CHAPTER 62

COMMUNITY RESOURCE COORDINATION AND VOLUNTEER SERVICES

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CHAPTER 62
COMMUNITY RESOURCE COORDINATION AND VOLUNTEER SERVICES

62.00 PROGRAM AUTHORITY

Federal: 45CFR 225.1 225.2 (5) 228.81
State: WAC 296-17-930 L & I Coverage
WAC 82-36-030

62.10 POLICY

62.11 PURPOSE OF SERVICE

A. The purpose of community resource coordination/volunteer services is to enhance and increase the agency's ability to deliver services, programs and activities. The practice of volunteering enables citizens to enrich their lives and the lives of others through greater awareness of and personal involvement in state government.

B. Volunteer involvement in DSHS programs provides DSHS clients with a social network/human link that has a strong positive effect on health and provides a beneficial buffer effect on events in a person's life. In addition to emotional support, volunteers provide important information to clients on where to find jobs, medical care, goods and services, and thereby helping clients to become self-sustaining.

C. By cooperation and collaboration with other agencies and organizations the department can increase the availability and effectiveness of community resources. By developing new resources, the department can help clients of the agency more effectively.

62.12 SERVICE DESCRIPTION

A. Community Resource Coordination/Volunteer Programs increase the department's ability to deliver services by:

1. Promoting public awareness of departmental program goals and priorities;

2. Identifying human service needs unique to local areas and facilitating community organization and resource development activities among community groups and the private sector for the benefit of DSHS clients;

3. Providing purposeful volunteer opportunities for DSHS clients to reaffirm their strengths;

4. Developing projects to meet critical, seasonal or special needs, strengthening existing resources through cooperative and collaborative activities and initiate new and innovative ways to build a volunteer service delivery network; and

5. Recruiting, training and supervising volunteers for client support and staff support within union management guidelines.

B. Individuals/groups who volunteer may provide the following kinds of service to the agency, clients and members of the community, but are not limited to these activities.

1. Volunteers in Child Protective Service Programs may provide concern, caring and friendship to abusive and neglectful parents. Through direct assistance, provide transportation, babysitting, etc. Help bring the CPS workers and the community together. Advocate for the resources needed to assist CPS families. Support CPS by speaking to individuals and groups about the problem of child abuse/neglect and program needs. Assist in providing crisis intervention information, referral services and client information sessions. Provide children with positive adult role models through direct emotional support, individual attention and recognition. Visit children who are hospitalized and provide them with companionship, nurturing and concern.

2. Volunteers in Adult Protective Service Programs may be utilized as administrative or case aids as well as to carry out other tasks connected with the provision of adult protective services. Accompany clients to health facilities for purposes of medical diagnosis, observation, treatment, or care. Assist in arrangements to secure temporary or emergency shelter for clients in crisis situations and assist in arrangements for community-based living arrangements. Provide informal support in daily living tasks, such as banking, shopping, household tasks. Provide transportation to service centers such as Adult Day Care, Social Security Office, etc. Assist in locating protective payees for clients. Develop community resources and provide follow-up visits to prevent loneliness and deterioration.

3. Personal Support: Volunteers may transport clients to medical, dental, and mental health appointments; food stamp appointments; and emergency shopping. Volunteers act as tutors, counselors, role models, and advocates. Individuals and groups sew, knit, and crochet, making items for clients. Volunteers may assist clients by filling out forms, explaining requirements, and helping them secure necessary documentation.

4. Seasonal and special projects provide goods and services appropriate to specific holidays and seasons, such as Christmas, Thanksgiving, migrant harvest, summer camps, etc. Civic organization members often provide tickets for cultural events or pay for equipment or services in which they are especially interested. Churches conduct religious services, provide food and clothing, and meet special needs of client families.

5. Outreach volunteers give people information about resources for which they might be eligible, such as medical coverage, social services and education or training opportunities.

6. Professionals and craftsmen such as physicians, attorneys, dentists, social workers, plumbers and electricians, give service unique to their fields.

7. Citizen participation through advisory committee membership on state, regional and local level provides input into departmental policies from the client and community populations.

8. Employment mentors assist clients in securing jobs by providing emotional support, information and resources.

62.13 GENERAL POLICIES RELATED TO THIS SERVICE

A. All DSHS programs can benefit from the involvement of volunteers and community organizations in the provision of services to clients. Recognizing that no governmental agency has the capacity to meet all client needs, it is incumbent upon staff and administration to seek ways of improving responsiveness and effectiveness of service delivery. Involving volunteers is a sound management technique to supplement service delivery efforts.

B. Volunteers represent a valuable and critically needed additional resource for meeting clients' needs. The perception that volunteer activities represent a program separate and apart from other DSHS program activities is erroneous. It is also erroneous to perceive voluntary action as a luxury or a burden which relates to some programs and not to others.

C. Provision for volunteer involvement should be integral to all programs, whether services are delivered directly by an administrative unit of the department or are provided under contract with an agency in the community. Planning for the involvement of volunteers in DSHS service delivery should be part of the regular planning process of department programs and should reflect program goals, objectives and priorities. By integrating volunteer activities in department programs, the department:

1. Operationalizes the philosophy that the department is in partnership with the community to solve community problems.

2. Promotes self-reliance and self-sufficiency among DSHS clients who choose to volunteer, by providing them an opportunity to build work skills.

3. Promotes understanding of DSHS priorities at the local level.

4. Provides additional assurance that tasks assigned to volunteers/voluntary organizations are meaningful and are oriented toward specific department outcomes.

5. Supplements and assists staff efforts to accomplish agency goals and objectives. Recognizes that volunteers are members of a team.

6. Reflects program administrators' commitment to explore all potential resources in accomplishing goals and objectives.

D. A volunteer program within the agency should enhance the human dignity of all persons related to it. The volunteer program should:

1. Respect the right of the recipient to privacy and promote self-help.

2. Ensure that the integrity of individuals is not violated.

3. Accept only donations that are consistent with the goals of the agency, using them appropriately and according to the intent of the donor.

4. Provide volunteers with opportunities for personal growth and advancement.

5. Provide supervision for volunteers in such a way to build on their strengths.

6. Take precautions for the welfare of volunteers, physically and emotionally.

7. Provide volunteers with appropriate and sufficient information necessary to carry out work assignments.

8. Provide work assignments that are appropriate and meaningful.

E. Volunteers extend the ability of paid staff to act <u>but do not replace staff</u>.

F. Staffing

The Community Services Office (CSO) administrator will delegate the responsibility to plan and manage a community resource/volunteer program to a Community Resource Coordinator (CRC) or other appropriate staff person.

G. Liabilities and Benefits to Volunteers (see 62.35 for procedures)

1. Workers' Compensation

a. For purposes of limited eligibility under Workers' Compensation, RCW 12.035 deems volunteers as employees and/or workers, provided the volunteer meets the following criteria:

(1) Performs assigned or authorized duties for the state;

(2) Works by free choice;

(3) Receives no salary (stipend or academic credit excluded);

(4) Registered with DSHS as a volunteer.

b. Volunteers registered with DSHS are covered by Workers' Compensation while on volunteer assignment. Volunteers are reimbursed in full for the cost of medical treatment necessitated by a service-related injury or disease, but not for loss of time due to the injury or illness, nor for lasting disability or death.

c. Volunteers receive medical care under the medical aid portion of the Workers' Compensation Act (Title 51 Industrial Insurance) of the Department of Labor and Industries. Volunteers are always covered by medical benefits while in the course of state business, regardless of whether they are on the state's premises or driving a motor vehicle on departmental business.

d. Under RCW 51.16.150, the entire medical aid premium for volunteers performing services on behalf of the department is paid by the department.

H. Transportation/Travel

1. Reimbursement may be provided for travel or other expenses related to a volunteer's work assignment. Reimbursement is at the same rate as that received by paid staff and is subject to available funds in approved situations.

2. Volunteer drivers perform their functions on behalf or under the direction of the agency. While the volunteer's vehicle is in use on agency directed business, the vehicle is considered a mobile work site and the volunteer an agent of the agency.

3. Each person volunteering their services and their vehicles in the Volunteer Transportation Program must meet the state requirements as to motor vehicle policy or bond, as the volunteer's personal insurance policy is the primary liability protection. The following minimum coverage is recommended by the state of Washington in the Revised Code of Washington (RCW 46.29.090).

25,000 Bodily injury each person
50,000 Bodily injury each accident
10,000 Property

*Please note the minimum coverage established by the RCW is viewed by some legal and insurance professionals to be inadequate.

4. Volunteers

a. Selection of volunteer drivers will be based upon the following criteria:

(1) Require that prospective volunteers have an appropriate and valid Washington State driver's license.

(2) Assure that prospective volunteers have a safe driving record. At a minimum the volunteer should have had no at-fault accidents in the past three years.

(3) Assure that prospective volunteers have state-established minimum insurance coverage.

(4) Secure the prospective volunteer's assurance their vehicle is mechanically sound.

(5) Secure the prospective volunteer's assurance they are physically capable of safely driving his/her vehicle.

(6) Assure that the prospective volunteer's vehicle has seat belts available and the volunteer will enforce the use of seat belts by passengers and the volunteer.

b. Requirements for volunteers providing transportation services:

(1) Transportation volunteers may be no younger than 18 years old.

(2) All transportation volunteers will be encouraged to complete defensive driving, CPR, and first aid courses.

(3) On at least a semi-annual basis, each volunteer driver will be reviewed in conference to:

(a) Update job application information with regard to name, address, and emergency contact; driver's license information; at-fault accidents; vehicle information; health status; and any safety courses completed.

(b) Review performance and job responsibilities.

(4) Any accident involving a volunteer performing agency-related activities should be investigated immediately by the coordinator. A report of the accident should be retained in the volunteer's file.

(5) Any volunteer who is unwilling or unable to carry out transportation services in a safe and responsible manner should be relieved of those voluntary duties immediately.

c. In lieu of reimbursement, state cars are available to some programs. In using them, volunteers are subject to the same rules as staff, including the use of seat belts. A volunteer cannot be authorized to use a state-owned vehicle for any purpose for which a department employee would not be authorized.

Volunteers using state vehicles must:

(1) Be registered with the department;

(2) Have completed an orientation to the department including current travel policy;

(3) Possess a valid driver's license, a good driving record, and be willing to follow travel policy and local office procedures in documenting travel.

(4) CSO administrators will authorize state vehicle use when all of the above conditions are met.

5. Transportation to access health, health-related and social services is a significant problem for many DSHS clients. In areas where there is no available transportation or there are gaps in transportation systems, every effort should be made to facilitate activities, i.e., task forces within the community that would bring about solutions to these problems.

6. Volunteers providing transportation services should be trained in energy conservation techniques; for example, carpooling, block scheduling of appointments, screening of applications so that only one appointment is necessary, etc. All alternate means of travel should be explored before travel reimbursement is authorized.

7. Documentation of destination and time of volunteer travel is required in the event such confirmation of duties would be needed for insurance or legal purposes.

8. The CSO administrator is responsible for monitoring volunteer reimbursement.

I. Liability of Volunteers

1. A volunteer driving his/her own, or a state vehicle, is subject to the same liabilities and responsibilities as paid staff. A volunteer may not be legitimately authorized to engage in any activity that a department employee could not be authorized to engage.

2. Volunteer's own liability coverage must provide primary liability protection. The state's self-coverage applies only to liability insurance over and above the insurance carried by the volunteer.

3. Volunteers who provide transportation services are expected to exercise due care in the execution of those services. This includes possessing a valid driver's license, liability coverage, a good driving record, and seat belts.

4. Volunteers can expect to be held personally liable for their negligent or otherwise tortious conduct (intentional or negligent conduct which injures another person and gives rise to a legal action).

   a. If, as a result of willfully dangerous or negligent driving, injuries to persons or property are sustained, the driver who caused the accident would be expected to pay damages.

   b. A volunteer engaging in unauthorized activities at the time of loss or damage will almost certainly not be able to recover against the state if they are the cause of the loss or damage when acting without authorization.

J. Liability Protection for Volunteers - RCW 4.92.060 and 92.074

The Office of the Attorney General will defend registered volunteers in any court action which arises out of the course of an assigned duty in which the volunteer is acting within the scope of his/her duties and acting in good faith, at the expense of DSHS. If the defense of the volunteer is approved by the Attorney General and the department, any judgment award arising from such action is paid by the agency through the tort claim revolving fund.

K. Liability of the Department of Social and Health Services to Third Parties

1. Every competent person is personally liable for his/her tortious acts. In instances in which one person acts on behalf of or under direction of another person, then both the one who commits the tort and the one for whom that person is an agent are liable.

2. Registered volunteers perform their functions on behalf of or under the direction of the department. It should be anticipated then that a DSHS volunteer, whether or not considered an employee, may be considered an agent of DSHS. DSHS can, therefore, be legally responsible for the tortious acts of its volunteers.

3. Since foreseeability and causality are the measure for a tort claim, appropriate screening, training and supervision of volunteers is the key to avoiding liability on the part of the department. Coherent, written job descriptions for volunteers and conscientious reporting can provide important documentary evidence showing due care on the part of the department in its use of individual volunteers.

L. Volunteer experience may count toward qualification for state employment. (Merit System Rule 356-06-010)

1. Volunteer experience is defined as "work experience for which no salary was received, which may be credited toward meeting the minimum qualifications for a classification. Volunteer experience for which academic credit was granted may be used to satisfy either the educational or the experience requirements of a class, but may not be used for both."

2. Such experience is computed on the basis of 174.3 hours equals one month's experience. (See 62.34 E.)

M. Volunteers are subject to the same rules of confidentiality as paid department staff. (RCW 74.04.060) (42.17.310)

1. Volunteers are prohibited from disclosing the contents of any records, files, papers, and communications, except for the purposes directly connected with the administration of the programs.

2. Volunteers must sign a statement (see Registration Card) that they will comply with the expectations of confidentiality.

N. DSHS employees and volunteers are mandated by state law to report child abuse and neglect whenever they have reasonable cause to believe it has occurred or may occur.

62.14 PRIORITIES RELATED TO THIS SERVICE

Volunteer programs should be prioritized by the CSO administrator on the basis of client and agency need. Volunteer programs and community coordination activities that help meet the emergent needs for protection of children and adults, food, shelter and health care should be the first priority. Volunteer programs which enhance employability should be given second priority and enrichment programs third.

62.15 ELIGIBILITY

A. Anyone of any age may volunteer who is:

1. Willing to provide a needed service according to agency guidelines;

2. Willing to work for no salary (may be earning academic credit/stipend);

3. Making a free choice as to where he/she volunteers and type of activity he/she provides;

4. Not an employee of DSHS or other agency providing services within their job descriptions during regular working hours.

5. Not replacing paid staff.

B. Roles and Definitions

1. Auxiliary volunteers are those individuals who are members of community groups which may work under the direction of the Community Resource Coordinator in providing service to clients, but are not registered individually as agency volunteers.

   a. Auxiliary volunteers are not individually registered nor are they ensured or reimbursed as registered volunteers.

   b. The Community Resource Coordinator may provide training and supervision for the group's members.

   c. Services that are provided by auxiliary volunteer groups will be documented and reported under the volunteer group column on the Community Volunteer Monthly Report (DSHS 15-70).

2. Agency clients are able to make a special contribution because of their life experience with social and economic problems. Within the volunteer program, special emphasis is to be given to making maximum use of clients as volunteers. Clients may be assigned as transportation drivers, friendly visitors, tutors, counselors, etc. They may also be selected to coordinate specific programs.

   In planning for the use of client-volunteers, certain principles should be followed:

   a. A client should be given the opportunity to volunteer, but not as a condition for receiving service or assistance.

   b. A client-volunteer should expect to receive the same consideration as others who serve in that role.

   c. The assignment must be a purposeful one in keeping with their talents and abilities.

   d. The client-volunteer's life experience should be recognized for its unique values in the helping process.

   e. The client-volunteer has the right to expect that his/her assignments will provide experiences which might lead to employment, including an employment reference.

   f. Client-volunteers have the right to expect reimbursement for out-of-pocket expenses within the limitations of the agency funds and governed by agency policy.

g. Client-volunteers who join or start to organize self-help groups within or outside the agency should be given support as needed and when requested.

h. Client-volunteers' eligibility and service records should be placed in confidential files during the period in which they are serving.

i. Guidelines for placing client-volunteers that may benefit them in terms of their employability.

(1) Consider:

(a) A volunteer assignment is an opportunity for providing the client who is afraid of failing a "safe," non-threatening environment. It is one way some clients can move from the home environment to the work world. It may help them to regain self confidence, dignity, and a sense of self-worth.

(b) A volunteer assignment within the agency is an environment from which a great deal of information about employment and training possibilities can be gleaned.

(c) Staff and other client-volunteers can lend support, encouragement, and moral support to a client wanting to make the transition from an unpaid to a paid position.

(d) Historically, many clients have secured paid positions as community workers, financial workers, and clerical staff as openings occur.

(2) Evaluate:

(a) Staff readiness to lend support and encouragement.

(b) What skills would the volunteer like to learn or improve?

(c) Whether there is a position within the agency meeting those requests, or if there is another agency or organization having volunteer opportunities which the client-volunteer could access.

(3) Innovate:

(a) Volunteer positions are only limited by imagination. Staff should be asked to help identify those positions. Point out what kinds of skills the volunteer would like to learn and let staff help think of ways this can be accomplished.

(b) Coordinators are encouraged to swap information, share ideas and innovations in this area. Some positions found to be successful are: clerical aide, reception aide, unit clerks, caseworker aides, and volunteer office aide.

3. The agency will, upon occasion, receive requests from colleges, universities or high schools to provide a field experience for a student majoring in some aspect of the Human Services.

a. A student is a person enrolled in a field experience course at an accredited college, university or high school.

b. A written plan should be developed between the school and the agency that outlines:

(1) The objective of the placement;

(2) The total placement time; and

(3) Supervisory responsibilities.

c. All requests for a student-placement should be reviewed by the CSO administrator or program administrator.

d. A student-placement may be registered as an agency volunteer if appropriate.

e. Volunteer student-placements must meet the same registration, screening, and training requirements as all other volunteers.

f. Registered student-volunteers will be considered as "Agents of the State" and authorized to use state vehicles on agency assignments and are eligible for other benefits as registered volunteers.

62.20 PROGRAM STANDARDS

62.21 PROGRAM EXPECTATIONS

A. All applicants (individuals and groups) should be screened and accepted or rejected within a reasonable time period. They should be registered before they begin a volunteer assignment.

B. All registered volunteers will be oriented to:

1. Department functions and programs;

2. Department policies which will govern their activities;

3. Local office policy and procedures which will govern their activities; and

4. The assignments available to them.

C. All registered volunteers/groups who have been oriented to the agency will be notified:

1. They have been assigned an activity and have a copy of their job description.

2. An activity or assignment is being developed and will be available within a reasonable period of time.

3. They are on call for specific duties.

4. There is no assignment available and whenever possible a referral for other volunteer assignments will be given.

D. Volunteers may participate in an evaluation of their activity every six months or at termination, which ever is earlier. Appropriate staff/clients may be included in the evaluation.

E. All volunteers/groups will be given appropriate recognition for their services at least once a year, at the end of a project or both, including those agencies and organizations which provide resources to clients on an ongoing basis. Recognition of volunteers may be through the following ways:

1. Personal contact and praise by department staff and volunteer services staff.

2. Letters of appreciation and newsletter announcements.

3. Annually planned activities recognizing volunteers (picnics, teas, volunteer days).

4. Nomination for local, state and national awards for volunteer activity.

5. Presentation of plaques, pins, certificates at annual recognitions or specially planned recognition events in the community.

6. Any other appropriate or feasible way of recognition.

F. One-time cash and in-kind contributions from individuals and groups will be acknowledged in writing within 20 working days. The coordinator will maintain an accounting of cash donations in accordance with CSO procedures and program.

G. In-kind contribution guidelines for reporting purposes:

1. If an in-kind contribution has an obvious face value, such as zoo or circus tickets, this should be the figure used.

2. Other donative goods value should be estimated or declared by the donor whenever possible.

3. Estimate 25% of face value on used items and 100% for food or new merchandise.

4. Persons who have been matched up with a service - estimate value.

5. All non-cash donations are considered in-kind donations.

H. All contributions of service time and other donations will be recorded and reported on DSHS 15-70(X), Community Volunteer Activity Monthly Report, by the 20th day of the month following the time the activity took place.

I. Requests for service from staff and clients should be acknowledged within a reasonable time period, with an indication of action taken or planned.

J. All volunteers who terminate activity will be offered a record of volunteer activity, skills acquired and training received as documentation of job experience for future paid employment.

K. The coordinator will terminate inactive volunteers/groups within 90 days. This requirement will not apply to volunteers/groups who provide specialized sevices on an on-call basis or holiday/seasonal activities.

62.22 PROGRAM OUTCOMES

A. Community understanding of DSHS programs and program priorities improved as a result of volunteer involvement in departmental activities.

B. DSHS responsiveness to client and community needs improved.

C. Staff efforts to accomplish current goals and objectives enhanced by the assistance of volunteer counterparts.

D. Programs strengthened through the exploration and utilization of volunteer resources.

E. Volunteer and/or client more self-sufficient.

F. Cooperation, coordination, and collaboration among agencies.

G. Community resources available and effective.

H. Volunteer activity recorded and documented.

62.30 SERVICE PROCEDURES

62.31 PLANNING FOR VOLUNTEER/COMMUNITY INVOLVEMENT

A. The CSO administrator, coordinator, and/or other appropriate staff or volunteers should develop yearly a plan for community involvement. Guidelines for developing a plan:

1. Identify major needs to be addressed;

2. Prioritize the needs;

3. Write goal statements (keeping in mind priorities and capabilities):

   a. Each goal statement may be analyzed by answering these questions:

      (1) Are there any other groups working on this issue?

      (2) How can you work with them?

      (3) What additional resources will be needed to take action?

      (4) What time or staff factors affect action?

      (5) What additional information do you need and how will you get it?

   b. Each goal statement may be clarified by answering these questions:

      (1) Is the goal realistic? Timely?

      (2) Are there resources/staff to accomplish the goals?

4. Identify other individuals or groups that need to be involved in the action plan and the best way to involve them.

5. Write measurable objectives including a date or time period in which results should be accomplished.

6. List the steps necessary to accomplish the objective, the individual or group responsible and the time table for its completion.

   Each objective may be clarified by considering how and when progress and problems will be assessed and whether the assigned responsibilities make the best use of resources and abilities.

B. The CSO administrator, coordinator, and other appropriate staff may plan for volunteer involvement by first considering the readiness of staff to accept volunteers as legitimate members of a team. Volunteers should not be subject to staff indifference. Steps that may be taken to prepare staff for volunteer involvement include:

1. Understanding staff resistance.

2. Involving staff in planning for volunteers and in defining job descriptions for volunteers.

3. Not lowering standards for volunteers (staff often have a fear the quality of service will diminish when volunteers get involved).

4. Informing staff they will not be replaced by volunteer workers, that volunteers make great advocates in the community for services they deliver, and that they enlighten voters and historically have created jobs for professionals, not taken them away.

5. Training staff to work with volunteers. Any presentations to staff on how to work with volunteers should include attitude.

6. Rewarding staff who utilize volunteers. Supervisors should be encouraged to recognize this via staff evaluation process. Staff should also be recognized when volunteers are at recognition ceremonies, as team members with volunteers.

7. Ensuring that volunteer jobs complement staff jobs and that they are well planned.

C. The coordinator should give guidance to the development of volunteer programs: facilitating cooperation, helping staff to develop volunteer job descriptions, setting up measurable goals and time frames, planning for recruitment, and reviewing and evaluating progress.

62.32 REGISTRATION PROCESS

A. Developing job descriptions

1. The coordinator/designee should help develop volunteer positions where staff is ready and willing to invest time and energy necessary to ensure success. Volunteer opportunities must be relevant to the needs of the department. Staff should participate with the coordinator in identifying specific tasks that volunteers can accomplish.

2. Once a need for volunteers is identified, specifics should be outlined in written job descriptions. DSHS 15-187 is available for use but is not mandatory.

   A job description should include information about the purpose of the position, tasks, time requirements, qualifications needed, training and supervision.

3. A copy of the job description may be given to the volunteer during the initial interview or designed with the volunteer or with appropriate staff after placement.

   A copy of the job description should be given to the supervising staff member. One copy should be retained by the coordinator.

B. Recruiting

1. Guidelines for developing a recruitment plan based on:

   a. Volunteer needs as they relate to the agency's total objectives. The role of volunteerism in meeting the volunteer's basic human needs should be constantly in mind when talking to prospective volunteers. The positive personal benefits of donating one's time should be emphasized.

   b. An assessment of current recruitment efforts, especially the current volunteers, how they came to be volunteers and impressions of the agency.

   c. An assessment of the potential market for volunteers in the community looking at:

      (1) What's in it for them?

      (2) How do they decide to volunteer?

      (3) Who influences their decisions?

2. The final recruitment plan should:

   (1) Reflect a blending of the variety of jobs you want to sell.

   (2) Communicate the need in the most effective way to appeal to the target population.

   (3) Be designed to achieve specific objectives.

3. Satisfied volunteers make excellent recruiters. Volunteer bureaus, centers and services should be considered in recruitment plans. The Center for Voluntary Action, Olympia, has a directory. Other potential markets for volunteers: educational institutions, former staff, clients, churches, youth groups, civic and service organizations, ethnic groups and other community contacts.

4. Recruitment is an ongoing process directly related to positive public image. Opportunities for recruiting volunteers may be combined with other forms of public information about the agency.

5. Principles of marketing are successful in the recruiting process. Recruitment is a business of selling and persuading. So in recruiting, plan what it is you are going to offer in exchange for the volunteer's time and effort.

6. Be specific about what you need a volunteer to do and be selective in recruiting.

7. The needs of particular groups determine what jobs are most attractive to potential volunteers. General appeals may be educational, but do not have the success of a well-designed plan; e.g, determine best sources for finding volunteers, when and how to approach, specific message to motivate, and make sign-up easy. Most people volunteer because they are asked.

   a. Community Organizations. Visibility in the community and continual contact makes people aware of the agency and its needs and provides a source of volunteers. By developing a current file about the community you can identify the organizations, the offices, and the goals of each. Service clubs are good sources for special projects for the agency as sometimes by volunteering the group can fulfill one of its goals. Annual reports, newspaper clippings, City Hall, and volunteers who belong to community organizations are means of access to community groups.

      Writing with a follow-up phone call is a good way to initially approach an organization. A letter should include information about the agency, its needs, and how the organization could help meet those needs. A follow-up call adds a personal touch and can provide a more direct link to officers.

   b. Non-traditional Sources. Employed women, men, families, students, seniors, and children may be sources. People who are employed actually volunteer more often than those who are not. Often a family prefers to do things together such as visiting a shut-in. Retired employees, senior citizen clubs, service clubs, retirement homes, and churches are places where recruitment efforts might be directed. Shut-ins can perform valuable services from their homes such as telephoning, knitting, or sewing. Another growing concept is that of corporate employees as volunteers. Recruitment efforts may also be directed towards handicapped persons.

   c. When to approach prospective volunteers can be crucial. Organizations usually elect new officers in the spring and plan the coming year then. Requests to be included for a speaking engagement should be made when this planning is taking place.

      Professional people should be approached well in advance and may prefer not to be called at their place of work and/or prefer evening calls. Late spring is a good time to approach students and teens who have more time available in the summer months.

d. Message. In determining what kind of presentation you will make, first look at the audience and consider what will motivate that particular group. Each audience is different. What you say to retired senior citizens might be different from what you say to a group of teens. Tailoring the presentation to the people will give you a more effective sales pitch. Emphasis will differ depending on what the persons want out of a volunteer experience. Persons wanting job experience will need a focus on skills they will learn and how these skills may enhance their employment possibilities. For others, the main interest is the satisfaction and reward of helping out.

8. There are a variety of aids to help you get the message across:

a. Films or slides add drama to any presentation. Slides are a flexible medium that is easy to update. Slides should enhance but not overpower your oral message.

b. Good pictures can be useful in a number of ways: for newspaper articles, TV spots, bulletin boards, lobbies, and store windows.

c. Flip charts provide another dimension to spark interest and retain audience attention. They are very helpful in illustrating how the agency interfaces with the community.

d. Exhibits can be rotated throughout the community. Banks, schools, supermarkets, store windows, and social service centers are good locations. Volunteer achievements and activities can be highlighted. How interested volunteers can sign up should be available.

e. Brochures that tell the story of your program should be designed attractively and tell at a glance who you are and what you are trying to do. These may be included in mailing lists.

f. Newsletters about your volunteer accomplishments can be prepared inexpensively and serve as recognition to volunteers as well as spreading a message to others.

g. Bulletin boards with information and posters can attract new volunteers. Posters in coffee shops, laundromats, supermarkets, churches, libraries, and barber shops can reach different groups according to your needs.

h. Reader boards can also publicize special events, projects, and carry brief, but noticed, messages to many.

i. Volunteer fairs generally are a community-wide affair. All organizations and agencies can plan together. Staff and volunteers can work at these fairs to discuss all aspects of their program, including volunteer openings.

j. Media messages are an inexpensive form of recruitment. Radio and television stations will usually air announcements at no cost. Become acquainted with the staff assigned to public service scheduling. Local newscasts and talk shows provide a good forum for TV coverage. Educational channels may be another source of publicity. Newspaper stories and specific human service appeals have proved to be effective particularly for special projects.

9. Signing Up. All recruitment methods can fail if the audience is not given a method for signing up. At presentations a ready supply of applications or a way to record names and addresses should not be overlooked. DSHS forms 15-185 and 15-186 are available for use, if desired.

C. Screening

1. All potential volunteers will be interviewed to:

a. Determine if the individual meets the basic requirements of an agency volunteer.

b. Provide the individual with information about the opportunities available and the purpose of the agency so that they may decide whether or not they would like to be involved with the program.

c. Discuss his/her expectations, interests, skills and experience.

2. If a placement is not possible, the coordinator should say so, and if possible, refer them to where they might find a volunteer position.

3. The coordinator will accept for registration those applicants:

a. For whom an assignment is available or can be developed within a reasonable period of time.

b. Who meet the eligibility criteria and can be expected to provide the appropriate service in a responsible manner.

4. If the coordinator feels it is necessary, potential volunteers may be asked to provide the names and addresses of personal references and the coordinator may conduct a personal reference check.

5. The volunteer application, DSHS 15-186, is available for use in screening potential volunteers.

D. Registration

1. The coordinator/other designated staff registers each volunteer and has him/her complete the DSHS 15-54(X), Volunteer Registration Card.

2. The coordinator/other designated staff registers auxillary groups and has the group representative complete the DSHS 15-54A(X), Auxillary Group Registration Card.

3. The coordinator/other designated staff informs the volunteer of benefits and responsibilities.

4. The coordinator/other designated staff explores the need for travel reimbursement.

5. Identification cards should be provided to all registered volunteers, DSHS 16-17(X).

62.33 ORIENTATION, TRAINING PLACEMENT, SUPERVISION AND EVALUATION

A. Orientation

1. Use Volunteer Orientation Checklist (DSHS 15-189). The Coordinator/other designated staff will provide an orientation within the first month. Document on form and have volunteer sign.

2. Self-learning orientation packets adapted to the local office are acceptable.

B. Training

1. Pre-Service training can be flexible. The length of time involved will be determined by the: (1) goal of the program, (2) the skills needed by the volunteer, (3) the time commitment of the volunteer, and (4) the job description.

2. Volunteers who will be working in programs that require additional or specialized training should be trained by the immediate supervisor or persons who have knowledge of that field of service.

3. On-the-job training allows volunteers to get started while learning any specific knowledge or skills needed before actually beginning the job.

4. Continuing education or training allows the volunteer to grow in knowledge, skills and abilities. Satisfaction with placement often depends on the care given to the volunteer's development.

C. Placement/Assignment

1. When the volunteer/group is placed on an assignment, the coordinator will provide a copy of the job description to the volunteer and his/her functional supervisor that outlines the service agreement.

2. The coordinator shall keep a record of each volunteer, placement and time donated.

3. The coordinator should discuss with the volunteer and supervisor whether a formal evaluation would be appropriate at the time of placement.

D. Supervision

The staff person supervising the volunteer will determine specific day-to-day direction and training, in accordance with the job description. Staff who supervise volunteers will:

1. Screen potential placements to ensure the volunteer has appropriate skills for the assignment and fully understand the job expectations.

2. Provide the volunteer guidelines, expectations, and instructions that are clear and easily understood. Provide necessary, appropriate training on local office policy, including emergency/safety procedures.

3. Contact the coordinator immediately if problems develop or the placement is not satisfactory.

4. Refer the volunteer to the coordinator when:

   a. The assignment is completed;

   b. The volunteer requests reassignment;

   c. The volunteer will not or cannot provide the service as directed.

5. Complete formal evaluations (written) of volunteer workers when:

   a. It is mutually agreed upon at the time of placement by the volunteer, coordinator, and supervisor; or

   b. The volunteer feels he/she would benefit from the process; or

   c. The volunteer needs the evaluation to meet a school requirement or for employment resumes, etc.

6. Assist volunteers who want to make the transition from unpaid work to paid work by:

   a. Allowing the volunteer the opportunity to serve in assignments that will enhance his/her employability.

   b. Allowing assignments that have a range from comfort with some tasks to new and more difficult tasks with added responsibility.

   c. Documenting and keeping a record of time in service, job descriptions and evaluations that specifically document skills acquired and/or training received.

   d. Setting goals and encouraging the volunteer to list specific skills acquired on resumes and job applications and encouraging the volunteer to present his/her volunteer experience to prospective employers in a professional manner.

E. Evaluation

1. The coordinator shall periodically review and evaluate the placement.

   a. Performance evaluations may be prepared on an informal (verbal feedback) or on a formal (written) basis.

   b. The coordinator will evaluate the volunteer's performance when the project is completed or the volunteer(s) resigns.

   c. The regular employee evaluation form SF 9128, Employee Performance Evaluation, may be used.

2. The coordinator may ask a volunteer to evaluate his/her placement. This allows volunteers input and helps the coordinator evaluate the placement. It also helps the agency to know where we may: improve, adjust placements, and provide additional training. DSHS 15-188 is available for use as desired.

62.34 TERMINATION

A. Formal termination occurs when:

1. The assignment is completed.

2. The volunteer/group resigns.

3. The service is unsatisfactory.

4. The volunteer/group has provided no service for three months and is considered inactive unless:

   a. Service will be resumed within a reasonable time, or

   b. The volunteer provides specialized services on an on-call or seasonal basis.

B. Termination procedure may be initiated by:

1. The volunteer;

2. The staff person supervising the volunteer;

3. The coordinator/designated staff;

4. The client.

C. The coordinator will confirm the termination with a letter to the volunteer or organization expressing the department's appreciation for the interest shown/service given.

D. Termination of a volunteer when the service is not satisfactory should be done when deemed appropriate and should be done in a diplomatic, straight-forward fashion explaining completely why the termination is necessary. Problems should be discussed with all parties, volunteer, supervisor and coordinator. The coordinator shall act as a personnel officer would for an employee in first attempting to solve the problem and then, if necessary, formally terminating the volunteer.

E. Documented Volunteer Experience

The Community Resource Coordinator will offer each volunteer who terminates a record of the service provided on the DSHS 15-96, Volunteer Experience Supplemental Form. At a minimum, this will include a description of the service, the type of training involved, and the number of hours of service. The individual who supervised the volunteer may provide an additional letter of reference. Copies of performance evaluations should be provided if requested.

62.35 SPECIAL PROCEDURES

A. TRAVEL REIMBURSEMENT

1. General Procedure

   a. When the volunteer and the coordinator agree that reimbursement for travel expense is necessary to allow the person to volunteer, the coordinator and the volunteer complete the DSHS 9-415(X), Authorization for Expenditure (Non-Employee).

b. The five copies are distributed as specified in the lower left-hand corner of DSHS 9-415(X).

c. Authorization to reimburse the volunteer must be made prior to the actual travel.

d. Most volunteer activity will be reflected in Section 7 b. The total expenditure is for the entire period of authorization. It may exceed $200.

e. The forms are numbered for your convenience. It is not necessary to account for skipped numbers or a form that was destroyed due to an error in recording.

f. If the assignment changes and anticipated expenses exceed the total expenditure authorization, complete a new DSHS 9-415(X) to reflect the change in assignment.

g. The CSO or program will establish controls to account for actual travel after the volunteer has completed his/her assignment.

h. Reimbursed expenses are to be authorized by the CSO administrator/designee only when the assignment justifies it and the funds are available.

i. Form A-20, Travel Expense Voucher, is used by the volunteer to request reimbursement of travel expenses. The volunteer is reimbursed at the same rate as paid staff.

(1) Enter the N-number found at the top of DSHS 9-415(X) in the space entitled "Authorization No."

(2) The CSO administrator/designee shall approve the voucher by signing in the space entitled "Approved By". That signature must be on file in Disbursements in Olympia.

(3) Enter the appropriate account classification codes prior to transmittal, on a separate transmittal which is designated "volunteer travel."

(4) If the volunteer is providing a personal service as specified in II B of Accounting Policy Instruction No. 78-2, Authorization for Expenditures (Non-Employee), use Invoice Voucher A-19 for the personal service reimbursement request and A-20 for mileage and other reimbursable expenses.

2. Medically-Related Transportation

   a. The coordinator will refer an applicant to the medical support unit for possible payment if the person's sole volunteer activity would be transporting a friend, relative, or neighbor to a medical facility.

   b. Medical transportation for foster children will be paid from foster care funds (WAC 388-70-056(1)). Transportation of foster children for non-medical purposes (required of foster parents) will be paid from foster care funds on an exception to policy basis after the exception has been granted. (See Chapter 02, Social Service Delivery System, for exception procedure.)

3. Controls

   a. Each region will establish a policy statement consistent with the DSHS 9-415(X) on the use of volunteer transportation funds.

   b. Each administrative unit will establish controls and procedures to assure that travel reimbursement will be paid only to registered volunteers providing authorized service to clients of the department.

B. LABOR AND INDUSTRIES COVERAGE (MEDICAL COVERAGE ONLY)

1. All volunteer job-related accidents or illnesses must be reported in accordance with DSHS Safety Program procedures.

2. If injury is sustained, the volunteer is treated either through first aid or medical treatment. The volunteer completes Part I of the DSHS 3-133(X) and submits it to his/her supervisor or other person investigating the injury.

3. The supervisor/investigator completes Part II of the form. Corrective action should be initiated on the hazard involved, if needed.

4. The completed DSHS 3-133(X) is submitted to the proper local office, depending on unit policy.

5. If the volunteer receives medical or emergency treatment, an LI-210-130 shall be initiated at the physician's office or at the emergency room. The volunteer completes the employee's portion (top) of the form.

6. The physician completes the physician's portion (middle) of the form. As stated in the instructions on the form, the physician detaches the top portion of the original and submits it to L&I. The physician detaches his/her copy for the office files and mails the balance of the form to the volunteer's supervisor.

7. The coordinator/supervisor completes the employer's portion (bottom) using the DSHS 3-133(X) and forwards the report as received, with all the information to the Safety and Benefits Section. The person or section responsible makes a copy of the completed report for the organization's records before mailing it to Safety and Benefits.

8. The claims examiner at the DSHS Safety and Benefits Section reviews and processes the claim within one day and sends it to the L&I Claims Section.

   It is important the coordinator/supervisor completing the volunteer's claim form check the physician's portion of the filed claim to make sure time loss compensation is not checked for reimbursement by L&I.

9. The L&I Claims Section processes the claim, notifies the volunteer, and if applicable, issues the order(s) of payment.

10. The volunteer receives medical compensation only. There is no compensation for time loss.

11. If the coordinator/supervisor is not satisfied with the L&I decision, an appeal to the decision and order may be filed.

C. LIABILITY

When action for damages is filed against a volunteer which arises out of the course of state business, the coordinator will:

1. Determine that the volunteer was officially registered in the volunteer program.

2. Determine that the volunteer was acting within the scope of his/her official duties.

3. Contact the Office of the Attorney General for defense, following policies and procedures in the Personnel Manual.

62.36 RECORDKEEPING AND REPORTING

The coordinator will establish procedures and controls including:

A. A referral procedure which allows the CSO to readily utilize volunteer services.

B. Records to obtain the data required by:

1. DSHS 15-70(X), Community Volunteer Activity Monthly Report,

2. DSHS 15-20, Community Volunteer Activity Monthly Narrative Report.

Reports are to be submitted to the Office of Citizen Participation, OB 44-R, Olympia. They are to be in Olympia no later than the 20th day of the following month. If there is no volunteer activity to report, submit the DSHS 15-70(X) indicating no activity.

62.97 INTERFACE WITH OTHER DSHS SERVICES

In working with clients, the service worker should be aware of appropriate volunteer resources, make referrals to those services, and aids the client in utilizing them. The coordinator should keep staff informed of available resources and work with staff to identify tasks that can be done by volunteers. Community Resource Coordinator services interfaces with all other services of DSHS through providing staff and client support services and participating in development of joint projects.

62.98 INTERFACE WITH NON-DSHS SERVICES

The Community Resource Coordinator interfaces with non-DSHS services by coordinating and collaborating with other agencies, groups, commercial enterprises, service organizations, professional persons, media, institutions and churches which do or may potentially provide services or resources to clients/staff.

A. COMMUNITY LIAISON WORK

The coordinator may:

1. Develop and maintain a mailing list of local persons/groups and agencies who are likely to participate in planning or helping with projects to serve DSHS clients.

2. Develop and be able to deliver a community presentation package on DSHS services and need for community support and volunteers.

3. Maintain a list of community resources and other community volunteers that can serve or support DSHS clients.

4. Participate in community groups, boards, committees, and projects focusing on service that could be a resource to DSHS clients.

5. Participate in individual case staffings when appropriate to help coordinate volunteer services/community resources.

6. Coordinate training/orientation for community groups or lay persons who provide a service or resource to the agency or clients.

62.99 REQUIRED FORMS AND INSTRUCTIONS

See Chapter 99, Forms, for instructions on these forms:

DSHS 2-306(X) Communication/Referral (Rev. 9/78)
DSHS 2-306A(X) Communication/Referral, page 2 (Rev. 9/78)
DSHS 3-133(X) Employee Personal Injury (Rev. 1/82)
*Form A-20 Travel Expense Voucher (Rev.)
*A-19 Invoice Voucher
*SF 9128 Employee Performance Evaluation (Rev. 9/78)
DSHS 2-07(X) Schedule for Month of _____ (10/72)
DSHS 9-415(X) Authorization for Expenditure (Non-Employee) (Rev. 4/83)
DSHS 15-54(X) Volunteer Registration Card (Rev. 6/82)
DSHS 15-54A(X) Auxiliary Group Registration Card (9/83)
DSHS 15-70(X) Community Volunteer Activity Monthly Report (Rev. 7/82)
*DSHS 15-96 Volunteer Experience Supplemental Form (5/76)
*DSHS 15-120 Community Volunteer Activity Monthly Narrative Report (Rev. 7/83)
*DSHS 15-185 Volunteer Response Card (7/83)
*DSHS 15-186 Volunteer Application Form (7/83)
*DSHS 15-187 Volunteer Job Description (7/83)
*DSHS 15-188 Volunteers Evaluation of Service Assignment (7/83)
DSHS 15-189 Volunteer Orientation Checklist (7/83)
DSHS 16-17(X) Volunteer Identification Card (Rev. 1/75)

*These forms are optional.

DEPARTMENT OF SOCIAL AND HEALTH SERVICES
Olympia, Washington

TO: HOLDERS OF DCFS MANUAL

NOTICE NO.: T-31
ISSUED: 8/29/85

FROM: Gerald E. Thomas, Assistant Secretary
HEALTH & REHABILITATION SERVICES

SECTIONS REVISED:
15-70(X)

EFFECTIVE: On Receipt
FOR INFORMATION CALL:
Ruth Carnevali
SCAN 234-4215 or
Non-SCAN 753-4215

IF NOT DELIVERABLE, RETURN TO: MANUAL PRODUCTION UNIT MS OB-16

SUBJECT: NEW REPORTING (CONTROL) NUMBERS FOR REPORTING VOLUNTEER AND ADVISORY COMMITTEE MEMBER HOURS

Insert this notice in front of Chapter 62 of the DCFS Manual and note on the DCFS Manual Control Sheet the date Notice No. T-31 was entered.

I. BACKGROUND

The DSHS 15-70(X) is a monthly report submitted to the Office of Citizen Participation. New reporting (control) numbers have been issued to accommodate new offices and advisory committees.

II. ACTION REQUIRED

A. Submit the monthly report by the 20th day of the following month to the Office of Citizen Participation (OCP) with the new reporting number written in; e.g.,:
FROM: | | | | _____
CTL NO. NAME OF FACILITY

B. A list of new control numbers is attached.

C. If a staff person or CRC coordinates volunteer services for both DCFS and the CSO, two reports should be submitted. If a volunteer works for both, count the volunteer in both reports and the hours donated in each office.

COMMUNITY VOLUNTEER ACTIVITY REPORTING UNITS
CONTROL NUMBER ASSIGNMENTS

REV. 6-1-85 QX A-220

(Use on form DSHS 15-70(X), Rev. 7/82)

Div. Children & Family Svcs.

001 1	CENTER ONE DCFS
002 1	SPOKANE CENTRAL DCFS
003 1	COLFAX/PULLMAN DCFS
004 1	TRI-COUNTY DCFS
005 1	GRANT/ADAMS DCFS
006 1	OKANOGAN DCFS
007 1	WENATCHEE DCFS
008 1	SPOKANE EAST DCFS
009 1	SPOKANE NORTH DCFS
010 1	SPOKANE SOUTHWEST DCFS
026 2	CENTER TWO DCFS
027 2	CLARKSTON DCFS
028 2	ELLENSBURG DCFS
029 2	PASCO DCFS
030 2	SUNNYSIDE DCFS
031 2	TOPPENSIH DCFS
032 2	WALLA WALLA DCFS
033 2	YAKIMA DCFS
051 3	CENTER THREE DCFS
052 3	BELLINGHAM DCFS
053 3	EVERETT DCFS
054 3	MT. VERNON DCFS
055 3	MOUNTLAKE TERRACE DCFS
056 3	OAK HARBOR DCFS
057 3	SMOKEY POINT DCFS
076 4	CENTER FOUR DCFS
078 4	KING EASTSIDE DCFS
079 4	BURIEN DCFS
080 4	CAPITOL HILL DCFS
081 4	KENT DCFS
100 5	CENTER FIVE DCFS
101 5	BREMERTON DCFS
102 5	TACOMA AVENUE DCFS
126 6	CENTER SIX DCFS
127 6	ABERDEEN DCFS
128 6	CHEHALIS DCFS
129 6	KELSO DCFS
130 6	OLYMPIA DCFS
131 6	PORT ANGELES DCFS
132 6	SHELTON DCFS
133 6	VANCOUVER DCFS
134 6	WHITE SALMON DCFS

DJR

201 1	JUVENILE PAROLE - REGION I
202 2	JUVENILE PAROLE - REGION II
203 3	JUVENILE PAROLE - REGION III
204 4	JUVENILE PAROLE - REGION IV
205 5	JUVENILE PAROLE - REGION V
206 6	JUVENILE PAROLE - REGION VI
207 4	ECHO GLEN CHILDREN'S CENTER
208 6	GREEN HILL SCHOOL
209 6	MAPLE LANE SCHOOL
210 6	MISSION CREEK YOUTH CAMP
211 6	NASELLE YOUTH CAMP
212 1	CANYONVIEW GROUP HOME
213 4	OAKRIDGE GROUP HOME
214 2	PARKE CREEK GROUP HOME
215 2	RIDGEVIEW GROUP HOME
216 1	SUNRISE GROUP HOME
217 2	TWIN RIVERS GROUP HOME
218 4	WOODINVILLE, GROUP HOME

MHD

230 1	EASTERN STATE HOSPITAL
231 5	WESTERN STATE HOSPITAL
232 5	CHILD STUDY & TREATMENT CENTER
233 3	PORTAL

DDD

241 1	CASES SERVICES - REGION I
242 2	CASE SERVICES - REGION II
243 3	CASE SERVICES - REGION III
244 4	CASE SERVICES - REGION IV
245 5	CASE SERVICES - REGION V
246 6	CASE SERVICES - REGION VI
247 4	FIRCREST SCHOOL
248 5	FRANCES HADDON MORGAN
249 1	INTERLAKE SCHOOL
250 5	RAINIER SCHOOL
251 1	LAKELAND VILLAGE
252 2	YAKIMA VALLEY SCHOOL
253 6	SCHOOL FOR BLIND/TRUSTEES
254 6	SCHOOL FOR THE DEAF/TRUSTEES
255 6	ADVISORY CO. ON DEAFNESS
256 6	DD PLANNING COUNCIL

DVR

270 6	CENTRAL OFFICE - VOC. REHAB./ADV.
271 1	REGION I - VOC. REHAB.
272 2	REGION II - VOC. REHAB.
273 3	REGION III - VOC. REHAB.
274 4	REGION IV - VOC. REHAB.
275 5	REGION V - VOC. REHAB.
276 6	REGION VI - VOC. REHAB.

HEALTH SVCS.

280 6	HEALTH SERVICES/STATE BD. OF HEALTH
281 6	TECHNICAL REVIEW ADVISORY COMMITTEE
282 6	DIABETES CONTROL ADVISORY COMMITTEE
283 6	STATE HEALTH COORD. COUNCIL
284 6	WATER SUPPLY ADVISORY COMMITTEE
285 6	RADIATION ADVISORY COMMITTEE
286 6	W/WASTER-WATER CERT. BD. OF EXAM.
287 6	FAMILY PLANNING ADVISORY COMMITTEE
288 6	SENTINEL BIRTH DEFECTS ADV. COMMITTEE
289 6	EMERGENCY MED. SERVICES ADV. COMMITTEE

COMMUNITY SERVICES

600 1	REGIONAL OFFICE I
601 1	COLFAX/PULLMAN CSO
602 1	COLVILLE CSO
603 1	MOSES LAKE CSO
604 1	OKANOGAN CSO
605 1	WENATCHEE CSO
606 1	SPOKANE/LINCOLN CSO
625 2	REGIONAL OFFICE II
626 2	CLARKSTON CSO
627 2	ELLENSBURG CSO
628 2	PASCO CSO
629 2	SUNNYSIDE CSO
630 2	TOPPENISH CSO
631 2	WALLA WALLA CSO
632 2	YAKIMA CSO
633 2	BENTON-FRANKLIN CSO
650 3	REGIONAL OFFICE III
651 3	BELLINGHAM CSO
652 3	EVERETT CSO
653 3	MT. VERNON CSO
654 3	MOUNTLAKE TERRACE CSO
655 3	SMOKEY POINT CSO
675 4	REGIONAL OFFICE IV
678 4	KING EASTSIDE CSO
679 4	BURIEN CSO
680 4	CAPITOL HILL CSO
681 4	KENT CSO
682 4	KING NORTH CSO
683 4	RAINIER CSO
685 4	LONG-TERM CARE
690 4	INDOCHINESE CENTER
700 5	REGIONAL OFFICE V
701 5	BREMERTON CSO
702 5	PIERCE EAST CSO
703 5	PIERCE SOUTH CSO
704 5	PIERCE WEST CSO
705 5	TACOMA AVENUE CSO
706 5	PIERCE CENTRAL CSO
725 6	REGIONAL OFFICE VI
726 6	ABERDEEN CSO
727 6	CHEHALIS CSO
728 6	KELSO CSO
729 6	OLYMPIA CSO
730 6	PORT ANGELES CSO
731 6	SHELTON CSO
732 6	SOUTHBEND CSO
733 6	VANCOUVER CSO
734 6	WHITE SALMON CSO
750 6	AGING & ADULT SERVICES
751 6	BASA - ALCOHOL/DRUG ABUSE ADV.
753 6	NURSING HOME AFFAIRS
754 6	REFUGEE ASSISTANCE
770 6	MEDICAL ASSISTANCE/DRUG FORMULARY ADV.
771 6	INCOME ASSISTANCE
772 6	MENTAL HEALTH
773 6	ADMINISTRATION & PERSONNEL
774 6	COMPTROLLER/VENDOR RATES ADV. CO.

OTHERS

901 6	OIS-APPLICATIONS
902 6	AUDIT DIVISION/OPS. REVIEW
903 6	CITIZEN PARTICIPATION/SAC
905 6	GOV. JUVENILE JUSTICE ADV. CO.
906 6	JUVE. JUSTICE DISP. STANDARDS COMM.
907 6	PUBLIC AFFAIRS
908 6	EXECUTIVE DIVISION