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1 Introduction

Background
Utah Transit Authority (UTA) serves the counties of Salt Lake, Utah, Davis and Weber in Northern Utah. UTA’s Coordinated Mobility Department has recognized many significant human service issues in the region associated with a lack of basic transportation services, particularly affecting seniors and people with disabilities. Basic needs, especially medical care, are often inaccessible due to a lack of transportation resources. To mitigate this problem, many organizations in the region provide transit services for their participants including senior centers, assisted living facilities, employment centers, and government and privately funded human service transit programs; however, even with these services, there are some groups and individuals who do not have access to transit services that provide for basic needs. In 2016, UTA, in partnership with Weber County Aging, Davis County Aging, and Roads to Independence, to begin planning a voucher program based on the needs of the region. The UTA Coordinated Mobility Department determined that a voucher program would help seniors and persons with disabilities to gain access to transportation, as well as assisting them in becoming independent and increasing their overall quality of life.

The goal of this plan is to allow seniors and persons with disabilities to find the mode of transportation that best accommodates them in order to arrange non-emergency medical visits. The Volunteer Driver-Voucher Program was developed to allow eligible participants to arrange these rides with a driver of their choice who would then be reimbursed for the mileage by UTA through a 5310 Grant Award.

The strategy is designed to:
- Allow the participant to retain their independence and ability to choose the transportation service that best suits their needs.
- Reimburse friends, family members or neighbors for rides in private vehicles.
- Offset/reduce the cost of a ride on any applicable mode of transportation.

The general structure of the UTA Volunteer Driver-Voucher Program is as follows:
- UTA serves as the program administrator. This involves coordinating with partnering or referring organizations.
- Participant and trip eligibility will be determined by partnered agencies.
- The participant arranges for the particular mode of travel and provides vouchers to an eligible provider or driver.
- The eligible driver accepts the voucher as payment for the rides provided and redeems the voucher for the cash value from the UTA program administrator.

The specific structure and procedures of the UTA Volunteer Driver-Voucher Program are outlined in the next four chapters of this manual.
Manual Purpose

The UTA Volunteer Driver-Voucher Program was launched in the summer of 2016. This program manual serves as the primary guide to train staff on the processes and procedures of the program.

This manual provides:

- The general structure of the UTA Volunteer Driver-Voucher Program
- Forms for partner staff to perform participant interviews and program functions
- Additional resources supplied by UTA staff and other stakeholders
- Agency Liaison training manuals and standard operating procedures

Forms

The manual contains the following forms used by UTA Staff and the Partner Agency Liaison (found in Appendix A):

- Partner Agency Liaison Training Checklist
- Participant Eligibility Form
- Participant Intake Form
- Participant Consent Form
- Participant Training Checklist
- W-9 for Drivers
- UTA Medical Voucher Database

*NOTE: All forms, with the exception of the Partner Agency Liaison Training Checklist, W-9 form, and UTA Medical Voucher Database, will be administered to participants by Agency Liaisons.*
2 General Participant Selection Procedures

General Disclaimer
UTA works with the sponsoring agency to accommodate seniors and persons with disabilities as needed and to resolve potential issues. This disclaimer applies to all procedures within the UTA Volunteer Driver-Voucher Program.

Eligibility

Participant Eligibility
Selection and Referral
For the initial voucher program, UTA will coordinate with staff and other human service agencies to identify individuals that may be eligible to receive transportation vouchers. The purpose of the voucher program is one of coordination. Participants are referred to Agency Liaison at the participating human service agency. This Agency identifies eligible participants who have a need for transportation assistance and are either waiting to receive or are not eligible for any other transportation funding. Vouchers are intended to serve as a short-term and “last resort” alternative for non-emergency medical transportation while the UTA Mobility Specialist and Partner Agencies seek to identify other long-term assistance options.

*FTA Funding does not require that programs advertise their services publicly, which means that UTA is able to allow Partner Agencies to choose participants with the most need from their own participant pool.*

Application Criteria
Program participants must meet the following criteria in order to be eligible for the program:

- Participant must meet the senior or disability criteria established by the partner agency they will be working with
  - Roads to Independence
    - Participant must meet the disability criteria in accordance with the Rehabilitation Act
  - Weber County Aging and Davis County Aging
    - Participant must meet senior criteria; 60 yrs. or older
- Participant must not have access to other transportation reimbursement programs or funding.

  *Exception: In the case that the program funding source is a sponsoring entity that requires additional eligibility requirements (for example: a private foundation that focuses on persons with a specific disability), these requirements can be determined once the sponsoring entity is found.*

- Participant must utilize the voucher(s) for non-emergency medical, health related trips.
  - Multiple stops while going to or coming from appointments are strongly encouraged.
  - Non-emergency medical trips will be eligible for voucher reimbursement, however, additional trip types will be permitted based on agency determination.
- Prioritization: If presented with a higher number of eligible participants that the program can accommodate, participant selection will be prioritized as follows
  - Participant is over the age of 60; and,
  - Participant has a serious medical or health related condition
Provider and Trip Eligibility

Driver Eligibility

Drivers will be considered eligible by the participant. The reimbursement process will reflect the following:

- Individual drivers (i.e. participant’s friends or family members and volunteer drivers)
  - Participants are responsible for arranging trips that will be paid for with a voucher.
  - Participants are encouraged to utilize trusted family members, colleagues, friends, or neighbors who are licensed and insured to operate a motor vehicle.
  - Friends and family are provided reimbursement of approved trips based on the value of all vouchers submitted for payment.
  - Trip reimbursement rate is calculated using online travel/mileage estimators at a rate of $.35/mile.

- Drivers taking multiple participants per trip:
  - Drivers will be reimbursed $.35/mile per participant for trips where there are more than one participant in the vehicle at one time. For example, if a driver takes 3 participants for approved trips to different locations, they would get reimbursed for the miles for each participant.
    **Example:** If Participant A needed to go 45 miles round trip, Participant B needed to go 70 miles round trip, and Participant C needed to go 40 miles round trip, the driver would get reimbursed for all 155 miles at $.35/mile, or $54.25. Each participant needs to fill out an individual voucher for their trip, and the driver and participant still need to sign each individual voucher.

- Drivers will only be reimbursed for the mileage that the participant is in the vehicle.
  - Drivers will be reimbursed for the mileage from the participant’s home to the participant’s destination in the event that the appointment time and location corresponds to a previously planned trip by the driver.
  - Carpooling is strongly encouraged, however, drivers will not be reimbursed for the entirety of their commute, but rather the mileage from the participant’s home to the participant’s destination.

- Drivers whose reimbursement totals reach $500 in a calendar year will need to complete a W-9 form sent by UTA. Drivers will need to fill and return the prepaid and labeled W-9 prior to receiving further reimbursement.

Trip Type Eligibility

Trip type eligibility will be determined by each agency that has partnered with UTA. Generally, participants will be allowed to use the vouchers for non-emergency medical health related trips, which includes the following types of trips:

- Scheduled medical appointments (includes doctor visits, testing, or treatment procedures such as dialysis or other similar recurring treatments).
- Misuse of vouchers include copying vouchers, using vouchers for unapproved trips, and inaccurate mileage or redeeming vouchers when rides have not been provided.

Partner Agency

UTA partners with local non-profit, private, or government human service entities that help identify individuals to consider for the UTA Volunteer Driver-Voucher Program. Partner Agencies help identify participants who have the most need for vouchers and are believed to be eligible based on the criteria.
outlined in this manual. Since agency staff members have regular contact with their participant, Agency Liaisons will be assigned to help individuals through the intake process and ensure participants are comfortable using vouchers for eligible trips. Participants will work directly with Agency Liaisons to determine eligibility and receive training on voucher use.

**Agency Liaison**

Each Partner Agency selects a staff member to serve as the Agency Liaison between the Partner Agency and UTA staff. This person has the following responsibilities:

- Familiarize themselves with the UTA program by having conversations with UTA staff and reading all training and program information (including this program manual, if appropriate).
- Select each participant based on the eligibility criteria and prioritization as outlined in this manual using the **Participant Eligibility Form**.
- Document how each participant was selected using the **Participant Eligibility Form**.
- Complete all eligibility, including application and intake process for each participant.
- Be available to participants for ongoing questions and assistance.
- Be the liaison for all matters related to fraud, lost vouchers, and any other issues and complaints between UTA and the participant.

**Program Budget**

**Voucher Allocation**

During the intake process, Partner Liaisons work with participants to identify short and long term transportation needs. Voucher amounts will be based on individual participant needs. Eligible participants will receive vouchers as requested by the Partner Agency based on their individual transportation needs until one of the following three conditions is met:

1. The participant reaches the maximum funding limit per person of $200.00 per year, or
2. A period of 12 months (1 year) is reached, after which partner agencies will assess the continuation of this program, or
3. Voucher funds are completely used up and no longer available.

*Some participants may need more or less than this amount during the year. Voucher allowances are decided on a case by case basis when the participant is initially assessed.*

**Funding Reserve**

Each year of the program, 5% of the budget is reserved for special circumstances, including:

- Instances where a participant is deemed eligible for additional vouchers (case-by-case basis).
- Instances where new participants may have an immediate need (case-by-case).

**Budget Breakdown**

<table>
<thead>
<tr>
<th>Voucher Funding</th>
<th>Administration, Public Outreach, and Marketing Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>5310 Grant</td>
<td>$10,000</td>
</tr>
<tr>
<td>Local Match</td>
<td>$10,000</td>
</tr>
<tr>
<td>Additional- UTA Prop 1 Revenues</td>
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</tr>
<tr>
<td>Total</td>
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</tr>
<tr>
<td>5310 Grant</td>
<td>$32,000</td>
</tr>
<tr>
<td>UTA Local Funds (Prop 1 Revenues)</td>
<td>$8,000</td>
</tr>
<tr>
<td>Total</td>
<td>Total</td>
</tr>
</tbody>
</table>

**Total Program Budget** $77,783
The Local Match listed in Voucher Funding will be matched by $2,500 from each of the following – Davis County Aging, Weber County Aging, Roads to Independence, and UTA Prop 1 Revenues.

An allowance of $12,594 for voucher reimbursement will be available per participating agency – Davis County Aging, Weber County Aging, Roads to Independence

**Voucher Format/Content**

**Format**
The UTA Pilot Voucher is formatted as follows:

- Following the intake and needs assessment interview, vouchers are given to participant: Participant name and voucher numbers will be emailed to UTA for record keeping in the Voucher Database.
- Vouchers will include pre-labeled envelopes addressed to the Mobility Specialist at the Salt Lake City UTA Coordinated Mobility Office – 699 W 200 S, Salt Lake City UT 84101.
- PDF scans of the voucher will also be accepted. These can be emailed to the UTA Coordinated Mobility Office at CACHziger@rideuta.com for payment by partner agencies.
- Trips under 14 miles will be reimbursed at a flat rate of $5. Trips exceeding 14 miles will be reimbursed at the rate of $0.35/mi.
- Participants and drivers must sign and return the main portion of the voucher for payment.
- The voucher receipts is a proof of trip for the driver.
- Vouchers are processed by UTA staff for payment within 6-8 weeks of receiving.
- Vouchers will only be accepted up to 60 days after the trip date and will then be expired.

**Content**

**Pilot Voucher Program**

- Name:
- Phone:
- First time driver? Y N
- Email:
- Address:

**Trip Details**

- Date:
- Start Location:
- End Location:

**Check One:**
- $5 Flat Rate
- Total Miles:
  - 4 mi. or less
  - 15 mi. or more
- Round Trip
- One Way

**Client Signature**

**Driver Signature**

"Vouchers may be submitted up to 60 days after trip date. After 60 days reimbursement will be voided."

**Agency Section**

- Grocery
- Medical Appointment
- Dialysis
- Cancer Treatment
- Pharmacy
- Other (please describe):

**Agency Liaison Signature**

**Date**

**Reviewed by:**

**Approved by:**

**Date Received**
• Signatures by participant and driver in designated sections are required for the voucher to be valid for reimbursement to the driver.
• The voucher should be reviewed by the participant prior to signing to assure all trip information is correct.
• The Agency Section of the vouchers will be filled by the appropriate agency prior to participant use.

Fraud Control

Voucher Identification

Voucher Numbers
Voucher numbers distributed to a participant are recorded on the UTA Medical Voucher Database (see forms). The voucher numbers prevent the trip provider or a participant from submitting a false or duplicated voucher. Vouchers and pre-addressed envelopes will be given to participants. Participants are encouraged to send vouchers in as they are used rather than waiting all month to turn them in as they may be late or become misplaced.

• Once a voucher is returned to UTA by a trip provider for a trip taken, the voucher number is confirmed in the UTA Voucher Database and marked as used.
• Vouchers are numbered to correspond with UTA Voucher Database numbers to prevent duplicates/fraud.
• Vouchers require two signatures: the participant’s and the transportation provider/driver. The participant signature is collected during training and stored in the participant’s file for comparison to help protect against fraud.

Signatures
Payment will not be sent out if the participant or transportation provider/individual driver’s signature is absent from the voucher.

Lost Vouchers
If a participant loses their vouchers, they are issued new vouchers. The number of the vouchers that were lost are recorded as “VOID” in the UTA Voucher Database. If a voucher is returned to UTA with a lost and voided voucher number for reimbursement for a trip taken, the participant is contacted by the Agency Liaison and the situation is discussed.

If it becomes clear during the discussion between the participant and mobility specialist that the lost vouchers were purposefully used to commit fraud, the participant may be removed from the program. Every participant will receive one warning for unauthorized activity. After one warning, if a participant attempts to commit fraud a second time, they may be dismissed from the program.
**Program Management**

The UTA Volunteer Driver-Voucher Program will be managed by several UTA and agency staff members.

**Agency Liaison**

Agency Liaison responsibilities are as follows:

- Eligibility determination; this includes all eligibility and intake procedures.
- Meet and communicate with UTA staff; this includes informational meetings and short training sessions that will teach the Liaison how to select participants, assisting them with the eligibility and intake process, providing ongoing assistance with any issues, and sharing of participant information for UTA's Voucher Database.
- Train participants; this includes developing a training curriculum and informational flyers, training each participant on how to use the vouchers and how to recruit their own drivers, and teaching participants how to bundle trips to include other errands along with medical trips.
- Work with human service agencies to identify program participants.
- Distribute vouchers to participants.
- Coordinate with other agencies/programs to identify programs or funding support for participants with long-term transportation needs.
- Provide resources and directions for participants to receive reimbursement.

**Mobility Specialist**

Mobility Specialist responsibilities are as follows.

- Fraud control and lost voucher measures; this includes conducting research on suspicious activity and contacting transportation providers to inquire about suspicious use. When misuse by the participant is suspected, the Mobility Specialist contacts the Agency Liaison to inform them about the misuse and also discusses the issue with the Mobility Manager.
- Returned voucher review; fill in date received, check for signatures of both participant and driver, deliver to Mobility Manager for approval.
- Create and maintain database for the voucher program.
- Create vouchers; assign their unique, identifying numbers and print off vouchers for participant use.
- Compile reports as needed.
- Work with the Mobility Manager on other tasks as assigned.

**Mobility Manager**

The Mobility Manager responsibilities include:

- Review voucher and sign for approved vouchers/trips.
- Mobility Manager oversees all correspondence with funding source, creates contracts with funders.
- Make decisions on how the program will be run; helps solve any ethical problems that arise, and makes sure the programs activities are in line with expectations and outcomes of the funder and program guidelines.
- Passes approved vouchers to accounts for checks to be issued to drivers.

**Accountants**

UTA’s Accounting Department responsibilities are as follows:

- Voucher payment; this will include reviewing each reimbursement request for accuracy, and writing one check per month for each transportation provider that submitted a voucher that month.
3 General Program Structure Procedures

Partner Agency Liaison Procedures

Partner Agency Liaison Training
Prior to beginning the eligibility process, UTA Staff will travel to each Partner Agency location to meet with the Agency Liaison and Conduct a short information and training session using the Partner Agency Liaison Training Checklist. During this training session, the Partner Agency Liaison will be instructed on:
- How to choose participants who may be eligible for the program.
- How to explain the program to participants during initial discussions.
- How to administer the eligibility and intake forms/prioritization rating system.
- How to distribute vouchers to participants.

UTA staff will also leave informational materials (flyers created in-house at UTA) for Agency Liaisons to pass out to potential participants.

Participant Intake Procedures

Eligibility Process
The initial referral takes place at each Partner Agency. The Partner Agency Liaison fills out the Participant Eligibility Form for each potential participant to determine if they are eligible for the program. Approved participant information will be emailed to the UTA Mobility Specialist to be entered into the Voucher Database.

The Partner Liaison will have the approved participant sign the Participant Consent Form, assuring that the participant understands the terms of the Voucher Program.

Next, the Agency Liaison will conduct a training session with the participant, or multiple participants, on how to use the voucher program.

Participant Intake Form
Once an individual is deemed eligible to participate in the program, the Partner Agency Liaison completes the Participant Intake Form, which collects general information about each participant, including:
- Contact information and address
- Emergency contact
- Human service agency affiliation
- Mobility needs
- Common trips taken – estimated mileage

The Participant Intake Form is emailed to the UTA Administrative Staff at mobility@rideuta.com for record keeping.

Participant Files
After the Intake and Training Meeting, the Partner Agency Liaison creates a physical folder for each participant, which is stored by the Partner Agency and contains the Participant Eligibility Checklist, Participant Intake Form, Participant Consent Form, and the Participant Training Checklist.
The Administrative Assistant files the actual vouchers that have been returned for payment along with check stubs, and if desired, the manager may choose to create a folder on the computer filing system that will contain scanned versions of each of the above documents.

**Payment to Transportation Operators**

Payment to transportation operators is sent within 6-8 weeks of UTA staff receiving the top portion of the voucher.

**Review Process**

Once UTA Staff receives the voucher, the review process will begin:

- Participants are instructed to mail in vouchers by the last day of the month. When received, the Mobility Specialist confirms that everything written on the voucher appears legitimate. Voucher numbers are checked for validity, (matching voucher numbers recorded in the computer that were assigned to that participant). Detail Information is entered into the UTA Voucher Database. Categories recorded include: voucher number, trip date, trip purpose, destination address, driver name, miles traveled, and dollar amount to be reimbursed. This detailed information helps provide data necessary when evaluating the program and for reports. After entry of each voucher and checking for any mistakes, the Mobility Specialist delivers the received voucher to the Mobility Manager.

- The Mobility Manager checks over the vouchers for any mistakes and for signatures as final review.

- The Mobility Manager makes the final, confirming signature before turning vouchers in for payment.

- The first week of the month is set aside for approving and processing vouchers. On approximately the 8th business day of the next month the Mobility Specialist sends approved vouchers to Accounting to initiate the payment process.

- Participants are initially told and often reminded that if they do not turn in vouchers in time to get to the UTA Office before the 8th day of the month, the vouchers will not be processed for payment.

UTA Accounts will initiate the payment process on the 8th business day of each month and will have seven business days to conclude the payment process:

- The Mobility Specialist reviews the vouchers and the UTA Voucher Database for any errors.

- The total amount of reimbursement for each transportation operator (regardless of participant) will be calculated and recorded in the UTA Voucher Database.

- If no errors are evident, the Mobility Specialist will communicate with accounting to have a check written for the total amount due to the transportation operator for that month. Some participants may have more than one driver. Each driver receives their own check.

- The checks are returned to the Mobility Specialist to physically mail each voucher to the transportation operator. The checks are sent out to the transportation operator’s address on file (or on the voucher for individual drivers) within two business days of the date on the check.
4 Evaluation

Ongoing Data Collection
For the duration of each year of the program period, UTA Staff will actively collect data from the participant, Partner Agency, and the transportation operator. During each meeting conversation, incidents will be documented in the participant’s file or UTA Voucher Database with the date, notes, and any other relevant information.

This data is used with other information to analyze the progress and success of the program.

Partner Agency
UTA Staff will schedule calls as needed with the Partner Agency Liaison to discuss any feedback that they received from the participants about the program and their own opinion of how the program is working for their participants. Notes from these phone calls will be entered into the UTA Medical Voucher Database or placed in the individual participant’s file.

Participant
Participants are encouraged to work through their liaison whenever they have questions or problems. Whenever these conversations occur, participants should be asked about how the program is working for the individual. These interactions will be documented in the participant’s individual file.

Transportation Operators
After the first six months of the program, the UTA Mobility Specialist will call each transportation operator to receive feedback on the program and collect information on what could be improved or changed. Each of these interactions are to be entered into the UTA Medical Voucher Database or documented in the participant files.

Six-Month Evaluation
At the end of the first six months of the program, an initial evaluation will take place to gauge the program’s success and to request permission to use photographs for program promotion and seeking of funds. The evaluation utilizes the data collected in the UTA Medical Voucher Database to gain an understanding of the following:

- Number of trips taken
- Number of miles traveled
- Reason for traveling
- Number of voucher dollars used
- Maps or charts showing where people are traveling to/from
- Instances of lost vouchers, fraud, special cases, and lessons learned
- Feedback from participants, Partner Agencies, and transportation operators
- Feedback from UTA Staff regarding program management procedures

The six-month evaluation, and an evaluation at the end of the year, will be used to decide changes needed in the program management procedures, as applicable.
5 Forms

The following section provides all of the forms needed to administer the program. Forms may be removed and copied.

1. Partner Agency Liaison Training Checklist
2. Participant Eligibility Form
3. Participant Intake Form
4. Participant Consent Form
5. Participant Training Checklist
6. W-9 Form (drivers)

**NOTE:** All forms, with the exception of the Partner Agency Liaison Training Checklist, will be administered to participants by the Partner Agency Staff.

W-9 forms will be sent to trip providers by UTA when their total reimbursement nears $600.