitions for these terms. From AAA (Area Agency on Aging) to Vanpool, you'll not only understand what each term means but how it relates to community transit. Call the National Transit Hotline (800.527.8279) or e-mail us (resources@ctaa.org) whenever you run across an unfamiliar term in your daily work that is not defined in this glossary.

National Resource Center for Human Services Transportation Coordination

When you have questions, we have answers.

800.527.8279
1341 G Street, N.W.
10th Floor
Washington, D.C. 20005

The National Resource Center for Human Services Transportation Coordination is a product of FTA's National Rural Transit Assistance Program (RTAP) and the Department of Health and Human Service's Community Transportation Assistance Project (CTAP). The center serves as a clearinghouse, advice center, referral service and over-the-phone technical assistance program. This brochure highlights some of the popular services and resources of the Resource Center - Toll Free Hotline, Peer-to-Peer Network, Internet Website, Transit Library, and more. The brochure provides summary descriptions of popular CTAA reports, covering topics such as job access, welfare-to-work transportation, Medicaid transportation, and federal funding opportunities. Full text versions of these reports are available on the Resource Center's Website, at <http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=8&z=62>

National Resource Center for Human Services Transportation Coordination is an activity of the Community Transportation Association of America, funded in part by the U.S. Department of Transportation, the U.S. Department of Health and Human Services and the people and members of the Community Transportation Association of America.

AAA: Area Agency on Aging. The local entity that plans senior services and advocates for the elderly within their communities, administering provisions of the Older Americans Act (see OAA).

Access Board: Common name for the Architectural and Transportation Barriers Compliance Board, an independent Federal agency whose mission is to develop guidelines for accessible facilities and services and to provide technical assistance to help public and private entities understand and comply with the Americans with Disabilities Act (ADA).

Access to Jobs: Federal funding for programs to increase work-related transportation available to low-income individuals. Authorized in TEA-21. Non-profit organizations and municipalities can apply to FTA for funding.

Accessibility: The extent to which facilities, including transit vehicles, are barrier-free and can be used by people who have disabilities, including wheelchair users.

Alternative Fuels: Vehicle engine fuels other than standard gasoline or diesel. Typically, alternative fuels burn cleaner than gasoline or diesel and produce reduced emissions. Common alternative fuels include methanol, ethanol, compressed natural gas (CNG), liquefied natural gas (LNG), clean diesel fuels and reformulated gasoline.

ADA: Americans with Disabilities Act: Passed by the Congress in 1990, this act mandates equal opportunities for persons with disabilities in the areas of employment, transportation, communications and public accommodations. Under this Act, most transportation providers are obliged to purchase lift-equipped vehicles for their fixed-route services and must assure system-wide accessibility of their demand-responsive services to persons with disabilities. Public transit providers also must supplement their fixed-route services with paratransit services for those persons unable to use fixed-route service because of their disability.

AoA: Administration on Aging. The agency within the U.S. Department of Health and Human Services that oversees the implementation of the Older Americans Act, including senior nutrition programs, senior centers and supportive services for elders. See www.aoa.gov for more information.

Bond: A three-party agreement providing legal assurance of contract. A transit provider may request/require prospective contractors to provide a bid bond - a guarantee that the bidding party will fulfill the terms of the bid, and if not, that a third party (usually an insurance company) will pay any cost difference bond that ensures restitution should the winning contractor fail to perform in accordance with specific contract terms.

Brokerage: A method of providing transportation where riders are matched with appropriate transportation providers through a central trip-request and administrative facility. The transportation broker may centralize vehicle dispatch, record keeping, vehicle maintenance and other functions under contractual arrangements with agencies, municipalities and other organizations. Actual trips are provided by a number of different vendors.

Bus Testing: Originally drafted in 1989, the Federal Transit Administration (FTA) Bus Testing regulations mandate that all transit vehicle models purchased with FTA money must undergo testing at FTA's Altoona, Pa. bus testing site.

Buy America: Federal transportation law which requires that all purchases of vehicles, equipment or any other manufactured item be of US-made and assembled components, unless the purchase price is less than \$100,000 or the DOT has given the purchaser a Buy America waiver.

Capital Costs: Refers to the costs of long-term assets of a public transit system such as property, buildings, and vehicles. Under TEA-21, FTA has broadened its definition of capital costs to include bus overhauls, preventive maintenance, and even a share of transit providers ADA paratransit expenses.

Clean Air Act: Federal regulations which detail acceptable levels of airborne pollution and spell out the role of state and local governments in maintaining clean air.

CDL: Commercial Drivers License: The standardized driver's license required of bus and heavy truck drivers in every state. Covers drivers of any vehicle manufactured to seat 15 or more passengers (plus driver) or over 13 tons gross vehicle weight. The CDL is mandated by the Federal government in the Commercial Motor Vehicle Safety Act of 1986.

Community Transportation: Transportation services that address the transit needs of an entire community, including the needs of both the general public and special populations.

Complementary Paratransit: Paratransit service that is required as part of the Americans with Disabilities Act (ADA) which complements, or is in addition to, already available fixed-route transit service. ADA complementary paratransit services must meet a series of criteria designed to ensure they are indeed complementary.

CMAQ: Congestion Mitigation and Air Quality Project: A flexible funding program administered by the Federal Highway Administration (FHWA) which funds projects and programs to reduce harmful vehicle emissions and improve traffic conditions. CMAQ funds may be used flexibly for transit projects, rideshare projects, high-occupancy vehicle lanes or other purposes.

Coordination: A cooperative arrangement between transportation providers and organizations needing transportation services. Coordination models can range in scope from shared use of facilities, training or maintenance to integrated brokerages or consolidated transportation service providers.

Curb-to-Curb Service: A common designation for paratransit services. The transit vehicle picks up and discharges passengers at the curb or driveway in front of their home or destination. In curb-to-curb service the driver does not assist the passenger along walks or steps to the door of the home or other destination.

CTAA: Community Transportation Association of America. A national professional association of those involved in community transportation, including operators, vendors, consultants and federal, state and local officials.

CTAP: Community Transportation Assistance Project. This program of the U.S. Department of Health and Human Services offers training materials, technical assistance, and other support services for community transportation providers across the country. CTAP services are currently delivered by CTAA through the National Resource Center for Human Services Transportation Coordination.

Demand-Response Service: The type of transit service where individual passengers can request transportation from a specific location to another specific location at a certain time. Transit vehicles providing demand-response service do not follow a fixed route, but travel throughout the community transporting passengers according to their specific requests. Can also be called "dial-a-ride." These services usually, but not always, require advance reservations.

Deviated Fixed Route: This type of transit is a hybrid of fixed-route and demand-response services. While a bus or van passes along fixed stops and keeps to a timetable, the bus or van can deviate its course between two stops to go to a specific location for a pre-scheduled request. Often used to provide accessibility to persons with disabilities.

Disabled: Any person who by reason of illness, injury, age, congenital malfunction or other permanent or temporary incapacity or disability is unable, without special facilities, to use local transit facilities and services as effectively as persons who are not so affected.

Door-to-Door Service: A form of paratransit service which includes passenger assistance between the vehicle and the door of his or her home or other destination. A higher level of service than curb-to-curb, yet not as specialized as "door-through-door" service (where the driver actually provides assistance within the origin or destination).

Drug and Alcohol Testing Regulations: DOT implemented the Omnibus Transportation Employee Testing Act in December 1992. The act requires drug and alcohol tests for all safety-sensitive employees of agencies receiving Section 5307, 5309 or 5311 funding (Section 5310 agencies are not included), including drivers, maintenance workers, dispatchers and supervisors.

Economic Development: The improvement of an area's employment, production or industrial well-being. The availability of public transit can play an important role in economic development.

Employment Transportation: Transportation specifically designed to take passengers to and from work or work-related activities.

EZ/EC: Empowerment Zones/Enterprise Communities: These areas, so designated by the Department of Housing and Urban Development (HUD) and the Department of Agriculture (USDA), are eligible for preferences and flexibility in many federal grant programs. EZ/ECs are chosen competitively based on community poverty characteristics and local strategic planning processes.

Fare Box Revenue: A public transportation term for the monies or tickets collected as payments for rides. Can be cash, tickets, tokens, transfers and pass receipts. Fare box revenues rarely cover even half of a transit system's operating expenses.

FHWA: Federal Highway Administration. A component of the U.S. Department of Transportation provides funding to state and local governments for highway construction and improvements, including funds must be used for transit. FHWA also regulates the safety of commercial motor vehicle operations (vehicles which require a CDL to drive). FWHA is the lead agency in federal intelligent transportation activities and regulated interstate transportation.

Fixed-route: Transit services where vehicles run on regular, pre-designated, pre-scheduled routes, with no deviation. Typically, fixed-route service is characterized by printed schedules or timetables, designated bus stops where passengers board and alight and the use of larger transit vehicles.

FTA: Federal Transit Administration (before 1991, Urban Mass Transportation Administration). A component of the U.S. Department of Transportation that regulates and helps fund public transportation. FTA provides financial assistance for capital and operating costs and also sponsors research, training, technical assistance and demonstration programs. FTA was created by the passage of the Urban Mass Transportation Act of 1964.

Grant: The award of government funds to an entity. Federal funds are typically awarded either as formula (or "block") grants, where a predetermined legislative process establishes the level of funding available to an entity, or discretionary grants, where the funding agency is free to determine how much (if any) funding an entity will be given based on the relative merits of the proposal. Private foundations also give grants based on their own criteria.

Guaranteed Ride Home: Program that encourages employees to carpool, use transit, bike or walk to work by guaranteeing them a ride home in case they cannot take the same mode home (e.g., if they need to work late or if an emergency occurs).

Head Start: A program of comprehensive services for economically disadvantaged preschool-age children. Services, including transportation, are provided by local Head Start agencies and are funded by the Administration for Children and Families, part of U.S. DHHS.

Human Services Transportation: Transportation related to the provision of human or social services. Includes transportation for the elderly and people with disabilities when the transportation is provided by an arrangement other than the public service available to all.

Intercity Transportation: Transportation service between two urban areas. Under FTA's Section 5311 (f), intercity transportation service must receive no less than 15 percent of each state's total Section 5311 funding, unless a state's governor certifies that these needs are already being met.

Jitney: A privately-owned small vehicle that is operated on a fixed route but not on a fixed schedule.

Match: State or local funds required by various federal or state programs to complement funds for a project. A match may also be required by states in funding projects which are joint state/local efforts. Some funding sources allow services, such as the work of volunteers, to be counted as an in-kind funding match. Federal programs normally require that match funds come from other than federal sources.

Medicaid: Also known as Medical Assistance, this is a health care program for low-income and other “medically needy” persons. It is jointly funded by state and federal governments. The Medicaid program pays for transportation to non-emergency medical appointments if the recipient has no other means to travel to the appointment.

MPO: Metropolitan Planning Organization. The local bodies that develop coordination plans and rank projects in urban areas to be funded by surface transportation authorizations

MRO: Medical Review Officer. An accredited physician who can review the results of drug and alcohol tests for transit employees. A MRO is mandatory for certain transit agencies under the DOT Drug and Alcohol Regulations. The definition and qualifications for a MRO are included in 49 C.F.R. Part 40.

National Transit Database Reports: Annual reports formerly known as “Section 15,” report financial and operating data, required of almost all recipients of transportation funds under Section 5307, 5310, 5311.

NRC: National Resource Center for Human Services Transportation Coordination: Provides technical assistance, information and support to the community transportation industry. Most services and materials are available at no charge. Funded in part by the U.S. Department of Transportation, the U.S. Department of Health and Human Services and the people and members of the Community Transportation Association of America.

No Show: A passenger scheduled for a demand-responsive trip does not appear at the designated pick-up point and time and does not cancel the trip in advance. Frequent no-shows can hurt the efficiency and effectiveness of the service.

OAA: Older Americans Act. Federal law first passed in 1965. The act established a network of services and programs for older people. This network provides supportive services, including transportation and nutrition services, and works with public and private agencies that serve the needs of older individuals.

Operating costs: Non-capital costs associated with operating and maintaining a transit system, including labor, fuel, administration, and maintenance.

Paratransit: Types of passenger transportation that are more flexible than conventional fixed-route transit but more structured than the use of private automobiles. Paratransit includes demand-response transportation services, subscription bus services, shared-ride taxis, carpooling and vanpooling, and jitney services and so on. Most often refers to wheelchair-accessible, demand-response van service.

PIC: Private Industry Council. See **Workforce Investment Board.**

Pre-Award/Post-Delivery Audit Requirements: Since 1991, FTA has required recipients of Sections 5307, 5309, 5310 and 5311 funds to carry out audits of vehicles and other rolling stock purchased with FTA money. These audits are to ensure that vehicles are manufactured according to specification and comply with applicable Buy America and Federal Motor Vehicle Safety Standards.

Reverse Commute: Commuting against the main directions of traffic. Often refers to the central-city-to-suburb commute.

Rideshare/Ridematch Program: A rideshare program facilitates the formation of carpools and vanpools, usually for work trips. A database is maintained for the ride times, origins, destinations and driver/rider preferences of users and potential users. Those requesting to join an existing pool or looking for riders are matched by program staff with other appropriate persons. In rural areas, a rideshare program is often used to coordinate Medicaid or volunteer transportation.

Risk Management: An element of a transit system's safety management program. Includes identification and evaluation of potential safety hazards for employees, passengers and the public.

Section 5307: The section of the Federal Transit Act that authorizes grants to public transit systems in all urban areas. Funds authorized through Section 5307 are awarded to states to provide capital and operating assistance to transit systems in urban areas with populations between 50,000 and 200,000. Transit systems in urban areas with populations greater than 200,000 receive their funds directly from FTA.

Section 5309: The section of the Federal Transit Act that authorizes discretionary grants to public transit agencies for capital projects such as buses, bus facilities and rail projects.

Section 5310: The section of the Federal Transit Act that authorizes capital assistance to states for transportation programs that serve the elderly and people with disabilities. States distribute Section 5310 funds to local operators in both rural and urban settings, who are either nonprofit organizations or the lead agencies in coordinated transportation programs.

Section 5311: The section of the Federal Transit Act that authorizes capital and operating assistance grants to public transit systems in areas with populations of less than 50,000.

Service Route: Another hybrid between fixed-route and demand-response service. Service routes are established between targeted neighborhoods and service areas riders want to reach. Similar to deviated fixed routes, service routes are characterized by flexibility and deviation from fixed-route intervals. However, while deviated fixed routes require advanced reservations, service routes do not. A service route can include both regular, predetermined bus stops and/or allow riders to hail the vehicle and request a drop-off anywhere along the route.

TANF: Temporary Aid to Needy Families. Created by the 1996 welfare reform law, TANF is a program of block grants to states to help them meet the needs poor of families. It replaces AFDC, JOBS, Emergency Assistance, and some other preceding federal welfare programs. Because of TANF-imposed time limits, states trying to place TANF recipients in jobs as quickly as possible, often using program funds to pay for transportation, childcare, and other barriers to workforce participation.

TEA-21: Transportation Equity Act for the Twenty-first Century. This 1998 legislation authorizes approximately \$217 billion for highways, highway safety, and mass transportation until Fiscal Year 2003.

Trip: A one-way movement of a person or vehicle between two points. Many transit statistics are based on "unlinked passenger trips," which refer to individual one-way trips made by individual riders in individual vehicles. A person who leaves home on one vehicle, transfers to a second vehicle to arrive at a destination, leaves the destination on a third vehicle and has to transfer to yet another vehicle to complete the journey home has made four unlinked passenger trips.

USDA: United States Department of Agriculture. Among its many other functions, USDA is the federal government's primary agency for rural economic and community development.

U.S. DHHS: United States Department of Health and Human Services. Funds a variety of human services transportation through AOA, Head Start, Medicaid, and other programs.

U.S. DOL: United States Department of Labor.

U.S. DOT: United States Department of Transportation.

User-Side Subsidy: A transportation funding structure in which qualified users (usually economically disadvantaged persons) are able to purchase vouchers for transportation services at a portion of their worth. The users then may use the vouchers to purchase transportation from any participating provider. The vouchers are redeemed by the provider at full value and the provider is reimbursed by the funding agency for the full value.

Vanpool: A prearranged ridesharing service in which a number of people travel together on a regular basis in a van. Vanpools may be publicly operated, employer operated, individually owned, or leased.

Workforce Investment Act: This 1998 legislation consolidates the former Job Training Partnership Act (JTPA) and many other federal job-training programs into state-managed block grants. This law also replaces Private Industry Councils (PICs) with Workforce Investment Boards.

Workforce Investment Board: Formerly known as Private Industry Council (PIC). Workforce Investment Boards are concerned with training and developing workers to meet the needs of local business. They are responsible for most local job training programs and related welfare-to-work efforts.

Attachment 11 – Bloodborne Pathogen Exposure Control Plan

POLICY

The policy of the (Sponsoring Organization) is to comply with all statutory obligations and to apply all known and reasonable procedures to prevent the exposure of its employees and volunteers to potentially infectious materials.

BACKGROUND

The mission of (Sponsoring Organization) is to provide safe, courteous, reliable transportation services to the people within our service area. In fulfilling this mission our employees and volunteers and volunteers may be exposed to body fluids, such as blood or other potentially infectious materials. While their risk of exposure is minimal, it is important for all employees and volunteers to have current information about bloodborne diseases, their methods of transmission, and preventive measures which will reduce risk of exposure. Because of their assignments, (Sponsoring Organization)’s employees and volunteers are at different levels exposure risk. Therefore, this Exposure Control Plan contains general requirements that pertain to all employees and volunteers and specific requirements that pertain only to the employees and volunteers in that department.

PURPOSE

The purpose of this Exposure Control Plan is to:

1. Increase employee awareness and understanding of the bloodborne diseases, Human Immunodeficiency Virus (HIV) and Hepatitis B Virus (HBV).
2. Instruct employees and volunteers concerning the transmission of HIV and HBV.
3. Alleviate employee fears associated with HIV and HBV.
4. Reduce employee risk of exposure to infection through the implementation of engineering and work practice controls and the provision of personal protective equipment.

RESPONSIBILITY

The (Sponsoring Organization) has the responsibility to develop a formal infection control program "tailored to the needs of the particular operation and to the type of hazards involved." This includes the following elements:

1. Training about bloodborne pathogen diseases and universal precautions.
2. Offering HBV vaccinations for those employees and volunteers identified as at risk.
3. Providing the proper equipment.

At-risk employees and volunteers are responsible for adopting behaviors at work that prevent or reduce their risk of exposure. These behaviors include following procedures and using appropriate equipment as described under the Universal Precautions section of this plan.

CLASSIFICATION OF WORK

The (Sponsoring Organization) will provide an opportunity for all of its employees and volunteers to receive training about bloodborne pathogen diseases and precautions that can reduce their risk of exposure. However, this plan applies to those employees and volunteers who in the course of their assigned duties have a "reasonably anticipated potential for exposure to blood and/or other potentially infectious materials." A review of all positions at (Sponsoring Organization) identified the following job classifications as having a risk of exposure for all employees and volunteers in these classifications:

- Drivers
- Dispatchers
- Maintenance personnel

TRAINING

The (Sponsoring Organization) will train all employees and volunteers who have been identified as having an occupational risk of exposure in the provisions of this standard, the bloodborne diseases, and the universal precautions established for their particular job assignments. This training will take place within 1 month of assignment to tasks where occupational exposure may take place and at least annually thereafter.

The (Sponsoring Organization) will make training available to all employees and volunteers regarding bloodborne pathogens and universal precautions. For some job descriptions this training will be included in the established position training.

INFECTION CONTROL PROCEDURES

1. Medical Abatement

The (Sponsoring Organization) will offer the Hepatitis B vaccination series without charge to all employees and volunteers in positions identified as having a risk of exposure within 1 month of their initial assignment to that position. Employees and volunteers may obtain the vaccination series through the Panhandle Health District. Each affected employee must complete and sign a Hepatitis B Vaccination Decision Form. A copy of this form will be placed on file with the appropriate safety program manager and in the employee's medical record file.

2. Universal Precautions

Universal precautions is a system of infectious disease control that assumes that every direct contact with body fluids is infectious and requires every employee exposed to direct contact with body fluids to be protected as though the fluids were HIV or HEV infected. (Sponsoring Organization) employees and volunteers will follow established engineering and work practice controls and use appropriate personal protective equipment to prevent contact with blood or other potentially infectious materials. Under circumstances in which differentiation between body fluids types is difficult or impossible, all body fluids shall be considered potentially infectious materials.

PATHOGEN EXPOSURE CONTROL PLAN UNIVERSAL PRECAUTION PROCEDURES (METHODS OF CONTROL)

DRIVERS

1. Personal Protective Equipment

A. The (Sponsoring Organization) will equip vehicles with paper towels and first aid kits which have latex or vinyl gloves, one way valve mouthpieces, tongs, sharps containers and disinfectant materials.

2. Collection and Disposal Practices

A. Drivers who discover syringes or other items that may be contaminated with potentially infectious material shall notify dispatch. Trained personnel, wearing gloves, will remove the item and place any needles or like items in a sharps container.

B. If body fluids are spilled on a van, Drivers shall notify the Manager and request instructions. Cleanup of these body fluids will be done by personnel trained in universal precaution methods.

C. Laundry such a blankets, clothing, cleaning materials, etc. that is overtly contaminated with blood or body fluids, shall be double-bagged in red plastic bags, or in a bag labeled "biohazard" and treated with bleach. These bags can be thrown in secure dumpsters. If an employee's clothing and check with a supervisor regarding the treatment or disposal of the items.

D. In the case of an accident involving injury(ies), if employees or volunteers choose to provide initial first aid, they should follow universal precaution procedures including wearing gloves and using a one-way valve mouth piece.

MAINTENANCE

1. Personal Protective Equipment; The (Sponsoring Organization) will provide the following: utility gloves, face shields, eye protection, grabbers or tongs, sharps disposal containers, and red plastic garbage bags.

A. Gloves - (Sponsoring Organization) will provide latex or vinyl gloves. Employees and volunteers will ensure gloves have no holes or discoloration prior to use and shall always have an extra pair. Gloves shall be worn when the employee has the potential for the hands to have direct skin contact with infectious waste, or while handling items or surfaces soiled with blood or other potentially infectious materials. Disposable gloves shall not be reused. Utility gloves may be washed for reuse. Any gloves will be thrown away if punctured or torn. While wearing gloves, employees and volunteers should not handle any personal items such as combs, wallets, pens and should avoid touching their faces or eyes.

B. Band-Aid's -Employees and volunteers will cover any open cuts, sores, abrasions, chapping, or wounds on their skin with a bandage or Band-Aids. (Particularly important for chapped hands, dermatitis).

C. Face shields/eye protection - Masks, eye protection or chin-length face shields shall be worn whenever eyes, nose, or mouth might be splashed by body fluids or cleaning solution.

D. Grabbers/tongs - As much as possible, employees and volunteers shall use "grabbers" or tongs and gloves to pick up potentially infectious materials. Gloves must be worn before picking up these materials and where feasible, grabbers, shovels, rakes, or other tools will be used to pick up materials (such as piles of leaves or trash) that may contain unknown objects.

E. Paper towels - Used to clean up potentially infectious matter.

F. Red Bags - Put all disposable (non-sharps) contaminated, or possibly contaminated, waste in red bags.

G. Sharps Containers - Put all sharp objects, i.e., broken glass, needles, small sharp steel, into sharps container. **DO NOT RE-CAP NEEDLES!!!**

F. Employees and volunteers must wear gloves while cleaning equipment which may have been exposed to potentially infectious body fluids. After cleaning equipment, employees and volunteers should discard gloves.

2. Collection and Disposal Practices

A. Needles - Hold discarded hypodermic needles by the barrel and place needle-down in the rigid, leak and puncture-proof sharps containers provided by the Agency. DO NOT EVER re-cap, break, bend, or dismantle a needle or syringe unit.

B. Cap the sharps container when it is between one-half and three-quarters full. The container will be sealed, labeled, and stored as hazardous material. DO NOT dispose of in garbage cans or in the dumpster. Sharps containers will be disposed of by the Program Manager when quantities warrant.

C. Condoms - May be thrown in the red bag.

D. In the case of an accident involving injuries), tow truck crew members and other maintenance employees servicing the vehicle at the site will avoid contact and wear protective equipment where there is the possibility that the vehicles involved may be contaminated with body fluids. Maintenance personnel should contact a Maintenance supervisor if they suspect human debris has contaminated the vehicle(s). The Supervisor will contact County Police if needed.

E. Employees and volunteers shall not use any body part such as feet, hands, etc., to compact trash.

G. Feces/blood/vomit -DO NOT place human or animal feces in the trash. Disposal options are:

1. Flush it down a toilet that is part of the sanitary sewer system.
2. Animal feces may be buried on site.
3. Human feces/blood/vomit may be washed down a drain that is part of the combined sanitary system, i.e., it winds up in the treatment plant. It is not acceptable to wash it into a storm drain as this is in direct violation of State and Federal codes.

H. Laundry such as blankets, clothing, cleaning materials, etc. that is overtly contaminated with blood or body fluids, shall be double-bagged in red plastic bags, or in a bag labeled "biohazard" and treated with bleach. These bags can be thrown in secure dumpsters. If an employee's clothing becomes contaminated, the employee shall change out of the contaminated clothing and check with a supervisor regarding the treatment or disposal of the items.

3. Personal Protection Procedures

A. Gloves worn during contact with potentially infectious body fluids shall be removed in the following manner:

1. With the right hand, pinch the palm of the left glove and pull left glove down and off your fingers. Form left glove into a ball and hold it in the fist of your right hand.
2. Insert two fingers of left hand under the inside rim of your right glove on the palm side.
3. Push glove inside out down onto your fingers and over balled left glove.
4. Grasp gloves, which are inside out and together - with your left hand and remove them from your right hand
5. Discard gloves.

B. After removing gloves WASH HANDS!!! Employees and volunteers shall wash their hands with soap and water immediately or as soon as possible after working with blood or other potentially infectious materials. Proper hand washing requires the use of soap and vigorous scrubbing for approximately 5 seconds, followed by 5 seconds of rinsing.

C. Employees and volunteers will follow normal hygiene practices, including washing of their hands at regular intervals throughout the day and especially before eating, drinking, smoking, applying cosmetics or lip balm, handling contact lenses, or putting anything in the mouth during the day, if they have been working in an area where there is potential for occupational exposure. Commercially packaged moistened towelettes are an acceptable alternative when soap and water are not available. Remember fingernails.

D. If eyes are exposed, flush for 5 minutes with clean water.

POST-EXPOSURE PROCEDURES

1. Any employee who experiences a needle stick; splash of blood or body fluids to the eyes, nose, mouth, open wounds, or to chapped, abraded, or otherwise damaged skin; or human bite with broken skin shall:
2. Wash the affected area as quickly as possible with soap and water or cleaners to reduce contamination; or flush with water if the eye is affected.
3. Immediately notify his or her supervisor. Both will treat the exposure as an industrial injury and will follow those procedures.
4. The incident report for bloodborne pathogen exposure will contain the following elements:

5. Documentation of the route(s) of exposure, and circumstances under which exposure incident occurred;
6. The employee will then follow these procedures:
 - A. Seek medical attention, no later than 24 hours after exposure.
 - B. Follow the physician's recommendations regarding possible Hepatitis B vaccination, HBIG injection, and follow-up treatment.
 - C. Report and seek medical care for any acute illness that occurs within 12 weeks after the exposure, especially one characterized by fever, rash, or disease of the lymph nodes.
 - D. The physician shall collect blood from the exposed employee as soon as possible after the exposure incident for the determination of HBV/HIV status. Actual testing may be done at that time or a later date if the employee so requests. Results are confidential, and are released only to the person tested. Confidentiality of the results are waived if the employee files a subsequent insurance disability claim.
7. An employee who tests negative for HBV/HIV should be retested at 6 weeks, 12 weeks, and 6 months after exposure to determine whether transmission has occurred.
8. If the employee or volunteer refuses to submit to #1 and 2 above, he or she will be required to complete a Hepatitis B Vaccination decision form indicating the decision to decline the vaccinations.
9. The appropriate Manager must be notified when an exposure occurs.

IMMUNIZATIONS

The (Sponsoring Organization) will offer the Hepatitis B vaccination series to all employees and volunteers who have been identified as having risk of exposure. All employees and volunteers in these positions must complete a "Hepatitis B Vaccination Decision Form" that will be kept in the employees and volunteers' medical records files. In addition, a copy will be kept on file with the appropriate safety personnel.

RECORDKEEPING

The (Sponsoring Organization) will establish and maintain an accurate record of each occupational incident. As required by the OSHA standard, this record will include:

1. The name and social security number of the employee.
2. A copy of the employee's HBV vaccinations and any medical records relative to the employee's or volunteer's ability to receive vaccination.
3. A copy of all results of examinations, medical testing, and follow-up procedures.
4. The employer's copy of the healthcare professional's written opinion. A copy of the information provided to the healthcare professional.

The (Sponsoring Organization) ensures that such records will be kept confidential and will not be disclosed or reported without the employee's or volunteer's express written consent to any person within or outside the workplace except as required by the standard, or law.

The (Sponsoring Organization) also will maintain a record of all training related to this standard. This record will include:

The dates of the training sessions.

The contents or a summary of the training sessions.

The names and qualifications of persons conducting the training.

The names and job titles of all persons attending the training sessions.

GLOSSARY

1. Bloodborne Pathogens - pathogenic microorganisms that are present in human blood and can cause disease in humans; include, but are not limited to, hepatitis B virus (HBV) and human immunodeficiency virus (HIV).
2. Collateral exposure risk - potential skin, eye, mucous membrane, or parenteral contact with blood or other potentially infectious materials that may result from situations in which they are placed because of their positions within the organization.
3. Exposure Incident - a specific eye, mouth, other mucous membrane, or parenteral contact with blood or other potentially infectious materials that may result from situations in which they are placed because of their positions within the organization.
4. Occupational Exposure - reasonably anticipated skin, eye, mucous membrane, or parenteral contact with blood or other potentially infectious materials that may result from the performance of an employee's duties.

5. Other Potentially Infectious Materials - Includes:

- A. Human body fluids: semen, vaginal secretions, cerebrospinal fluid, synovial fluid, pericardial fluid, peritoneal fluid, amniotic fluid, any body fluid visibly contaminated with blood, and all body fluids in situations where it is difficult or impossible to differentiate between body fluids;
- B. Any unfixed tissue or organ (other than intact skin) from a human (living or dead).

6. Sharps - any object that can penetrate the skin including, but not limited to, needles, broken glass, and wires.

SUMMARY

This Exposure Control Plan contains the framework through which the (Sponsoring Organization) addresses bloodborne pathogen safety issues. Procedures specific to each Department are contained within their safety and training documents and materials. This plan will be reviewed and updated annually or whenever new tasks and procedures affect occupational exposure. It will be made accessible to employees and volunteers.

Attachment 12 – Registration Process for Crossing State Lines

The Federal Motor Carrier Safety Administration (FMCSA) establishes standards for commercial motor vehicles, their drivers, and truck and bus companies involved in the interstate transportation of passengers and cargo, including Hazardous Materials. The Agency's responsibilities include monitoring and enforcing compliance with regulations governing both safety and commerce. Its focus on both concerns—safety and financial responsibility—is reflected in the dual path of its current registration process. Companies may find they are subject to both registration requirements—USDOT Number and Interstate Operating Authority—or either one separately.

For registration information please visit <http://www.fmcsa.dot.gov>.

Model Forms and Procedures

The forms included in this section are composites of similar forms and procedures used by many of the contributing programs – for a complete list of forms please refer to the [Table of Contents](#). The materials can be freely downloaded and edited; however, some forms should be reviewed by your legal counsel to ensure compliance with state and local laws and for liability purposes. This caveat particularly applies to those in the Risk Management Subsection, and to the policies, such as, Confidentiality.

If you are working from the pdf version, the forms are also available in the Microsoft Word version of this document, and are easy to modify to fit your needs. The term "Sponsoring Organization" has been used uniformly so that users can easily search and replace that name with the name of your organization. Each of the forms has footers and page numbers relevant only to this section of the Guide. To use, simply delete the footer and insert appropriate page number.

Please Note: the FBI Records Request form is a sample. The actual card stock form must be used to submit a formal records request to the FBI.

Form 1 – Liability, Standards, and Indemnification

1. Liability:

- A. Under RCW (Revised Code of Washington) 21.06 035, a member of a non-profit board of directors or an officer has immunity from liability as granted in RCW 4.24.264.
- B. Under RCW 4.24.264 member of a board or an officer is not individually liable for any discretionary decision or failure to make a discretionary decision within his or her official capacity as a director or officer unless the decision or failure to decide constitutes gross negligence.

2. Standards:

- A. Under RCW 23B.08.300 and .420 the general standards for a director or officer are to:
 - 1. act in good faith;
 - 2. with the care an ordinary prudent person in a like position would exercise under similar circumstances; and
 - 3. in a manner the director reasonably believes to be in the best interests of the corporation.
- B. A director is entitled to rely on information, opinions, reports, or statements, including financial statements and other financial data, if prepared or presented by:
 - 1. one or more officers or employees of the corporation whom the director reasonably believes to be reliable and competent in the matters presented;
 - 2. legal counsel, public accountants, or other persons as to matters the director reasonably believes are within the person's professional and expert competence; or
 - 3. a committee of the board of which the director is not a member, if the director reasonably believes the committee merits confidence.
- C. A director is not acting in good faith if the director has knowledge concerning the matter in question but makes reliance otherwise permitted by subsection (B) of this section unwarranted.
- D. A director is not liable for any action taken as a director, or any failure to take any action, if the director performed the duties of the director's office in compliance with this section.

3. Indemnification (To repay for loss or damage):

- A. Under RCW 23B.08.520 unless limited by its articles of incorporation a corporation shall indemnify a director.
- B. Under RCW 23B.08.570, Section 2, (the corporation may indemnify and advance expenses under RCW 23B.08.510 – 23B.08.560 to an officer, employee, or agent (e.g. volunteer) who is not a director.
- C. Under RCW 23B.08.560 (Effective July 1, 1990) a corporation may purchase and maintain insurance, on behalf of an individual who is or was a director, officer, employee, or agent of the corporation, against liability asserted against or incurred by the individual in the capacity or arising from an individual's status as a director, officer, employee or agent.

Form 2 – Waivers, Agreements To Participate, & Hold Harmless

1. RELEASE: A Release or waiver excuses the provider of a service from responsibility from their duty to protect the participant. It is an exculpatory agreement that releases the provider from duty owed. A Release is signed prior to the service being provided. The Release is a contract between the participant and the provider organization that the participant, for consideration (payment and/or the ability to participate) will not sue for damages or injuries. The Release can include an agreement not to sue even for the negligence of the provider.

Courts examine certain criteria before holding a Release to be valid:

- a. The Release must be signed by a participant of majority age. Since minors cannot contract they cannot legally enter into a Release agreement. Parents cannot sign for a minor, but they can sign for themselves, on their own behalf, and this would hold.
- b. There must be alternatives available to the potential participant.
- c. The Release must be voluntarily signed, that is, it must not be an adhesion contract.
- d. The adult signing the Release must be mentally competent.
- e. The language of the Release must be very clear, explicit, without ambiguity, and printed in an obvious place, that is, not hidden in small type.

2. AGREEMENT TO PARTICIPATE: An Agreement to Participate (ATP) or Assumption of Risk (AR), goes to two legal concepts, assumption of risk and contributory negligence. The ATP is not contract, it is a signed acknowledgment that the participants understand all the dangers, inherent in the activity or program, that they know the rules, and that they appreciate the risks that could result from participation.

An effective ATP will have several criteria:

- a. Must be explicitly worded.
- b. If there are rules that must be followed, it is preferable that the rules be listed in the agreement or listed on the reverse side of the paper.
- c. The possible dangers inherent in the activity, including dangers from other passengers and/or equipment, must be spelled out in detail along with the potential consequences.
- d. The ATP must be signed.

When transporting a minor child, or incompetent adult, an effective practice would be for the Release to be signed by the parent or legal guardian and the Agreement to Participate to be signed by the minor. This is a good combination and affords protection to the Sponsoring Organization.

3. HOLD HARMLESS: An Indemnification Agreement (IA), and/or Hold Harmless Agreement (HHA) are methods of protecting staff, volunteers, and agencies from financial loss in the event of a judgment against them. An IA comes into action after an award has been made. If a participant signs an IA, is injured, sues for negligence and is awarded recovery, the Agreement comes into force. The Agreement causes the plaintiff to reimburse the defendant for the amount of the recovery. The effect is that there is no payment. The Indemnification Agreement will not help against an insolvent client if the provider is sued by a third party not bound by any agreement.

4. GENERAL INFORMATION: Private enterprises can use the Release successfully. Public agencies cannot depend on a Release for defense because it may be contrary to public policy: however, an Agreement to Participate and a Hold Harmless Agreement are useful for a public agency.

The use of signature forms is not suggested for fixed-route transit services; although they can be used with a specific group trip, e.g. a charter, particularly if the group is considered difficult to transport. Releases, and other legal forms, are extremely useful for specialized one-on-one transportation services provided by paid or

volunteer staff using private or agency owned vehicles. Regardless of the particular circumstances they should be used for any transport considered high-risk, or non-routine.

A Driver Release section is included in the attached Transportation Release. In order for any specialized transportation provider to deliver reasonable and prudent, professional service, the legally required standard, the driver must have the right to refuse to provide the service. For the Driver Release to hold, the driver must sign voluntarily which means that the driver will not suffer adverse consequences for making a reasonable and prudent professional decision.

The service provider must have a "Policy On Refusing Service," based on the staff's judgment of the situation rather than on rules. For example, service would not be refused because a potential rider was in an unfamiliar, difficult to secure, wheelchair. Instead a Release could be used to protect the service provider. In contrast, an obviously drug influenced, hostile person would be refused service based on the driver's professional judgment. A specialized transportation service provider faces many situations of potential liability if the driver is not appropriately trained and expected to exercise professional judgment. Rules and policies cannot substitute for judgment; they only can supplement judgment.

Form 3 – Trip Description

The purpose of the following agreement is to provide the framework for better understanding among all the participants involved in the transportation described below.

To be completed by the staff of the (Sponsoring Organization):

Rider's Name: _____ Phone: _____

Address: _____ Town: _____ Zip: _____

Physician's/Nurse's Name: _____ Phone: _____

Address: _____ Town: _____ Zip: _____

Trip Destination: _____ Phone: _____

Address: _____ Town: _____ Zip: _____

Approximate distance and length of time for travel: _____

Special Instructions/Directions: _____

Trip Purpose: _____

If for hospital admission, has admitting office been notified? Yes: _____ No: _____

Further instructions: _____

Vehicle used: Organization Van: _____ Private Auto: _____

Form 4 – Volunteer Transportation Release

1. **Rider:** (Indicate appropriate responses and sign)

The undersigned assumes all reasonable risks involved in this round-trip. The length of the trips, both miles and time, has been explained to me. The vehicle to be used has been explained to me. I am know that the driver (Name), (Has) (Does Not Have), first aid and CPR training. The driver (Has), (Does Not Have), special training in passenger assistance techniques.

The undersigned understands and expressly assumes all the dangers of the round-trip. The undersigned waives all claims arising out of the transport whether caused by negligence, breach of contract or otherwise, and whether for bodily injury, property damage or loss or otherwise, that I may ever have against the (Sponsoring Organization), its successors and assigns, and its officers, directors, agents (e.g., volunteers), and employees, and their executors, administrators and heirs.

Signed: _____ Date: _____

2. **Physician/R.N:** (Please sign or R.N. sign following telephone authorization.)

There is no reason or condition that may cause the above named person difficulty during the previously described round trip. The rider does not require oxygen nor require medical attention in route. The rider may be transported in a sitting position in a private auto or agency van. Related to this transport, I hereby waive all claims, that I may ever have against the (Sponsoring Organization), its successors and assigns, and its officers, directors, employees and agents (e.g., volunteers), and their heirs, executors, and administrators.

Signed: _____ Date: _____

3. **Volunteer Driver:** (Please indicate appropriate responses and sign)

I have read the particular circumstances of this transport and (Will) (Will Not) drive the person named above (With) (Without) another person to accept the responsibility of care in route. The undersigned waives all claims arising out of the transport whether caused by negligence, breach of contract or otherwise, and whether for bodily injury, property damage or loss or otherwise, that I may ever have against the (Sponsoring Organization), its successors and assigns, and its officers, directors, employees and agents and their heirs, executors, and administrators.

Signed: _____ Date: _____

Form 5 – Rider Registration/Trip Request

MUST BE FILLED OUT COMPLETELY FAX REQUEST TO: (Phone Number)

RIDER'S NAME: _____ BILLED TO: _____

ADDRESS: _____ BIRTHDATE*: _____

CITY: _____ STATE: ____ ZIP: _____ PHONE: _____ FAX: _____

DOES RIDER HAVE ANY OTHER TRANSPORTATION AVAILABLE? _____

LIVE ALONE: YES ___ NO ___ LOW INCOME: YES ___ NO ___ ID#: _____

MEDICAID: YES ___ NO ___ MINORITY: YES ___ NO ___ WA#: _____

UNDERSTANDS ENGLISH: YES ___ NO ___ PROG. ELIG: _____ RACE CODE: _____

HAVE WE WORKED WITH RIDER BEFORE: YES ___ NO ___ SUB-ALLOC: _____ BILLING: _____

SINGLE PARENT HOUSEHOLD: YES ___ NO ___ SOCIAL SECURITY #: _____

AMBULATORY; WHEELCHAIR; WALKER; ATTENDANT; OTHER: _____ DISABLED PLACARD: _____

CONTACTED BY: _____ PHONE: _____ FAX: _____

OUT OF AREA: _____ REF. PHYS.: _____ PHONE: _____

DIRECTIONS/COMMENTS:

ENTERED IN DATABASE BY (INITIALS): _____ *IF AGE IS BELOW SIX (6) YEARS

HEIGHT: ____ WEIGHT: ____

TRIP DATE: _____ CAR SEAT REQUIRED: YES ___ NO ___ BOOSTER SEAT: YES ___ NO ___

APPT. TIME: _____ P/U: _____ RET. TIME: _____

PHYSICIAN: _____ DR'S PHONE: _____

ADDRESS: _____

PURPOSE: _____

PROVIDER RECOMMENDED:

PROVIDER CHOSEN: _____ PHONE: _____

EST. MILEAGE: _____ CALLED RIDER TO CONFIRM RIDE: _____

OFFICE USE ONLY:

INTAKE BY: _____ DATE: _____

COMPLETED BY: _____ DATE: _____

VOUCHER MAILED BY: _____ DATE: _____

Add. Info:

--

Form 6 – Volunteer Transportation Program Client Survey

Name: _____ Date: _____

Address: _____ Phone: _____

PLEASE RATE THE FOLLOWING AS	EXCELLENT	GOOD	FAIR	POOR
Were you picked up on time?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did you arrive at your destination on time?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was the ride comfortable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did you feel safe in the vehicle?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was the driver courteous?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did the driver wear a nametag?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When you scheduled your ride was the person on the telephone courteous?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did the driver request you to wear a seat belt?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was the vehicle clean?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did the driver ask if you needed to make appropriate rest area stops?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What was the name of the driver who transported you?

How can we improve service to you?

(Please use additional paper if needed)

Please Return the Survey to:

Program Manager:

Sponsoring Organization:

Address:

Form 7 – Grievance Procedure

ABC Transit Customer Complaint Policy

ABC Transportation is committed to providing reliable, safe, and satisfying transportation options for the community. Customers of ABC Transportation are a fundamental aspect of our business and as such, their feedback is crucial to the growth and development of the agency.

The ABC Customer Complaint Policy has been established to ensure that riders of the system have an easy and accessible way to provide feedback to the agency. ABC transportation is open to hearing any customer feedback including complaints, comments, suggestions, or concerns.

Contacting ABC Transportation: Riders can contact ABC Transportation in the following ways:

1. **US Mail:** Riders can mail their feedback to the ABC Transportation office at 522 Main Street. Anywhere, WA 98546.
2. **Feedback Line:** Riders can contact ABC Transportation toll free at 888-876-9834. This line is available 24 hour a day, seven days a week
3. **E-mail:** Riders can contact ABC Transportation by e-mail at feedback@abctransportation.com.
4. **Fax:** Riders can send written feedback by fax to 360-555-1212.
5. **Language Line:** For riders who speak a language other than English, ABC Transportation will utilize the services of the AT@T Language Line to facilitate the call.
6. **Website:** Riders can offer feedback on the ABC Transportation Website.

Feedback Review Process: All feedback from customers is valued and will be reviewed by the Customer Service Manager. After review, the Customer Service Manager will distribute the customer communication to the appropriate agency representative(s).

1. Customer concerns, complaints, or employee commendations will be forwarded to the appropriate supervisor.
2. Recommendations for service or system modification will be sent to the planning department.
3. Questions regarding discrimination or bias will be sent to the agency Equal Opportunity Officer.

Feedback Acknowledgement: Anyone who submits a comment, complaint, or service suggestion to ABC Transportation shall receive a response provided they give legible contact information.

- Feedback sent via mail or fax will receive with a response within seven business days.
- E-mail, phone, or web originated messages will be returned with 72 hours

Customer Appeals Process: Any person who is dissatisfied with the response they receive from ABC Transportation is welcome to appeal the decision. A review team consisting of the General Manager, ABC Customer Ombudsman (may also be County or City ombudsman or customer relations officer); a rider representative and one other staff member will review customer appeals.

Information about Policy: Information about the Customer Complaint Policy, including how to submit a complaint, will be made available to riders:

1. When customers are approved for ADA paratransit service
2. When customers are re-evaluated for ADA paratransit service or if customers are not re-evaluated, every three years
3. On comment cards available on all transportation vehicles
4. At the downtown station
5. On the website

Reporting: The General Manager shall compile a summary of rider responses for the board, staff, and employees for use in reviewing and evaluating service.

Tracking: ABC Transportation shall maintain a tracking system for all feedback from customers that provides a unique identification of each customer communication and allows ready access to information on the status of the comment at any time.

Protection from Retribution: Customers of ABC transportation should be able to submit feedback without fear of retribution from the agency. If a rider feels like they are being treated unfairly in response to the feedback that they provided, they should contact the ABC Transportation Customer Ombudsman. ABC will appropriately discipline any employee that retaliates against a customer.

Form 9 – Volunteer Driver Job Application (Cont.)

Have you been convicted during the last 10 years of driving while intoxicated or under the influence of drugs? <i>If yes, please explain (date, charge, jurisdiction, etc.):</i> <input type="checkbox"/>Yes <input type="checkbox"/>No				
Indicate all moving violations or citations (other than parking) that you have been convicted of, forfeited bail, or paid any fines for during the past 3 years. Please give full details, including dates, below. If more space is needed, use a separate sheet.				
A	Date:	Time:	Location (City and State):	
	Conviction:			
	If speeding, legal limit:	Your speed:	Amount of Fine: \$	
	Remarks:			
B	Date:	Time:	Location (City and State):	
	Conviction:			
	If speeding, legal limit:	Your speed:	Amount of Fine: \$	
	Remarks:			
List all motor vehicle accidents of any type or cause that you, either as owner or operator, have been involved in during the last 5 years.				
#1	Date:	Time:	Driver:	Violation:
	Who was at fault?		Damage to your vehicle?	Amount: \$
	Bodily injury?		Damage to other property?	Amount: \$
	Description:			
#2	Date:	Time:	Driver:	Violation:
	Who was at fault?		Damage to your vehicle?	Amount: \$
	Bodily injury?		Damage to other property?	Amount: \$
	Description:			
Can you perform all the requirements of operating the vanpool vehicle as explained in the Volunteer Driver Selection Guidelines and have you completed the Essential Functions checklist? <input type="checkbox"/>Yes <input type="checkbox"/>No <i>If no, please explain:</i>				
Have you driven a van before? <input type="checkbox"/>Yes <input type="checkbox"/>No <i>If yes, state for whom, when, where, how long:</i>				
<i>This application warrants a criminal history background check, and/or verification of my motor vehicle record as authorized by my signature below.</i>				
<i>For Drivers Only.</i> My signature below authorizes the (<u>Sponsoring Organization</u>) to obtain, at its sole discretion, my employment and non-employment driving record, including all Department of Licensing actions that have taken place regarding the driver's license I now hold, have held, or in the future may obtain. It also authorizes the (<u>Sponsoring Organization</u>) to conduct a criminal history background check from the source of its choice. I further agree to any other conditions described herein. This release continues in effect as long as I continue to serve as a (<u>Sponsoring Organization</u>) volunteer driver.				
Signature:			Date:	

Form 10 – Private Vehicle Registration

Name: _____

Address: _____ Town: _____ Zip: _____

Phone: _____ Fax: _____ E-Mail: _____

Vehicle(s) #1 Make: _____ Year: _____ Air Bag/s: _____

Model: _____ Color: _____ Seating: _____

License #: _____

#2 Make: _____ Year: _____ Air Bag/s: _____

Model: _____ Color: _____ Seating: _____

License #: _____

Insurance Company: _____

Insurance Agent: _____

Address: _____ Town: _____ Zip: _____

Telephone: _____

I certify that I am currently insured through the above company for automobile liability insurance in an amount in excess of or equal to the minimum required under Washington State law. (Liability: \$100,000 per individual/\$300,000 per occurrence/Property Damage: \$50,000 per occurrence)

Further, I agree to forward a photocopy of my Proof of Insurance Card at each renewal period.

Further, I agree to immediately notify the (Sponsoring Organization) in the event that the above liability insurance is revoked, cancelled or altered in such a manner as to no longer meet the minimum vehicle insurance requirements for the State of Washington.

Further, I agree not to transport any passengers as part of the volunteer driver program if these minimums liability requirements are not met, or if my Washington vehicle operator's license is not current and/or valid, or if the registration and license of the vehicle (s) I use to transport passengers is not current and/or valid.

Further, I certify that my vehicle(s) is in safe operating condition.

Further, I agree to hold harmless and indemnify the (Sponsoring Organization), the Manager, and the passenger(s) against any or all claims arising, all or in part, from my negligence.

Further, I authorize the (Sponsoring Organization) to make periodic checks of my driving and criminal record.

Signature: _____ Date: _____

Form 11 - Volunteer Driver Availability

Name: _____

Please check the boxes below for the days of the week you would be interested in volunteer driving, including weekends and holidays. If there are certain time periods in which you wish to volunteer, please note. If there are particular regular dates of the month you are not available then note them in the Comments section below.

Day of the Week	Yes	No	Restricted Times of the Day or Daylight Only
Sunday			
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			
Saturday			

Comments: _____

The (Sponsoring Organization) attempts to estimate the approximate length of client appointments, but realize that doctors can request more tests or procedures. Please be patient and if you think that you are going to be short on time, do not accept the ride request.

Below, please list any trips that you may not be interested in accepting. Most client medical information is confidential. The (Sponsoring Organization) is not routinely allowed to release the medical reason for appointments. The dispatch center will have this information. There may be some trips that you would prefer not to accept; for example, trips to dialysis, mental health appointments, family planning clinics (abortions), etc.) Please note if you feel uncomfortable transporting certain ages and/or persons of the opposite sex. Note if you are comfortable with using car seats and willing to be trained.

Name: _____ Signature: _____ Date: _____

Form 12 - Volunteer Driver References

NAME OF VOLUNTEER APPLICANT: _____

NAME OF REFERENCE: _____

Address: _____ Phone: _____

CIRCLE OR CHECK ALL THAT APPLY FOR EACH QUESTION

1. What is the nature of the relationship with this applicant? (Check all that apply)
employer _____ friend _____ neighbor _____ family friend _____ counselor _____
teacher _____ relative _____ coworker _____ other _____
2. How long have you known the applicant?

3. How well do you know this person? very well _____ fairly well _____ acquaintance _____
4. As a volunteer, he/she will be required to keep confidential any information given about a client. In your experience, have you ever known him/her to keep things confidential? _____
5. How would you describe this person's style with people?
sincere _____ shy _____ shallow _____ distant _____ warm _____ demanding _____ caring _____
consistent _____ accepting _____ judgmental _____ indifferent _____ patient _____
don't know _____
6. Do you feel the applicant would be compassionate and caring to the following populations? Check all those that you feel would apply:
mentally challenged _____ physically challenged _____ behaviorally challenged _____
low income _____ elderly _____ Non-English speaking _____
7. What is the applicant's relationship with young children?
communicates effectively _____ mild conflict _____ over protective _____
caring _____ much conflict _____ don't know _____
8. How would you rate the applicant's relationship with teenagers?
friendly _____ has "Generation Gap" _____ understanding _____ impatient _____ patient _____ lacks
confidence _____ well-liked _____ stern _____ accepting _____ don't know _____
9. Would you trust the applicant with your own child or a child close to you in an unsupervised setting?
Yes _____ No _____ If No, please explain:

10. Do you believe that the applicant has the moral character necessary to transport a child without supervision?

___Yes ___No If No, Please explain:

11. Check as many of the following that describe the applicant:

confident ___ nervous/tense ___ outgoing ___ sense of humor ___ responsible ___
temperamental ___ judgmental ___ friendly ___ unreliable ___ flexible ___

12. Does this person deal well with the responsibilities and problems of everyday living?

almost always ___ usually ___ sometimes ___ rarely ___

13. In your experience as a passenger in the applicant's vehicle, have you found him/her to be a safe and cautious driver?

14. How would you rate this person's health? excellent ___ good ___ poor ___ some problems ___

15. Please describe this person's strengths and weaknesses:

Strengths:

Weaknesses:

16. Does this person have or has he/she ever had a drinking or drug abuse problem? _____

17. Has this person ever been arrested for an illegal activity, including drugs or DUI? _____

18. Do you know any reason why this applicant would not serve well as a volunteer driver?

If you have any additional information or comments about this applicant that you would like to share with us, please feel free to call at: _____ Ask for: _____

Thank you for your cooperation!

Signature: _____ Date: _____

Form 13 – Driver’s Statement of Medical Condition

Below is a checklist of certain conditions, the drugs commonly prescribed, and their potential side effects on driving. Check any that apply to you and describe below your condition, level of medication, the effects it has on your driving, and any other comments relative to how your physical or emotional condition and/or drugs taken influences your ability to drive safely. Then sign in the space below.

If you have no physical or emotional conditions that impair your driving and are currently taking no drugs that impair your driving, simply sign and date this page below. The information you provide will be kept confidential as required by the Privacy Act. Based on the information provided, the (Sponsoring Organization) may request a physician’s release prior to authorizing volunteer driving.

CHRONIC CONDITION	DRUG TYPE	SIDE-EFFECTS ON DRIVING
<input type="checkbox"/> Arthritis	Analgesics	Drowsiness, inability to concentrate
<input type="checkbox"/> Allergies	Antihistamines	Drowsiness, confusion
<input type="checkbox"/> Common Cold	Antihistamines	Drowsiness, blurred vision, dizziness
<input type="checkbox"/> Diabetes	Oral Hypoglycemic	Drowsiness, inability to concentrate
<input type="checkbox"/> Hypertension	Antihyperactives	Drowsiness
<input type="checkbox"/> Rheumatism	Analgesics	Drowsiness, inability to concentrate
<input type="checkbox"/> Weight Control	Stimulants	False feeling of alertness, over excitability
<input type="checkbox"/> Heart Condition	Blood thinners	Drowsiness, blurred vision

EMOTIONAL STATE	DRUG TYPE	SIDE EFFECTS ON DRIVING
<input type="checkbox"/> Anxiety	Sedatives	Drowsiness, staggering
<input type="checkbox"/> Depression	Stimulants	False feeling of alertness, over excitability
<input type="checkbox"/> Fatigue	Stimulants	False feeling of alertness, over excitability

Comments: _____

Name (Print) _____ Signature: _____ Date: _____

Form 14 - Medical/Physical Release

____ I verify;

____ I do not verify;

That (name): _____ is physically capable of operating a personal automobile for the purpose of providing volunteer transportation for individuals eligible for this service.

In addition, I have reviewed all prescription and/or over-the-counter medications currently being taken by the above individual. I have no concerns regarding their use while he/she is operating a motorized vehicle.

Physician's Name: _____

Address: _____ Town: _____ State: ____ Zip:

Phone: _____ Fax: _____

Physician Signature: _____ Date: _____

Please return this form directly to:

(Sponsoring Organization): _____

Address: _____ Town: _____ State: ____ Zip:

Phone: _____ Fax: _____

Form 15 – Driver Selection Guidelines

A good driver is the most important ingredient in any volunteer program. The (sponsoring organization) has established specific driver guidelines to qualify those persons who have volunteered to drive a public vanpool vehicle and to assure safe, reliable transportation to the public. Because the responsibilities of a volunteer driver include defensive driving and getting a group of people to and from work on time, a number of important items must be reviewed.

- 1) A record (abstract) of the applicant's personal and employment driving history will be obtained.
- 2) A Washington State Criminal History Background Check will be obtained by the (Sponsoring Organization)
- 3) An FBI Fingerprint Criminal History Background Check.

Selection of volunteer drivers is primarily dependent upon the following:

LICENSE AND EXPERIENCE: A potential volunteer driver must possess a valid Washington State Driver's License and have driven for at least 5 years.

AGE: A potential volunteer driver must be at least 21 years of age.

SUSPENSION OR REVOCATION OF LICENSE: Report of a suspension/revocation within the past 5 years may cause a potential volunteer driver's application to be rejected. Report of a suspension/revocation within the last 10 years for reckless driving, hit-and-run, leaving the scene of an accident, driving while under the influence of alcohol or drugs, driving while impaired, or a felony will result in application rejection.

VIOLATIONS: Any moving violations received by a potential volunteer driver will be reviewed and may result in application rejection. A "Failure to Appear" on a driving record may result in application rejection.

ACCIDENTS: Any accident in which a potential volunteer driver has been involved will be reviewed and may result in application rejection.

INSURANCE HISTORY: Cancellation or non-renewal of insurance coverage within the past 5 years will be reviewed. If the action is related to the applicant's driving behavior, the application may be rejected. Filing of a Certificate of Financial Responsibility by a potential volunteer driver due to his/her personal driving record may also result in application rejection.

ABILITY TO PERFORM DRIVING FUNCTIONS: A potential volunteer driver must be able to perform essential driving functions as listed in these guidelines.

DRIVER ORIENTATION COURSE: All potential volunteer drivers must complete Driver Orientation Course before receiving final approval and before driving in the program.

Final approval for a volunteer to drive a vehicle is dependent upon successful completion of the application process, successful completion of the driver orientation course, and a personal interview with Manager. On-the-road observation of any applicant or currently approved volunteer driver may occur at any time and for any reason. Failure to meet any criteria may result in application rejection or suspension of driving privileges.

Washington State Legislature law allows licensed drivers age 55 and over to receive reductions in automobile insurance premiums if they complete an approved eight hour vehicle accident prevention course. Each course includes information about the effects of aging on driving; driver problem areas such as yielding the right of way, driver awareness, speeding, passing, road signs and signals; and driving while under the influence of alcohol or drugs.

Form 16 – Selection Standards

This list is intended as a guideline in selecting new volunteer drivers and for evaluating the ongoing records of registered drivers. A periodic check of each driver’s license record will be done at least annually. All drivers are informed of these standards for acceptable drivers and their responsibility to immediately report any citations or accidents, whether in their private auto or in an program vehicle. A potential volunteer driver is not approved until he/she has satisfied (Sponsoring Organization’s) requirements (application, MVR approval, review of selection guidelines, orientation, and a personal interview).

To enable an objective evaluation of each applicant’s record, a point system has been adopted. Above the recommended point level a person is not allowed to drive as a volunteer driver without specific approval from the Manager. The system works by running the Department of Licensing record for the applicable driver and comparing any citations or accidents that have occurred within the last three (3) years with the list of point values. The driver’s five-year record may also be reviewed in determining potential risk. The total points are compared with the ***acceptable standard of four (4) or fewer points***. Each citation is counted separately, even if the driver received more than one citation for the same incident. The potential volunteer driver must also meet all other standard requirements.

Points	Citation
1	Defective or problem equipment
1	Not at fault accident
1	No insurance in vehicle; expired insurance
1	Improper child restraint
1	Headphones or illegal TV
1	Expired license; license not on person
2	Failure to signal
2	Illegal turns
2	Failure to yield or stop
2	Speeding (5 to 9 over)
2	Violation of school bus sign
2	Impeding traffic (traveling too slowly)
2	Following too closely
2	Illegal lane change; improper lane travel
3	Illegal passing
3	No insurance
3	Speeding (10 to 14 over)
3	Failure to appear
3	At fault accident
3	No valid license
4	Speeding (15 or over)
5*	Driving with license suspended or revoked
5*	Hit & run (misdemeanor)
5**	Eluding a police vehicle
5**	DWI, DUI, Reckless (negligent driving)
5**	Vehicular assault/homicide, hit & run (felony)
5**	More than one accident in 3-5 years
5	Unsatisfied bench warrant

* Disqualified if in last five (5) years.
 ** Disqualified if in last ten (10) years.

Form 17 – Volunteer Transportation Driver (POV)

- POSITION TITLE:** Volunteer Driver
- PURPOSE OF JOB:** To provide transportation requested to families or individuals to help them access necessary services.
- DUTIES OF POSITION:** To be a careful and responsible driver.
To meet requests promptly as assigned.
To call immediately if unable to keep an assigned request.
To report any problem stemming from a transportation assignment immediately.
- JOB QUALIFICATIONS:** Must have a valid driver's license and good driving record (Records will be checked).
Must have vehicle liability insurance policy at least at State minimums.
Must maintain vehicle in good working condition.
Must have access to a phone.
Must have and use seat belts. Must require use of car seats for infants and toddlers. Car seats will be provided by the (sponsor organization).
Willing to have children and small adults ride in the back seat if passenger side airbags are present and activated.
For the purpose of state insurance, volunteer status begins at the time the volunteer leaves his/her home or other point of dispatch.
- REQUIRED COMMITMENTS:** Must enjoy being with people and have desire to help with transportation of individuals with needs for special transportation.
Must follow volunteer Statement of Understanding.
- JOB BENEFITS:** Satisfaction of working with persons in need.
Reimbursement for mileage at the state's current rate and other out-of-pocket expenses.
Auto liability coverage over and above the policy amount carried by the Volunteer.
Personal liability insurance at \$1,000,000.
Medical insurance through the State's Workman's Compensation program.
Errors and Omissions insurance at \$1,500,000.

Form 18 – Volunteer Van Driver Essential Functions

A potential volunteer driver must be able to perform essential driving functions as listed below:

1. Safely operate 8-passenger, 12-passenger and 15-passenger vehicles on while adhering to an established time schedule.
2. Understand, adhere to, and apply Washington State traffic regulations and sponsoring organization's policies and procedures.
3. Able to fuel vehicle or obtain assistance from riders or service station attendant.
4. Able to clean interior and exterior of vehicle or obtain assistance from riders.
5. Able to change a flat tire or obtain assistance from riders.
6. Able to perform the daily inspection.
 - a. Check for fluid leaks. Call the Manager if leaks are observed.
 - b. Check for body damage and report to the Manager.
 - c. Ensure that no obstacles are in the path of the vehicle.
 - d. Check gauges after thirty-second vehicle warm-up. Report any irregularities to the Manager.
 - e. Ensure mirrors are clean and properly adjusted.
 - f. Ensure windows are clean and clear of fog, ice, or snow before operating vehicle.
 - g. Report any chips or cracks at service time or immediately if they are serious.
 - h. Ensure that seatbelts are all operational.
 - i. Ensure that the interior of the van is clean and free of debris and that the area under the driver's seat is free of any items (flashlight, camera, etc.).
 - j. Check that the brakes are working properly. Report any abnormalities immediately.
 - k. Ensure that the steering operates properly. Report any abnormalities immediately.
 - l. Check the exhaust system to ensure proper operation and ventilation.
7. Able to perform weekly inspection. (Optional depending on program format)
 - a. Check oil level. Add oil, using container in van, if needed (keep containers).
 - b. Check to ensure the coolant/antifreeze level is adequate. Add fluid if needed.
 - c. Check the windshield fluid level. Add fluid if needed.
 - d. Check the power steering fluid level. Add fluid if needed.
 - e. Check the transmission fluid level. Add fluid if needed.
 - f. Check the brake fluid level. Add fluid if needed.
 - g. Check the tire pressure and tire tread. Fill air to appropriate level.
 - h. Report unusual tire wear.
 - i. Check the wipers. Replace or report at next maintenance.
8. Able to perform monthly inspection. (Optional depending on program format)
 - a. Check belts and hoses. Report any unusual wear.
 - b. Check that headlights, taillights, directional signals, and emergency flashers work properly.
 - c. Check that the battery cable is tightly attached and free of corrosion.
 - d. Ensure that the heater, defroster, and air conditioner work properly.

Form 19 – Volunteer Driver Statement of Understanding

The purpose of the volunteer driver is to provide safe and reliable transportation to and from essential services (e.g. medical facilities, social services, nutrition sites, etc.). Volunteer drivers in this program drive their own cars and may, or may not, be reimbursed for expenses incurred. Only expenditures that have been requested by the (Sponsoring Organization) will be considered for reimbursement. The (Sponsoring Organization) provides general liability insurance for the overall program and covers the volunteer driver with state medical insurance.

The rider being transported by a volunteer driver is a person who has been determined by the (Sponsoring Organization) to have no appropriate means of personal transportation available.

The following minimum insurance coverage is required by the State in the Code of WA (RCW 46.29.090): \$25,000 bodily injury, each person: \$50,000 bodily injury, each accident: \$10,000 property damage

I understand that I must meet these standards for motor vehicle insurance, policy, or bond. My personal insurance is the primary liability protection and must be issued by a company authorized to do business in my state of residence.

I will provide proof of coverage of my vehicle insurance. In the event that my coverage changes or is canceled, I will immediately notify the (Sponsoring Organization) of such changes or cancellations.

I have had a valid driver's license for the past five (5) years. I will provide a copy of my valid driver's license. I understand that the (Sponsoring Organization) will be requesting a State Patrol Identification History Check.

I have had no at-fault vehicle accidents in the past three years and agree to have the (Sponsoring Organization) verify my driving record. I will notify immediately & provide the (Sponsoring Organization) with a copy of:

1. A report in the event I am involved in a vehicle accident.
2. Any traffic citation that I may receive while this agreement is valid.

I am physically capable of driving my vehicle safely and will not drive while using any drug that may affect my driving ability, either prescription or "over the counter." If requested, I will provide a statement from my physician stating that I am capable of participating in this program.

My vehicle is mechanically sound and is equipped with seat belts which I will use and enforce use by my passengers. Children age 12 & under will be placed in the rear of the vehicle & child restraint (seats chairs) will be properly used for all children under 3 years or 40 lbs. The (Sponsoring Organization) will provide appropriate child restraint equipment.

I will maintain all records required by the (Sponsoring Organization). I will not accept donations from riders, but will encourage riders to make any donation directly to the (Sponsoring Organization).

I will protect the rider's right to confidentiality. I will also respect their right to pursue an independent lifestyle, and be non-judgmental in my interactions with them.

I have been provided with information about the (Sponsoring Organization), the purpose of the Volunteer Transportation Program, and my role as a driver and responsibilities.

I will notify the (Sponsoring Organization) at the time I no longer wish to be involved in this program. Either the (Sponsoring Organization), or I, may terminate this agreement at any time.

I have read and understand the above statements.

Signed: _____ Date: _____

Form 20 – Child/Adult Abuse Record Search Guidelines

Refer to Revised Code of Washington (RCW) [43.43.830-43.43.845](#) for complete and current information. Child/Adult Abuse Background checks may be conducted only by Washington State business, organizations or individuals, all other states must conduct searches under the Criminal Records Privacy Act.

1. **Searches can be conducted only on prospective employees, volunteers or adoptive parents.** (For current employees or volunteers, see note below.)

Background checks can be requested on **prospective employees, volunteers or adoptive parents** who will or may have unsupervised access to children under sixteen years of age, developmentally disabled persons, or vulnerable adults. The background check is for **initial employment or engagement decisions only.**

2. **Applicants must be notified an inquiry may be made.**

A business or organization shall not make an inquiry to the Washington State Patrol unless the business or organization has **notified the applicant,** who has been offered a position as an employee or volunteer, **an inquiry may be made.**

3. **A signed disclosure statement is required from applicant before a search is conducted.**

A business or organization **shall require each applicant to disclose** to the business or organization whether the applicant has been:

- (a) convicted of any crime against children or other persons;
- (b) convicted of crimes relating to financial exploitation if the victim was a vulnerable adult;
- (c) convicted of crimes related to drugs as defined in RCW 43.43.830;
- (d) found in any dependency action under RCW 13.34.040 to have sexually assaulted or exploited any minor or to have physically abused any minor;
- (e) found by a court in a domestic relations proceeding under Title 26 RCW to have sexually abused or exploited any minor or to have physically abused any minor;
- (f) found in any disciplinary board final decision to have sexually or physically abused or exploited any minor or developmentally disabled person or to have abused or financially exploited any vulnerable adult;
- (g) found by a court in a protection proceeding under chapter 74.34 RCW, to have abused or financially exploited a vulnerable adult.

The disclosure shall be made in writing and signed by the applicant and sworn under penalty of perjury. The disclosure sheet shall specify all crimes against children or other persons, all crimes relating to drugs, and all crimes relating to financial exploitation as defined in RCW 43.43.830 in which the victim was a vulnerable adult.

4. **Applicants must be notified of the response.**

The requesting agency shall notify the applicant of the state patrol's response within ten days after receipt. The employer shall provide a copy of the response to the applicant and shall notify the applicant of such availability.

Notes

- The business or organization shall use this record only in making the initial employment or engagement decision. Further dissemination or use of the record is prohibited. A business or organization violating this subsection is subject to a civil action for damages.
- Background checks pursuant to the Child and Adult Abuse Information Act do not expire and therefore should not be conducted routinely.
- Background checks on current employees or volunteers should be done through the Criminal Records Privacy Act, RCW 10.97.
- Responses are limited to **Washington State records** only.

Form 21 - FBI Fingerprint Form (Sample)

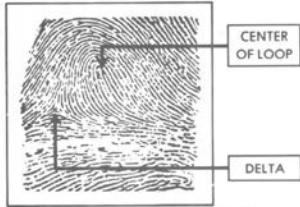
The FBI does not allow copies to be submitted. An actual FBI Form 258 has to be used. These forms either can be ordered in bulk or secured from local law enforcement officials.

APPLICANT		LEAVE BLANK	TYPE OR PRINT ALL INFORMATION IN BLACK					FBI	LEAVE BLANK		
		LAST NAME <u>NAM</u>		FIRST NAME	MIDDLE NAME						
SIGNATURE OF PERSON FINGERPRINTED		ALIASES <u>AKA</u>		O R I					DATE OF BIRTH <u>DOB</u>		
RESIDENCE OF PERSON FINGERPRINTED					Month		Day	Year			
DATE	SIGNATURE OF OFFICIAL TAKING FINGERPRINTS			CITIZENSHIP <u>CTZ</u>	SEX	RACE	HGT.	WGT.	EYES	HAIR	PLACE OF BIRTH <u>POB</u>
EMPLOYER AND ADDRESS		YOUR NO. <u>OCA</u>		LEAVE BLANK							
REASON FINGERPRINTED		FBI NO. <u>EBJ</u>		CLASS _____							
		ARMED FORCES NO. <u>MNU</u>		REF. _____							
		SOCIAL SECURITY NO. <u>SOC</u>									
		MISCELLANEOUS NO. <u>MNU</u>									
1. R. THUMB		2. R. INDEX		3. R. MIDDLE		4. R. RING		5. R. LITTLE			
6. L. THUMB		7. L. INDEX		8. L. MIDDLE		9. L. RING		10. L. LITTLE			
LEFT FOUR FINGERS TAKEN SIMULTANEOUSLY				L. THUMB		R. THUMB		RIGHT FOUR FINGERS TAKEN SIMULTANEOUSLY			

FEDERAL BUREAU OF INVESTIGATION
 UNITED STATES DEPARTMENT OF JUSTICE
 WASHINGTON, D.C. 20537

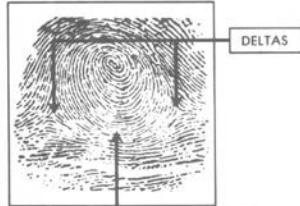
APPLICANT

1. LOOP



THESE LINES BETWEEN CENTER OF LOOP AND DELTA MUST SHOW

2. WHORL



THESE LINES RUNNING BETWEEN DELTAS MUST BE CLEAR

3. ARCH



ARCHES HAVE NO DELTAS

TO OBTAIN CLASSIFIABLE FINGERPRINTS:

1. WASH AND DRY FINGERS THOROUGHLY.
2. ROLL FINGERS FROM NAIL TO NAIL, AND AVOID ALLOWING FINGERS TO SLIP.
3. BE SURE IMPRESSIONS ARE RECORDED IN CORRECT ORDER.
4. IF AN AMPUTATION OR DEFORMITY MAKES IT IMPOSSIBLE TO PRINT A FINGER, MAKE A NOTATION TO THAT EFFECT IN THE INDIVIDUAL FINGER BLOCK.
5. IF SOME PHYSICAL CONDITION MAKES IT IMPOSSIBLE TO OBTAIN PERFECT IMPRESSIONS, SUBMIT THE BEST THAT CAN BE OBTAINED WITH A MEMO STAPLED TO THE CARD EXPLAINING THE CIRCUMSTANCES.
6. EXAMINE THE COMPLETED PRINTS TO SEE IF THEY CAN BE CLASSIFIED, BEARING IN MIND THAT MOST FINGERPRINTS FALL INTO THE PATTERNS SHOWN ON THIS CARD (OTHER PATTERNS OCCUR INFREQUENTLY AND ARE NOT SHOWN HERE).

THIS CARD FOR USE BY:

1. LAW ENFORCEMENT AGENCIES IN FINGERPRINTING APPLICANTS FOR LAW ENFORCEMENT POSITIONS. *
2. OFFICIALS OF STATE AND LOCAL GOVERNMENTS FOR PURPOSES OF EMPLOYMENT, LICENSING, AND PERMITS, AS AUTHORIZED BY STATE STATUTES AND APPROVED BY THE ATTORNEY GENERAL OF THE UNITED STATES. LOCAL AND COUNTY ORDINANCES, UNLESS SPECIFICALLY BASED ON APPLICABLE STATE STATUTES DO NOT SATISFY THIS REQUIREMENT. *
3. U.S. GOVERNMENT AGENCIES AND OTHER ENTITIES REQUIRED BY FEDERAL LAW. **
4. OFFICIALS OF FEDERALLY CHARTERED OR INSURED BANKING INSTITUTIONS TO PROMOTE OR MAINTAIN THE SECURITY OF THOSE INSTITUTIONS.

LEAVE THIS SPACE BLANK

INSTRUCTIONS:

- *1. PRINTS MUST FIRST BE CHECKED THROUGH THE APPROPRIATE STATE IDENTIFICATION BUREAU, AND ONLY THOSE FINGERPRINTS FOR WHICH NO DISQUALIFYING RECORD HAS BEEN FOUND LOCALLY SHOULD BE SUBMITTED FOR FBI SEARCH.
2. PRIVACY ACT OF 1974 (P.L. 93-579) REQUIRES THAT FEDERAL, STATE, OR LOCAL AGENCIES INFORM INDIVIDUALS WHOSE SOCIAL SECURITY NUMBER IS REQUESTED WHETHER SUCH DISCLOSURE IS MANDATORY OR VOLUNTARY, BASIS OF AUTHORITY FOR SUCH SOLICITATION, AND USES WHICH WILL BE MADE OF IT.
- **3. IDENTITY OF PRIVATE CONTRACTORS SHOULD BE SHOWN IN SPACE "EMPLOYER AND ADDRESS". THE CONTRIBUTOR IS THE NAME OF THE AGENCY SUBMITTING THE FINGERPRINT CARD TO THE FBI.
4. FBI NUMBER, IF KNOWN, SHOULD ALWAYS BE FURNISHED IN THE APPROPRIATE SPACE.
 MISCELLANEOUS NO. - RECORD OTHER ARMED FORCES NO.,
 PASSPORT NO. (PP), ALIEN REGISTRATION NO. (AR), PORT SECURITY CARD NO. (PS), SELECTIVE SERVICE NO. (SS), VETERANS ADMINISTRATION CLAIM NO. (VA).

LE40-A (3-95)

Equivalent to FBI FD-258

Identicator
 358 Coral Circle, El Segundo, CA 90245
 (310) 364-0042 FAX (310) 364-0086 Printed in U.S.A.

Form 22 – Driver Conduct

1. All volunteer drivers will act in a professional manner at all times.
2. Reports of staff or volunteer driver misconduct will be the cause for immediate suspension from client service. Confirmation of misconduct shall be cause for removal of the staff or volunteer driver involved from serving clients. The Manager may be required to report all incidents to the state or federal funding agencies.
3. If the state funding agency/s, and/or the (Sponsoring Organization) receives complaints regarding any volunteer driver transporting riders, and/or it is determined that the volunteer driver is not performing the service in a safe, reliable, or responsible manner and corrective action has not resulted in improved performance, the Manager will remove the volunteer driver from service to riders.
4. If any volunteer is suspended from service due to complaints or a determination that the person is not performing the service in a safe, reliable, and responsible manner they will not return to service until the Manager has developed a Plan of Improvement.
5. Volunteers shall perform the following minimum levels of service:

A volunteer driver **shall not**:

- a. Make sexually explicit comments, or solicit sexual favors, or engage in sexual activity;
- b. Solicit or accept controlled substances, alcohol, or medications from riders;
- c. Solicit or accept money from riders;
- d. Use alcohol, narcotics, or controlled substances, or be under their influence, while on duty. Prescribed medication can be used by a driver as long as his/her duties can still be performed in a safe manner and the (Sponsoring Organization) has written documentation that medication will not impact the ability of the driver;
- e. Eat or consume any beverage while operating the vehicle or while involved in rider assistance;
- f. Smoke in the vehicle when rider/s are present. This rule also applies to clients and a client's escort;
- g. Wear any type of headphones while on duty;
- h. Be responsible for passenger's personal items.

A volunteer driver **shall**:

- a. wear, or have visible, easy to read proper organizational identification;
- b. as appropriate to the needs of the rider, exit the vehicle to open and close vehicle doors when passengers enter or exit the vehicle and provide assistance as necessary to or from the main door of the place of destination;
- c. properly identify and announce their presence at the entrance of the building at the specified pick-up location if a curbside pick-up is not apparent, or with attending facility staff;
- d. assist the passengers in the process of being seated, including the fastening of the seat belt, when necessitated by the rider's condition;
- e. confirm, prior to allowing any vehicle to proceed, that all passengers are properly secured in their seat belts, car seats, and, when applicable, that wheelchairs and passengers who use wheelchairs are properly secured (Exception: Only a passenger who has a letter, carried on his/her person and signed by the passenger's physician, stating that the passenger's medical condition prevents the rider from using a seat belt, may be transported without a fastened seat belt);
- f. provide an appropriate level of assistance to passengers, when requested, or when necessitated by a passenger's condition;

- g. provide support and direction to passengers. Such assistance shall also apply to the movement of wheelchairs and mobility-limited persons as they enter or exit the vehicle using the wheelchair lift/ramp, as applicable. Such assistance shall also include stowage by the driver of mobility aids and folding wheelchairs;
- h. be clean and maintain a neat appearance at all times;
- i. be polite and courteous to riders; riders shall be treated with respect and in a culturally appropriate manner when receiving transportation services. The Manager should notify the volunteer driver of any known cultural issues significant to providing transportation services.); and,
- j. respect passenger's rights to confidentiality.

I have received a copy of the above Driver Code of Conduct and will abide by the contents:

Signature: _____ **Date:** _____

Form 23 – Code of Ethics

This code of ethics governs the performance of the (Sponsoring Organization's) officers, employees, board members, volunteers, and agents, (representatives) engaged in the administration of contracts supported by Federal assistance. Any employee in violation of these policies is subject to disciplinary action as outlined in the Employee Handbook. Any officer or board member who violates these policies will be subject to disciplinary action as determined by a majority vote of the Board of Directors. Any volunteer who violates these policies will be subject to disciplinary action as determined by the Manager of the program in which the person volunteers.

1. **Gifts:** Representatives shall not accept gratuities, favors, gifts, or anything of monetary value (over \$5.00) from present or potential contractors or sub-recipients.
2. **Personal Conflict of Interest:** Representatives who participate in the selection, award, or administration of a contract supported by Federal funds are prohibited from a real or apparent conflict of interest. Such a conflict would arise when any of the parties below has a financial or other interest in the entity selected:
 - a. a (Sponsoring Organization) representative;
 - b. any member of his or her immediate family;
 - c. his or her partner;
 - d. an organization that employs, or is about to employ, any of the above.
1. **Organizational Conflict of Interest:** The (Sponsoring Organization) is prohibited from real or apparent organizational conflicts of interest. Such a conflict when the nature of the work to be performed under a proposed third party contract may, without some restrictions on future activities, result in an unfair competitive advantage to the third party contractor or impair its objectivity in performing the contract.
2. **Bonus or Commission:** The (Sponsoring Organization) affirms that it has not paid, and agrees not to pay, any bonus or commission for the purpose of obtaining approval of its application for Federal financial assistance
3. **Restrictions on Lobbying:** The (Sponsoring Organization) agrees to comply with the provisions of 31 USC 1352, which prohibits the use of Federal funds for lobbying any official or employee of any Federal agency, or member or employee of Congress. In addition, even though no Federal funds are use, the (Sponsoring Organization) agrees to disclose any lobbying of any of any official or employee of any Federal agency, or member or employee of Congress in connection with Federal assistance and to comply with USDOT regulations “New Restriction on Lobbying,” 49 CFR Part 20.
4. **Employee Political Activity:** The terms of the “Hatch Act,” 5 USC Section 1501 through 1508, and office of Personnel Management regulations, “Political Activity of State or Local Officers or Employees,” 5 CFR Part 151, apply to supervisory employees of the (Sponsoring Organization).
5. **False or Fraudulent Statements or Claims:** The (Sponsoring Organization) acknowledges that it will not make a false, fictitious, or fraudulent claim, statement, submission or certification in conjunction with any program supported by Federal assistance. The (Sponsoring Organization) is aware that Federal penalties could be imposed for making a false, fictitious, or fraudulent claim, statement, submission or certification in conjunction with any program supported by Federal assistance.

My signature below acknowledges understanding of the (Sponsoring Organization's) Code of Ethics:

Signature: _____ **Date:** _____

Form 24 – Policy on Harassment

It is the policy of the (Sponsoring Organization) that it will not tolerate verbal or physical conduct by any employee or volunteer which harasses, disrupts, or interferes with another's work performance or which creates an intimidating, offensive, or hostile environment.

1. All forms of harassment are prohibited but it is the (SO's) policy to emphasize that sexual harassment is specifically prohibited. Each supervisor has a responsibility to maintain the workplace free of any form of sexual harassment. No supervisor is to threaten or insinuate, either explicitly or implicitly, that an employee's refusal to submit to sexual advances will adversely affect the employee's employment, evaluation, wages, advancement, assigned duties, shifts, or any other condition of employment or career development. In addition, no supervisor is to favor in any way any applicant or employee because that person has performed or shown willingness to perform sexual favors for the supervisor.

2. Other sexually harassing conduct in the workplace, whether committed by supervisory or non-supervisory personnel, is also prohibited. Such conduct includes:

- a. sexual flirtations, touching, advances, or propositions;
- b. verbal abuse of a sexual nature;
- c. graphic or suggestive comments about an individual's dress or body;
- d. sexually degrading words to describe an individual; and
- e. the display in the workplace of sexually suggestive objects or pictures, including nude photographs or illustrations.

3. Any employee who believes that the actions or works of a supervisor or fellow employee constitute unwelcome harassment has a responsibility to:

- a. tell the supervisor or fellow employee that their action or words are unwelcome and are considered harassment;
- b. report or complain as soon as possible to the appropriate supervisor or to the President of the Board of Directors if the complaint involves the Director.

4. All complaints of harassment must be investigated promptly in a manner that is as impartial and confidential as possible. If the employee is not satisfied with the handling of a complaint or the action taken by the Manager then the Grievance Procedure should be followed.

I have read and understand the above policy and signing below constitutes an agreement to adhere to this policy.

Signature of Employee/Volunteer: _____ Date: _____

Form 25 – Driver Evaluation

Date of Evaluation: _____ Driver Evaluated: _____

Ratings Abreviations : Excellent, Good, Fair, Needs Improvement, NObserved

Ratings	E	G	F	N	NO	Remarks
SECTION ONE						
Dresses appropriately; uniform and shoes neat and clean						
Observes condition of vehicle						
Checks fluids, lights, brakes and tires						
Secures all loose items in vehicle						
Adjusts mirrors						
Checks gauges						
Adjusts and fastens seat belt						
SECTION TWO						
Starts and stops vehicle smoothly and properly						
Checks traffic prior to moving vehicle						
Enters traffic lanes properly, using signals						
Maintains position in traffic lane						
Maintains proper speed						
Uses mirrors while driving						
Uses turn signals as appropriate						
Uses proper turning radius						
Stops at unmarked railroad crossings using flashers						
Yields as appropriate						
Passes other vehicles safely						
Anticipates traffic problems, keeping eye on the road						
Places vehicle in park when loading /unloading passengers						
Operates radio properly, including radio check						
Sensitive and courteous to passengers						
Assists passengers in and out of vehicle (paratransit)						
Informs passengers of seat belt requirement (paratransit)						
Operates lift safely						
Secures wheelchairs safely and courteously						
SECTION THREE						
Submits complete and correct driver logs in a timely manner						
Communicates well with drivers, dispatchers and supervisors						
Accepts varied assignments willingly						
Follows instructions, both written and verbal						
Attends driver meetings and training as required						
Handles donations and fare boxes appropriately						

Key To Ratings:

Excellent - Performs task with exceptional skill.

Fair - Performs task adequately.

Not Observed - No opportunity to observe.

Good - Performs task well.

Needs Improvement - Performs task inadequately; Needs add'l training.

Signature of Evaluator

Signature of Driver

Form 26 – Exit Interview

Name of Volunteer Driver: _____ Date: _____

Name of Interviewer: _____

1. Did the position match the work you desired?
2. Why have you decided to leave your position?
3. How would you describe your relationship with other volunteers and/or paid staff?
4. How would you describe your relationship with program staff?
5. What did you like most about your experience?
6. What was the hardest part of the job?
7. What recommendations for change would you make?
8. Would you recommend this opportunity to others?
9. Is there any other information that you would like to provide?
10. Would you consider volunteering for the (Sponsoring Organization) in the future?

Form 27 – Confidentiality Policy

The principal of confidentiality is basic to the maintenance of professional ethics and community respect. All staff and volunteers of the (Sponsoring Organization) have a set of ethical responsibilities by which they are bound to the rider, the community, and themselves. The (Sponsoring Organization) riders act in good faith, expecting their circumstances and personal matters to remain confidential and the (Sponsoring Organization) is obligated by law and ethics to reciprocate. Confidentiality of rider information is maintained for the protection of the rider and for the (Sponsoring Organization).

Staff members, including volunteers, will use the following procedures. For the purposes of these procedures a "riders" is defined as a person registered as a program participant. Registration is accomplished by completion of a Rider Information Form (RIF)

1. All staff members will take responsibility for protecting the confidentiality of all riders. New staff members will receive instruction in these confidentiality procedures.
2. All written and unwritten information concerning riders of the (Sponsoring Organization) are considered as confidential.
3. All written information regarding the riders of the (Sponsoring Organization) will be maintained in files. Only those staff members with a "need to know" will have access to these files. No staff member may remove rider files from the office without authorization from the staff member's supervisor.
4. When it is necessary for a member of the staff to communicate information about a rider to another person or agency, a Release of Information Form will be signed by the rider or their legal representative. The signed release will be kept in the rider's permanent record. If the rider is unable to give written consent then the staff member releasing the information will document the circumstances.
5. When rider-related materials, i.e. lists, log and files are used outside the office, staff members are responsible and must take appropriate steps to safeguard the materials.
6. In emergency situations, when it is not possible to have a form signed, a verbal release may be given by the rider or their legal representative. The staff member who receives the verbal release will make a note in the rider's file and will obtain the written release as soon as possible.
7. A signed release will not be needed when:

"In general, personal information shall not be used or disclosed by any person or organization without the informed consent of the individual who is the subject or the information.

The major exception to this policy is that the information may be used for purposes directly connected with the administration of the program that has collected the information. Such purposes include, but are not necessarily limited to; determining eligibility, providing the services and participating in audits of the program. An example of using personal information in the course of providing a service would be staff member giving the name and other necessary information about an individual desiring a specific service to an organization than can provide that service" -DSHS memo IM-OOA-AAA-77-83.

8. When a (Sponsoring Organization) staff member is working with a rider and finds it necessary to obtain written information from another person or agency, it will be necessary to obtain a signed release from the rider or representative. This release will indicate that the rider or representative has given permission for release of information to the (Sponsoring Organization).
9. When a (Sponsoring Organization) staff member either receives requested written information or releases written information about a rider to another person or agency, a written or verbal follow-up will be given to the rider. This follow-up will inform the rider as to what information was released or

obtained and what progress has been made in helping with his/her individual situation. A record of the follow-up will be kept in the rider's file.

10. When a staff member receives unsolicited information from the rider the staff member may legally need to share that information, e.g., suspected abuse. The staff member may also ask the rider for permission to make an appropriate referral, i.e., Gatekeeper function.
11. When a staff member receives unsolicited information about a rider from family members, Gatekeepers, etc. the staff member may share in the information with the rider. Professional judgment will determine what to share.
12. The fact that a situation has been made public through any of the new media does not alter the fact that this person still has confidentiality privileges with the (Sponsoring Organization). For example, if a rider has been having difficulties with a given problem and is arrested, the (Sponsoring Organization) confidentiality procedures will be maintained.
13. The fact that a case has been made public through any of the news media does not alter the fact that this person still has confidentiality privileges with the (Sponsoring Organization). For example, if a client has been having difficulties with a given problem and is arrested, the (Sponsoring Organization) confidentiality procedures will be maintained.

I have read and understand the above Confidentiality Policy:

Signature: _____ **Date:** _____

Form 28 – Training Standards

1. **Program Orientation:** All drivers must complete basic orientation training before they transport passengers.
2. **Vehicle Orientation with Wheelchair Securement and Road Test Training:** All van drivers, paid and volunteer, must complete a vehicle orientation, wheelchair securement, and road experience/test training prior to transporting passengers. All drivers using their own vehicles are not required to complete vehicle orientation training but must have road experience/testing prior to transporting passengers. It is recommended that drivers be periodically re-evaluated. This training must be documented in the driver's Personnel File.
3. **Certified Defensive Driving Course:** All drivers, paid and volunteer, operating a (Sponsoring Organization) vehicle or providing transportation in their own vehicle, must complete Defensive Driving Training. The course must be completed within the first six months of driving and repeated every three years for drivers under the age of 70 and every two years for drivers over the age of 70. The (Sponsoring Organization) offers certified Defensive Driving Instruction (8 hour) and Basic Defensive Driving Instruction (4 hour). A copy of the training certification must be kept in the driver file.
4. **Disability Awareness:** All transportation program drivers and escorts, paid and volunteer, must complete a mobility awareness and assistance training. This course must be completed within the first six months and repeated every three years. A copy of the training certification must be documented in the driver file.

A copy of the certifications of completion for these courses must be kept in the driver/escort's file.

Recommended Supplemental Training (not required):

Certified CPR/FA Training
CDL (For van drivers)
Customer Service Training

These training requirements apply to all volunteer driver programs:

Form 29 – Driver Training Checklist

Driver's Name: _____ Driver Application Date: _____

DOB: _____ Program Orientation Date: _____

Driver Type: Agency Vehicle: _____ POV: _____ Combination: _____

Insurance Confirmed: _____

TRAINING COURSE	DATE	DATE	DATE
------------------------	-------------	-------------	-------------

Vehicle Orientation (N/A for POV)	_____		
-----------------------------------	-------	--	--

Wheelchair Securement Training	_____		
--------------------------------	-------	--	--

Road Experience Training/Testing	_____		
----------------------------------	-------	--	--

Defensive Driving Course			
--------------------------	--	--	--

4-Hour	_____	_____	_____
--------	-------	-------	-------

8-Hour	_____	_____	_____
--------	-------	-------	-------

Re-certification	_____	_____	_____
------------------	-------	-------	-------

Disability Awareness	_____	_____	_____
----------------------	-------	-------	-------

Aging Awareness	_____	_____	_____
-----------------	-------	-------	-------

Assisting Mobility	_____	_____	_____
--------------------	-------	-------	-------

Communication Skills	_____	_____	_____
----------------------	-------	-------	-------

ENHANCEMENT TRAINING

CPR	_____	_____	_____
-----	-------	-------	-------

First Aid	_____	_____	_____
-----------	-------	-------	-------

Customer Service Training	_____	_____	_____
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Form 30 – Volunteer Van Driver Road Test

Driver

Date: _____

Satisfactory

Unsatisfactory

Corrected

Before Starting

Pre-Trip Inspection

Seat Adjustment

Seatbelt Adjustment

Mirror Adjustment

Starting

Trans. In Neutral or Park

Emergency Brake On

Instrument Check (Driver Indicate)

Backing

Hands at 9 and 3 o'clock

Thumbs Not Hooked Under Wheel

Use of Mirrors

Emergency Flashers

Use of Horn

Slow Speed

Smoothness

Pulling Out

Signal Use

Clear Lane of Traffic

Traffic Observation

Smooth Acceleration

Following Other Vehicles

1,000 and 4 Rule

Within Speed Limit

Surveying the Road

Intersections

Reduces Speed

Surveys Road

Yields Right-of-Way

Takes Right-of-Way

Smooth Handling

Counts to 3 Before Following

Railroad Crossings

Emergency Flashers in Advance

Stops Short of Tracks

Looks for Train

Listens for Train

Smooth Handling

Far Right Lane Usage

Overall Driver Performance

Excellent

Good

Training

Surveying the Road

Smooth Braking

Smooth Accelerating

Smooth Handling

Speed Control

Driver Attitude

Signature of Trainer:

Form 31 – Lift Operation Procedures and Checklist

Wheelchair lifts make it possible to load wheelchairs of all weights in an efficient and safe manner. However, lifts are potentially hazardous equipment. They must be maintained and operated properly. Considerable caution and awareness is needed when operating a lift. No one but the vehicle operator should operate the vehicle wheelchair lift. Lifts may differ slightly in structure and operation. Therefore, each vehicle operator should be familiar with all the lifts likely to be used.

These are general procedures that will apply to all lifts. The Sponsoring Agency may have specific policies pertaining to wheelchair lift operations. It is recommended that you check with your supervisor concerning these policies.

Loading Riders Who Use Wheel Chairs:

Checklist

A. Upon arriving at your destination:

1. Stop on level ground.
2. Make certain there is room for the lift platform to open without hitting obstacles.
3. Put vehicle in Park, not Neutral. The lift will not work if the transmission is in Neutral.
4. Set the parking brake.

B. Opening doors:

1. Open lift doors from outside vehicle.
2. Securely lock doors in open position.

C. Deploying the lift:

1. The lift is always operated from the ground.
2. Do not remain in the vehicle while raising and lowering the lift platform.
3. Lower the lift platform until it rests entirely on the ground.
4. Unfold the outboard roll stop.
5. Fasten the wheelchair seatbelt around the rider.

D. Interacting with passengers and getting onto the lift platform:

1. Greet passengers; talk to them, not around them.
2. Ask passenger if they would like assistance in getting onto the lift platform.
3. If lift is ADA approved, the passenger may ride on the lift facing the van.
4. If the lift is not ADA approved, explain the potential hazard and request that the passenger ride on the lift with their back to the vehicle. Remember under the ADA, it is the rider's choice.
5. If the lift is equipped with a safety belt make certain that it is attached and secure.

E. Lift operation:

1. Set the wheel chair locks.
2. Have the rider hold on the handrails if able
3. Remind the rider to keep arms and hands within the lift area and clear of moving parts.
4. Stand on ground with one hand on the wheelchair and one hand operating the controls.

Loading Riders Who Use Wheel Chairs (continued):

Checklist

5. Raise the platform only a couple of inches.
6. Check the front safety barrier to make sure it is locked.
7. Continue raising the lift platform to the floor level.

F. Transferring to the vehicle:

1. Put lift controls in secure position with one hand while holding onto the wheelchair with the other.
2. Release the wheelchair wheel locks.
3. Push the wheelchair into the van.
4. Reach in and lock the wheels.
5. Fold the lift into the travel position and shut the doors.

G. Unloading: Use a logical reversed sequence for unloading.

Notes on power chairs and scooters

Caution is needed when loading a power wheelchair onto a lift. If the chair's power is left on, there is potential for the chair to move while on the lift, even if the brakes are applied. Many individuals operating these chairs are slow in reaction, or may have involuntary movements which may cause their hand or arm to hit the control stick. It is recommended that the power sources be disengaged while lifting a power wheelchair.

Boarding standees on the lift

The ADA allows anyone who wishes to board the vehicle standing on the lift. The procedures for loading a standee are similar to those used for boarding a person in a wheelchair. With an ADA approved lift the person should board facing inward after the roll stop has been lowered. The person should be encouraged to let go of any mobility device like a walker and to grasp the hand rails. The safety belt, if there is one, should be secured behind the standee. Once the lift is in level with the floor of the van, the standee should be instructed to move into the vehicle.

Walking Aids

When transporting people who use walking aids, it is the driver's responsibility to store the walking aid in a safe and secure place. Ask the passenger if there is a special way they would like the walking aid to be handled. If a passenger is using a cane, they may prefer to keep it with them.

Manual operation of the lift

Most lifts are equipped with a hydraulic pump located within the plastic motor housing on the side of the lift. A steel pump arm is found on the outside of the housing or the lift frame.

Lowering: To lower the platform manually, turn the bleeder valve, located near the pump opening, just enough to allow the platform to drop slowly. Do not unscrew it too far or hydraulic fluid will leak. When the platform has reached the ground tighten the valve.

Raising: To raise the platform, insert the pump arm into the pump opening. Pump the arm. The platform will rise very slowly.

Form 32 – Wheelchair and Rider Securement Procedures and Checklists

General information about securing wheelchairs

1. Proper securement of the wheelchair and the rider are two the most important duties a volunteer van driver has when transporting a person who uses a wheelchair or scooter.
2. [FMVSS 222](#) (please refer to the standard for the most current requirements) requires that a 7-point system be used: 4 points to secure the wheelchair; 3 points to secure the rider. The shoulder belt must be attached to the vehicle. The lap belt can be attached to the wheelchair 4-point system or to the vehicle.
3. Wheelchair must be forward-facing
 - A. The securement system is designed to be used with the wheelchair facing forward.
 - B. Wheelchair securement positions are inherently safer and wheelchairs and the human body are better capable of surviving a frontal crash when facing forward.
 - C. Sled tests show that side-facing wheelchairs are unstable and often collapse.
 - D. Lap and shoulder belt restraint systems are designed to be most effective in the frontal impact position. Wheelchairs are stronger in frontal loading conditions as opposed to side loading.

Procedures for securing the wheelchair

Checklist

1. The wheelchair is forward facing.
2. Center the wheelchair with the anchorages on the floor.
3. Set the brakes on both sides.
4. If applicable, turn off the wheelchair power.
5. At a minimum the front straps must be the same type and the back straps the same type.
6. Do not interchange systems. Use only one manufacturer's tie-down system for each wheelchair.
7. The wheelchair is anchored at 4 points using the manufacturer's instructions.
8. Secure the hooks at the end of the straps to appropriate position on the front and rear of the wheelchair frame
9. The ratchets are used in back and the cams are used in front.
10. Tighten the back first.
11. Operating the ratchet straps:
 - A. Before attaching the tie-down to the wheelchair/scooter, ensure that the ratchet strap moves freely on the ratchet spool by pulling back on the release.
 - B. While holding the release back, move the ratchet handle to a fully open position. (the handle should be straight). This will allow the strap to move freely on the ratchet spool for adjustment when securing the wheelchair/scooter.
 - C. The ratchet lever will move freely when Steps A and B are complete. The ratchet lever will then tighten the strap securely.
 - D. The ratchet must be left in the fully closed position to complete the procedure.
 - E. To release: pull back on the ratchet lever and open the assembly side.

Securing the wheelchair (Continued)

Checklist

12. The straps are attached properly:
 - A. They are at as close to a 45 degree angle as possible.
 - B. The angle is no less than 30 degrees and no more than 60 degrees.
 - C. They are not attached to the wheels or any detachable portion of the wheelchair.
 - D. They do not bend around any object.
 - E. They are away from sharp edges or corners.
 - F. They don't crisscross.
 - G. They are not twisted.
 - H. There is no forward or reverse movement.
 - I. Never use the 4-point system without the 3-point lap and shoulder belt.

General information about securing the rider

1. Always use a 3-point system to secure the rider.
2. The occupant restraint system is separate from the wheelchair securement.
3. The 3-point system secures the student's pelvis and torso.
4. The occupant restraint system can be attached in several ways.
 - A. To vehicle anchorage points.
 - B. To the wheelchair securement system.
 - C. To the wheelchair itself.
5. Follow manufactures guidelines.

Procedures for securing the rider

Checklist

1. Position the lap belt.
 - A. Over the pelvic bones, not the abdomen.
 - B. Inside the armrests, between the side panels and the seat cushion.
2. Adjust the lap belt so it is snug
3. Position the shoulder belt.
 - A. So that it does not cross the riders face or neck.
 - B. Never under the rider's arm where it would cross the rib cage.
4. Adjust the shoulder belt to achieve firm but comfortable tension.
5. Never twist the belts.
6. Belts should always lie flat against the body.

Form 33 – Exposure Incident Report

Use this form to report any bloodborne pathogen exposure incidents. An exposure incident is a specific contact of blood or other potentially infectious bodily fluid with non-intact skin, eye, mouth or other mucous membranes

Date and time of exposure: _____ Report Date: _____

Name (person exposed): _____

Address: _____ Phone: _____

Agency: _____

Name of Customer (Source of bodily fluid): _____

Address: _____ Phone: _____

Name (s) of witnesses: _____

Part of body exposed to bodily fluid: _____

Type of bodily fluid: _____

Describe incident: _____

Treatment received at: _____

Name of physician: _____

Employee/volunteer signature: _____ Date: _____

Supervisor signature: _____ Date: _____

Action taken: _____

Fax form to: (Phone Number of Sponsoring Organization)

Form 34 – Sample Gatekeeper Training Content

The (Local Social Service Organization) is committed to enhancing lives and supporting communities with, Transportation, Nutrition, Information & Assistance/Care Management, Respite, and Home Care Services. The primary mission of this community-based (Social Service Organization) is to serve older persons homes for as long as possible. To target and identify those elders who may be isolated and at-risk, the Information & Assistance/Care Management Program depends on community members, called Gatekeepers, to assist the staff in locating vulnerable adults who may be in need of assistance.

The Information & Assistance/Care Management staff members make home visits to inform older people of the services available in (Program Area). The Care Managers will assess each individual's needs or concerns. These professional staff members assist the elderly with filling out forms for Social Security benefits, Medicaid, Food Stamps, in-home services Energy Assistance, and Weatherization. They help provide access to transportation services through referrals to (Local Transportation Provider/s). Many older adults and persons with disabilities need part-time help in order to remain in their own homes. The In-Home Worker Registry provides a list of screened and qualified people who want to do yard work, housework, or serve as live-in companions. The Care Managers help the client interview prospective workers and suggest terms of employment.

The Care Managers can also help locate health appliances, such as wheelchairs, walkers, and emergency response devices, e.g., Lifeguard/Lifeline, to help the individual remain at home. The Care managers help clients sort through the confusing maze of Medicare claims and insurance policies. They also introduce older adults to the Senior Nutrition Program, a nutritious noon meal served in a social setting in (Names of Locations). The workers also refer people to appropriate services including Home Health, State-funded home care programs, legal services, and hearing clinics.

In order to effectively assist area older persons help is needed from community members. As volunteer drivers you can assist by letting us know about an older person who may want to utilize our services. While we would like to know every person over 60 years of age living in the county, certain situations demand immediate attention. Those situations we feel indicate a prompt call to our office which is listed on the next page.

CALL (LOCAL SENIOR SERVICES AGENCY) WHEN YOU OBSERVE:

- 1. Change in appearance: hair uncombed, dirty; soiled clothes; clothing inappropriate for weather.**
- 2. Condition of the home:**
 - a. Exterior/interior in need of repair
 - b. Little or no food
 - c. Old newspapers/possessions lying around
 - d. Calendar on wrong month or year
 - e. Strong odors
 - f. Neglected pets
 - g. Stove burner left on
- 3. Little or no understanding of what is being said; confused; inappropriate response; not oriented to person, place, time; forgetful; repetitive; constant reminiscing.**
- 4. Depression:**
 - a. Recent loss or death of a relative, friend, or pet

- b. Remarks such as "I don't care...what's the use
- c. Complaints of not eating/sleeping
- d. Anxious, uncomfortable, fidgety appearance
- e. Anger; hostility directed at self, you, or another; suspicious
- f. Relies on tranquilizers/alcohol
- g. Recent personality changes

5. Physical losses:

- a. Loss of hearing, sight
- b. Inability to move easily
- c. Chronic (continual) illness
- d. Numerous medicine bottles/prescriptions
- e. No contact with a doctor in years
- f. Any other changes in health

6. Lack of social relationships; no mention of family or friends.

7. Change in the usual support system; loss of dependable helper such as a friend or neighbor.

8. Very low income or inability to manage money.

- 1. Any person living alone over the age of 80.**

PLEASE CONTACT THE (Sponsoring Organization) TO GET HELP FOR AN OLDER PERSON

PHONE: _____ FAX: _____ E-MAIL: _____

Form 35 – Abuse, Neglect, Abandonment, & Exploitation

It is important not to try to investigate on your own, but to report your concerns immediately to the office of the Department of Social & Health Services that is responsible for Adult Protective Services. They will investigate and take action to prevent, correct, or remedy the situation, with the consent of the older person involved. The staff member (including volunteers) shall also report concerns to his/her supervisor to receive further instructions as needed. People in certain professions are mandated to report suspected abuse, neglect, exploitation or abandonment of persons sixty years of age or older who have a functional, mental, or physical inability to care for or protect themselves. Those mandated to report include:

1. Police officers
2. Social workers
3. Employees* of welfare, mental health, or health agencies, or congregate care long term care facilities
4. Licensed health care providers
5. Employees of the Dept. of Social & Health Services
6. Employees of social service agencies
7. Note: Employees includes volunteers.

Persons who are required to report must call Adult Protective Services immediately, and follow up with a written report within ten (10) days.

Abuse and neglect of older persons includes several categories of acts and/or omissions generally referred to as abuse, neglect, exploitation, and abandonment. Signs of potential abuse or neglect include:

1. An elderly person with bruises, welts or burns or evidence of physical restraints.
2. An elderly person who appears over-or under-medicated.
3. An elderly person with inadequate food or water, or with unclean clothes or bedding.
4. An elderly person whose caregiver abuses alcohol or is emotionally unstable.
5. An elderly person who previously has had excellent credit or resources but now seems unable to meet expenses.
6. An elderly person whose caregiver is under severe stress such as illness, unemployment or family problems
7. An elderly person living in a family with a history of violence such as child or spouse abuse.
8. An elderly person who is not permitted visitors or direct, private communications with others.

Definitions:

Abuse: An act of physical or mental mistreatment or injury that harms or threatens a person through action or inaction by another individual. Abuse may be physical, sexual, verbal, or emotional. "Medical" abuse refers to over medication or withholding of medications or other needed assistance in order to control the older person.

Signs of abuse:

1. Suspicious bruising or other injuries to arms, face, or head.
2. Marks from tying or other restraints.
3. Purposeful isolation.
4. Unwarranted sedation.
5. Withholding of food, water, or medication (without consent).
6. Unexplained depression or anxiety.

Neglect: A pattern of conduct resulting in deprivation of care necessary to maintain minimum physical and mental health. Neglect occurs when; a caregiver does not provide enough care and support to meet the person's individual needs for physical emotional well-being. (The situation may be “self-neglect” when the needs of an older person are not being met, but there is not an identified caregiver.)

Signs of neglect:

1. Inadequate food or water.
2. Uncleanliness.
3. Serious bedsores.
4. Social isolation.
5. Lack of proper medical or dental care or equipment.
6. Unsanitary conditions.
7. Unpaid bills.
8. Untreated mental illness.

Exploitation: Illegal or improper use of a vulnerable adult or that adult's resources for another person's profit or advantage. Exploitation may involve obtaining access to and misusing an older person's income, financial resources or real property, obtaining money fraudulently, charging for services not provided, misuse of a Power of Attorney, and emotional pressure to change a will sign over property.

Signs of exploitation:

1. Sudden change in an older person's spending habits.
2. Unexplained loss of resources or valuables.
3. Overdrawn accounts.
4. Loss checks or passbooks.
5. Unusual or suspicious withdrawals from bank.
6. An unfit person moving in.
7. Sudden quit-claim deeds of property.
8. Suspicious or unauthorized use of an older person's credit cards.

Abandonment: Leaving a vulnerable adult without the means to obtain food, clothing, shelter, or health care. This form of abuse involves a recognized caregiver who has been giving regular and substantial care to an older person, and willfully discontinues the care without assuring adequate replacement or giving appropriate notice to responsible parties.

Signs of abandonment:

1. Sudden departure of caregiver.
2. No movement in or around an older person's home.
3. No answer to telephone.
4. Uncollected mail or newspapers piling up.
5. Older person suddenly discontinuing routine social contacts.

I have reviewed and understand the (Sponsoring Organization)'s Policy regarding the reporting of abuse, neglect, exploitation, and abandonment of adults.

Signed: _____ Date: _____

Form 36 – Adult Protective Services Reporting Form

Identification of Individual(s)

Name _____ Address _____ Telephone _____

Identification of Suspected Perpetrator(s)

Name _____ Address _____ Telephone _____

Relationship to Individual Being Reported:

Son	Brother	Spouse	Son-in-law
Daughter	Sister	Caregiver	Daughter-in-law
Father	Mother	Other	

Description of Suspected Abuse/Exploitation/Neglect or Abandonment (Use back of report if needed.)

Identification of Significant Others: (if known)

Name _____ Address _____ Telephone _____

Agencies Currently Providing Services to Individual(s) (if known)

Name _____ Address _____ Telephone _____

Source of Report:

Reported by: (name) _____ Date of Oral Report: _____

Agency: _____

Relationship to Individual Being Reported _____

Report to:

Form 37 – Drug Free Workplace Policy

1. The (Sponsoring Organization’s) employees and volunteers are prohibited from the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance at any of the (S0) facilities and/or during any of the programs offered by the (S0).
2. Any violation of the prohibitions in #1 will be considered to be “Just Cause” for suspension and/or discharge under the procedures of the (S0).
3. As a condition of employment or registration as a volunteer each employee or volunteer will:
 - a. abide by the terms of #1 above and;
 - b. notify the (S0) in writing of any criminal drug status conviction for a violation occurring in the workplace no later than five calendar days after such conviction.
4. The (S0) will notify grantor agencies in writing within ten calendar days after receiving notice under #3B as referred to above, with respect to any employee or volunteer who is so convicted and will:
5. Take appropriate personnel action against such an employee, up to any including termination; or
6. Require such an employee to participate satisfactorily in drug abuse assistance or rehabilitation program approved for such purposes by Federal, State, or local health, law enforcement or other appropriate agency.
7. The employee and/or volunteer acknowledges by signature below that he/she has:
 - a. been given a copy of this policy statement;
 - b. reviewed this policy statement, and;
 - c. understood the policy statement.

A copy of the policy will be maintained in the volunteer’s Personnel File.

I have read and understand the above Policy.

Signature: _____ Date: _____

Adopted by the (Sponsoring Organization) on this date: _____

Form 38 – Pre-Trip Inspection

1. Conducting the Inspection: Before you begin, you should have a copy of the checklist in hand and have a pen to write with. The checklist will help you in performing the inspection in a logical sequence and assist you in doing a complete and thorough inspection of the vehicle. If your vehicle does not contain all of the equipment that is reflected in the checklist, i.e., organization van vs. POV, simply cross out the items that do not apply and move on to the next item.

2. Fluid Levels, Hoses, Belts: Before you start the engine, lift the hood. Check the fluid levels in the radiator, battery, and windshield washer. Note any excessive usage and add the appropriate fluids. Check the oil level and add if indicated. Note any of the fluid additions.

Visually check the hoses for signs of leaking and/or cracking. In a similar way check the belts.

3. Interior, Lights, Dials, Gauges and Ventilation: Once you get behind the wheel, set the emergency brake, start the vehicle, check the appropriate lights, dials, and gauges. For example, the oil gauge or warning light should give you an indication as to whether the oil pressure is sufficient to keep the engine running without damaging it. Do not allow the engine to “race” when you first start it. If the engine seems to be running too fast (idle,) and will not slow down, do not put it into gear. Shut it down and report the problem to the Manager.

If the alternator or generator light stays on or if there is a gauge that tells you the battery is not charging, you could end up with a dead battery on the route. If you do get such an indication you should have it corrected before starting out on your assigned trip.

Check to see if heater and air conditioning/s are working. Notice any foreign smells coming from the ventilation system. Inspect the interior for any hazards, torn upholstery, loose objects, etc. Check the interior lights, and seat belts. If car seats or other child restraint systems are to be use, check to determine if they are matched to the vehicle and that they can be properly activated. Note the presence of driver side airbags in planning for the anticipated passengers, i.e., if they are present and activated then children and small adults should not ride in positions with functioning air bags.

Check for the vehicle registration and proof of insurance; make sure that neither has expired.

Check for presence of EZ Clean Kit in the vehicle. Check supplies in the kit.

4. Windows and Mirrors: Make sure that all windows and mirrors are free of ice, snow, or frost before moving the vehicle. If it is not too cold outside, you can check to see that the windshield washer and wipers are working.

Adjust all of your mirrors to make sure that you can see what it is you need to see within your safety zone.

5. Horn, Steering Wheel, and Brakes: Tap the horn to make sure it works.

Move the steering wheel from side to side to make sure that it does not have excessive “play” in it.

Push on the brake pedal. It shouldn’t feel soft or spongy.

6. Doors and Emergency Exits: Examine all regular and emergency doors to make sure that they are functional and not obstructed or otherwise damaged. The time to find out that an emergency door does not work is before the vehicle is put into service.

7. Left Front: Turn on all the exterior lights, including the high beams, turn signals and emergency flashers. Make sure the emergency brake is on and get out and check the left front vehicle lights to make certain that they are clean and not burned out. As you begin this outside inspection, remember to note any new damage to the vehicle.

8. Left Side Tires:

Look at the left front and left rear tires for signs of damage or obvious pressure problems. An over inflated tire will give a rougher ride. An under inflated tire will build up heat and make it more susceptible to damage from obstacles or potholes in the road. If you have a tire gauge, check the pressure against recommended levels.

9. Trunk, Rear Lights, and Signs: Check in the trunk, interior, or under the vehicle for the spare tire and tire changing tools. Check inflation of the spare. Check for presence of an emergency equipment kit (chains, flashlight, flares, blankets, ice scrapers).

Inspect all lights on the rear of the vehicle such as the emergency flashers, taillights, etc. If there are any signs on the back of the vehicle make sure that they are clean. If lights are dirty clean them.

Check to determine if the license tabs have expired.

10. Under Vehicle Inspection: Stand back a few feet from the rear of the vehicle and look under the vehicle or any foreign objects or fluid leaks. If there any objects hanging or wedged under the vehicle, either remove them or determine if part of the vehicle is hanging down. If a part of the vehicle is hanging down, report it to the Manager for repair before starting your run. If you see any puddles of any kind other than obvious rainwater or water from melted snow/ice, check the source of the leak and report it to the Manager.

11. Right Side Tires: Now check the right rear and right front tires just as you did the tires on the left side. Again look for any signs of fresh vehicle damage.

Form 39 – Back-Up Plan for Daily Operations

In the event of a collision or mechanical breakdown, the driver will contact the dispatch center or the Manager and inform of incident. Driver will place proper hazard equipment in the appropriate locations to alert other drivers of his/her position. The driver will remain with the vehicle and passenger/s. If possible, the vehicle will be moved to a safe location until assistance arrives. Follow appropriate collision procedures in the event of a collision.

Dispatch Center Phone #s: _____

Towing Company: _____ Phone: _____

Repair/Service Company: _____ Phone: _____

Manager or Dispatch Staff will: *

1. Contact towing company to remove vehicle and deliver to designated location.
2. Contact location where vehicle is to be towed for repairs/service.
3. Contact driver and update him/her of who is coming and approximate time of arrival.
4. An alternate driver and vehicle is dispatched to pick-up passengers and deliver them to their destination.
 - a) Adjustments are made to the schedule to assure passengers are delivered safely to their final destination.
5. Arrangements are made for the driver to return to dispatch after the vehicle is removed.

*** Note: This is meant to only serve as a sample to develop your back-up plan specific to your program. Your back-up plan should include names and phone numbers to contact and more in depth plans. All of this information should be laminated onto a Driver ID number.**

Sample Emergency Card:

Emergency Numbers: In case of emergency, please phone:

1. During the week: 8:00 to 5:00

Organization Office/s: _____;

Ask for: _____ Name of Manger: _____

2. Evenings or weekends, Phone:

Name: _____ Phone _____

Name: _____ Phone _____

Name: _____ Phone _____

If no one is home, call “The Line”

Phone Number. _____ Remember in the Case of accident: Call the police

Form 40 – Back-Up Plan for Vehicle Loans or Out-of-Area Service

Date

Borrowing Program

Address

Town, State Zip

Attention: **Manager of Borrowing Program**

On **(Date Trip)**, **(Sponsoring Organization's Name)** has authorized **(Organization Borrowing)**, to travel to **(Destination)**. The driver will be **(Name of Driver)** and has been approved and trained to transport passengers.

In the event that an unforeseen collision or mechanical breakdown was to occur, the driver should phone **(Name of On-Call Person)**. The **(Sponsoring Organization)** back-up vehicle would retrieve the passengers and return them safely home. The **(Sponsoring Organization)** will arrange for the vehicle to be towed back to the provider site or to an alternate location for repairs.

If you have any questions regarding this trip please contact **(Name of Contact)** at this phone number **(Phone Number/s of Contact)**.

Sincerely,

Name of Person Responsible for Back-Up Plan

Position of Person Responsible For Back-Up Plan

Form 41 – Volunteer Driver Incident Report

1. Driver Name: _____
2. Date of Incident: _____
3. Time of Incident: _____
4. Location of Incident: _____
5. Name of Rider/s Involved: _____
6. Address: _____
7. Phone #: _____ Authorization Code: _____
8. Car Seat or Booster Seat in Use? _____
9. Name & Phone Number of Witnesses to Incident: _____
Phone: _____
Phone: _____
Phone: _____
10. Explain in Detail: _____

10. Volunteer Driver Signature: _____

Please fill out this form completely and mail to:

Form 42 – Incident & Collision Report

Accident Date: _____ Time: _____ Region #: _____ County: _____

Medical Treatment 911 Called ER Visit: Yes/No
 Incident Injuries: Yes or No Yes/No Yes/No Admitted Yes/No

Provider Name: _____ **Driver Name:** _____

Driver Sent for Drug and Alcohol Testing: Yes/No Test Results: _____

Client Name: _____ PIC: _____ Ambulatory: _____
Non-Ambulatory: _____

Accident/Incident Narrative: _____

Insurance Company Name, Contact, Policy # _____
(Attach Additional Documentation) Driver Report: __ Dispatcher Report: __ Broker Report: __ Other: _____

FOLLOW-UP: Date: _____ Driver Status: Terminated ___ Suspended ___ Re-trained: ___ Other: ___

Narrative: _____

Client or Advocate Re-Contacted: _____ **Date:** _____

Narrative: _____

No follow-up required, investigation closed:

Date: _____ Initials: _____

Form 43 – Personnel Checklist

ITEM	DATE IN FILE	DATE NEEDS UPDATED												
		2003	2004	2005										
Volunteer Job Description Signed														
Volunteer Registration Form														
Acknowledgement of Requirements														
Confidentiality Certificate														
DMV/Medical Problems Statement														
Copy of Driver's License														
Copy of Current Insurance														
Consent for PFP Criminal History														
Consent for MVR Driving Record														
Medical History release form														
Vehicle Inspection														
<p>Vehicle #1 Description:</p> <hr/> <table style="width: 100%; border: none;"> <tr> <td style="width: 20%; text-align: center;">Make</td> <td style="width: 20%; text-align: center;">Model</td> <td style="width: 15%; text-align: center;">Year</td> <td style="width: 15%; text-align: center;">Color</td> <td style="width: 30%; text-align: center;">License Plate</td> </tr> </table> <p>Vehicle #2 Description:</p> <hr/> <table style="width: 100%; border: none;"> <tr> <td style="width: 20%; text-align: center;">Make</td> <td style="width: 20%; text-align: center;">Model</td> <td style="width: 15%; text-align: center;">Year</td> <td style="width: 15%; text-align: center;">Color</td> <td style="width: 30%; text-align: center;">License Plate</td> </tr> </table>					Make	Model	Year	Color	License Plate	Make	Model	Year	Color	License Plate
Make	Model	Year	Color	License Plate										
Make	Model	Year	Color	License Plate										
Signed Job Description Mailed to Volunteer:														
Supervisor Signed All Forms:														
<p>Provider Number Assigned: _____ Date: _____</p>														

Form 44 - Transportation Request

MUST BE FILLED OUT COMPLETELY

FAX REQUEST TO: (Phone Number)

RIDER'S NAME: _____ BILLED TO: _____

ADDRESS: _____ BIRTHDATE: _____

CITY: _____ STATE: _____ ZIP: _____ PHONE: _____ FAX: _____

DOES RIDER HAVE ANY OTHER TRANSPORTATION AVAILABLE? _____

LIVE ALONE: YES _____ NO: _____ LOW INCOME: YES: _____ NO: _____ I D# _____

MEDICAID: YES _____ NO: _____ MINORITY: YES: _____ NO: _____ WA #: _____

UNDERSTANDS ENGLISH: YES: _____ NO: _____ PROG. ELIG: _____ RACE CODE: _____

HAVE WE WORKED WITH RIDER BEFORE: YES: _____ NO: _____ SUB-ALLOC: _____ BILLING: _____

SINGLE PARENT HOUSEHOLD: YES: _____ NO: _____ SOCIAL SECURITY # _____

(Circle one:)

AMBULATORY; WHEELCHAIR; WALKER; ATTENDENT; OTHER: _____

CONTACTED BY: _____ PHONE: _____ FAX: _____

OUT OF AREA: _____ REF. PHYS.: _____ PHONE: _____

DIRECTIONS/COMMENTS:

ENTERED in DATABASE: INITIALS: _____

TRIP DATE: _____

APPT. TIME: _____ P/U : _____ RET.

TIME: _____

PHYSICIAN: _____ DR'S

PHONE: _____

ADDRESS: _____

PURPOSE: _____

PROVIDER RECOMMENDED: _____

PROVIDER CHOSEN: _____ PHONE _____

EST. MILEAGE: _____

CALLED RIDER TO CONFIRM RIDE: _____

OFFICE USE ONLY:

INTAKE BY: _____

DATE: _____

COMPLETED BY: _____

DATE: _____

VOUCHER MAILED BY: _____ DATE: _____

Add. Info:

Form 45 – Donation Policy

1. Riders of volunteer transportation networks should be those persons, including their personal attendants, who because of physical or mental disability, income status, or age (too old or too young) are unable to transport themselves or purchase appropriate transportation.
2. Persons who receive services funded by Title III of the Older Americans Act must be given a free and voluntary opportunity to contribute to the cost of services provided. The same opportunity must be extended to persons who receive SCSA-funded services that are not subject to a means test.
3. Other persons in need of special transportation, regardless of funding source, should be afforded similar opportunities, as are the persons in the categories above.
4. The service provider must protect each person's privacy with respect to his or her contribution, establish procedures to safeguard and account for all contributions made by users of the service and use all such contributions to expand the service that received the contribution.
5. The service provider may develop a suggested contribution schedule. If a schedule is developed, the provider must consider the income ranges of older persons in the community and the provider's other sources of income. No otherwise eligible person may be denied service because he or she will not or cannot contribute to the cost of service.

CONTRIBUTION REQUEST:

1. Volunteer drivers are not allowed to receive donations. In order to assure that riders are afforded the opportunities described above, they may be mailed a detailed accounting of volunteer trips provided, length of the trip, and a suggested donation rate. Those factors may be totaled in the form of an aggregate suggested donation.
2. A copy of the aggregate accounting can be sent to persons who have agreed to pay for the transportation services. Included are family members, personal representatives, friends, and agencies such as DVA that have agreed to pay at the suggested donation rate.

Form 47 – Meal Reimbursement Policies

1. The (Sponsoring Organization) will only accept:
 - a. Original restaurant meal receipts ~~–or–~~
 - b. Original grocery store/convenience store receipts for prepared, ready-to-eat food items that will be eaten by the volunteer driver immediately. Any extra items for spouses or clients **will not** be reimbursed nor will additional food items be reimbursed, such as cartons of ice cream, canned goods or frozen food items.
2. Reimbursement cannot be paid when Food Stamps are used to pay for reimbursable meal expenses at restaurants or for reimbursable ready-to-eat food items purchased from grocery stores/convenience stores.
3. All receipts must have a date and time on them that corresponds to the time span of the authorized trip.
4. Receipts for meals will only be reimbursed when volunteering for *at least* a 4-hour time period. Also, please note that:
 - a. Meals are reimbursed only for the volunteer.
 - b. Meal reimbursements are not authorized for spouses, significant others or clients.
5. The (Sponsoring Organization) does not reimburse for tobacco or alcohol products.

Incidental Expenses Policy:

1. In addition to meals, the (Sponsoring Organization) will reimburse for incidental travel expenses related to the non-automobile costs the volunteer incurs. Examples are:
 - a. Parking.
 - b. Highway and/or bridge tolls.
 - c. Ferry tolls.
2. The (Sponsoring Organization) will reimburse for motel/hotel expenses, either pre-authorized, or as a result of weather conditions, delayed/cancelled plane flights, etc.
3. In the case of either 1 or 2 above the expenses must be documented by original receipts
4. Automobile expenses such as: traffic/parking fines, towing charges, gasoline, etc., will not be reimbursed. These expenses are considered to be included in the mileage reimbursement.

I have read and understand the above Policies.

Signature: _____ **Date:** _____