

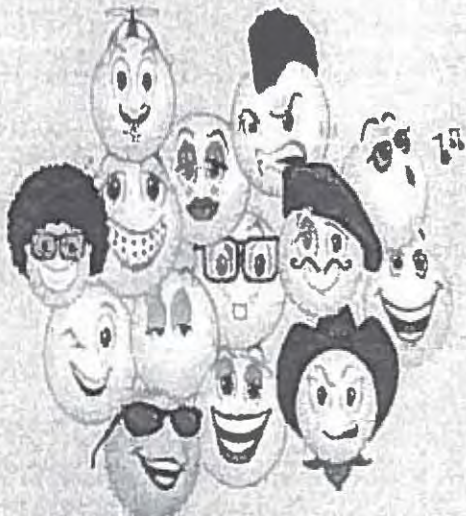
WSEC Safety Incentive Program

WALTER SCOTT ENERGY CENTER



Individual Achievement

\$25 non-monetary (t-shirt, gift card, etc.) award per six-month period worked (\$50 annual) without a recordable injury, preventable vehicle accident or documented safety violation



Group Achievement

Silver

IF: Recordable injury rate ≤ 1.47
Zero OSHA citations
No more than 1 PVA

THEN: Individual Achievement component will increase by a factor of 1.2 (\$30/\$60) for everyone and
One 40+" flat screen television will be awarded by drawing among all employees who achieve individual achievement during both six-month periods

OR

Gold

IF: Recordable injury rate ≤ 1.00
Zero OSHA citations
Zero PVAs

THEN: Individual Achievement component will increase by a factor of 3 (\$75/\$150) for everyone and
Two 40+" flat screen televisions will be awarded by drawing among all employees who achieve individual achievement during both six-month periods

OR

Platinum

IF: Zero recordable injuries
Zero OSHA citations
Zero PVAs

THEN: Individual Achievement component will increase by a factor of 4 (\$100/\$200) for everyone and
Four 40+" flat screen televisions will be awarded by drawing among all employees who achieve individual achievement during both six-month periods

Riverside Banner WC Reduction Program Incentive Program

As part of our overall Workers Compensation Reduction Plan we propose the following incentive plan for all employees. We feel that to get total involvement, every employee needs to be responsible for assuring a safe workplace. Including them in an incentive plan we will help get the results we need.

Goal

Reduce lost time accidents by 40% compared to the same period last year. Our target is to reach 39 or fewer lost time accidents during this time period.

Monthly Awards

10 drawings of \$100 each for all eligible employees.

- To be eligible a person must be accident free for that month and have no write-ups for committing unsafe acts (as determined by the Safety Committees).
- For each lost time accident in a month the number of drawings will be reduced by 1, i.e., 2 lost time accidents = 8 drawings, 5 lost time accidents = 5 drawings, 10 lost time accidents = 0 drawings. The better your record, the more chances you have to win.
- Employees will be kept up-to-date, as to the status of the drawings.
- Anyone who loses time for an accident, must work an entire calendar month to become eligible for future monthly drawings, but, is not eligible for the Quarterly Bonus, Annual Award, or Annual Bonus.
- Anyone who has one accident, without lost time, or one unsafe act write-up will be eligible to participate after working one full calendar month and will be eligible for the rest of the program. If a person has more than one accident, without lost time, or more than one unsafe act write-up, they will not be eligible for the Quarterly Bonus, Annual Award, or Annual Bonus.

Quarterly Bonus

1 drawing of \$1,000 will be awarded

- This drawing will be held if the total group achieves a lost time accident free quarter.
- To be eligible, a person must be lost time accident free, have no more than one write-up for unsafe acts, and no more than one accident without lost time.

Annual Award

10 Drawings for \$1,000 each for all eligible employees.

- This award will be reduced by 1 drawing for each lost time accident over Goal. Our goal is 39 and if we exceed that number by 2, we have 8 drawings, 5 lost time accidents over goal = 5 drawings, 10 lost time accidents = 0 drawings.
- To be eligible, a person must be lost time accident free, have no more than one write-up for unsafe acts, and no more than one accident without lost time.

Annual Bonus

1 Drawing for a Caribbean Cruise for 2, plus \$500 spending money.

- This will only be awarded if the Goal is met.
- To be eligible, a person must be lost time accident free, have no more than one write-up for unsafe acts, and no more than one accident without lost time.

Notes:

Safety is a joint effort by all Bargaining employees, Non-Bargaining employees, and Supervisors, working together. Therefore, all of these people are included in the program.

The program year runs from August 4, 2002 thru August 3, 2003. "Months" and "Quarters" coincide with fiscal periods.

Employee must be active to be eligible. People on lay-off or WC at the time of drawings are not eligible.

Safety Bank Account Incentive Program Poteau Plant

Objective:

The Bremner Division is committed to providing a workplace that provides minimal hazards and risks to employees in the workplace. To support this objective, the following Safety Bank Account Incentive Program has been developed and shall be implemented at each Bremner operating facility. The program is not, in its entirety, the complete safety program for any location. It is designed to provide a financial incentive for employees as a reward for safe work behaviors.

Eligibility:

To be eligible for a payout in this program, employees must be designated as regular, full-time status and be available for work during the achieved period. The amount of payout shall be determined according to availability as set forth in the Procedure and Guidelines section.

New hires will enter the program on a pro-rated status for the current period according to the amount of time available for work as outlined below. Employees who experience either a recordable injury or a doctor's visit within the 100 days would be excluded from the payout.

Only regular full time employees who are active at the time of the payout will be eligible to receive the incentive.

Procedure:

Safety Incentive payouts may be achieved through safe work performance as measured by a combination of OSHA defined Lost-Time Injuries, Recordable Injuries, and Doctor Visits.

Earning Rewards

Employees shall earn Rewards based on their plant working 100 consecutive days without a Lost-Time injury. This shall be considered an Incentive Period.

Phase 1

Each employee earns \$1.50 per day without a lost time injury. At the end of the 100 day period, withdrawals are made based upon the number of doctor visits and recordables that occurred within the period. When an Incentive Period is achieved, each employee's

payout is based upon the amount of time the employee is available to work during the 100 day period using the schedule below.

Phase 2

Each employee earns \$1.75 per day without a lost time injury. At the end of the 100 day period, withdrawals are made based upon the number of doctor visits and recordables that occurred within the period. When an Incentive Period is achieved, each employee's payout is based upon the amount of time the employee is available to work during the 100 day period using the schedule below.

Phase 3

Each employee earns \$2.00 per day without a lost time injury. At the end of the 100 day period, withdrawals are made based upon the number of doctor visits and recordables that occurred within the period. When an Incentive Period is achieved, each employee's payout is based upon the amount of time the employee is available to work during the 100 day period using the schedule below.

<u>Payout Schedule</u>	
Available to work	Payout percentage
>80%	100%
65%-79%	75%
50%-64%	50%
35%-49%	25%
<35%	0%

Bank Account Withdrawals

Phase 1

Employees shall have five-dollars (\$5.00) withdrawn from their Safety Bank Account for every Recordable Injury the plant suffers during a calendar month up to a maximum of 3 Recordable Injuries.

Employees shall have ten-dollars (\$10.00) withdrawn from their Safety Bank Account for every Recordable Injury the plant suffers during a calendar month in excess of 3 Recordable Injuries.

Employees shall have two-dollars (\$2.00) withdrawn from their Safety Bank Account for every Doctor's Visit incurred during a calendar month.

Phase 2

Employees shall have five-dollars (\$5.00) withdrawn from their Safety Bank Account for every Recordable Injury the plant suffers during a calendar month up to a maximum of 2 Recordable Injuries.

Employees shall have ten-dollars (\$10.00) withdrawn from their Safety Bank Account for every Recordable Injury the plant suffers during a calendar month in excess of 2 Recordable Injuries.

Employees shall have two-dollars (\$2.00) withdrawn from their Safety Bank Account for every Doctor's Visit incurred during a calendar month.

Phase 3

Employees shall have seven-dollars (\$7.00) withdrawn from their Safety Bank Account for every Recordable Injury the plant suffers during a calendar month up to a maximum of 2 Recordable Injuries.

Employees shall have thirteen-dollars (\$13.00) withdrawn from their Safety Bank Account for every Recordable Injury the plant suffers during a calendar month in excess of 2 Recordable Injuries.

Employees shall have four-dollars (\$4.00) withdrawn from their Safety Bank Account for every Doctor's Visit incurred during a calendar month.

Guidelines:

The 100 day period must be consecutive calendar days without the occurrence of a Lost-Time injury. After two (2) consecutive 100 day periods of no lost time days, the Safety Bank plan will progress to Phase 2. After four (4) consecutive 100 day periods of no lost time days, the Safety Bank plan will progress to Phase 3. For example, if the plant last suffered a lost time on 12/1/2006, the plan will progress to Phase 2 on 6/19/2007, provided no lost times have occurred. Under this example, Phase 3 would begin on 1/5/2008.

If a Lost-Time Injury occurs, the Incentive Period (100 days) shall re-start and Reward dollars earned during the current Incentive Period removed from Safety Bank Accounts. The program will reset to Phase 1, regardless of the current Phase.

In the event that an injury moves from Dr. Visit or Recordable status to Lost-Time at a date later than the original date of the occurrence, the current Incentive Period would be reset to zero days on the date the injury became lost time.

If an employee loses time for the same lost time injury one (1) year or more after the date of the initial injury it will not affect this program.

For the purposes of the incentive program, once an injury is lost time it will not be counted as a subsequent lost time injury if they are continuously actively treating when additional time is lost.

Payments:

Payments made under this program shall be *tax free*.

When the plant has worked 100 consecutive days without a Lost-Time Injury, employees shall receive the amount per day earned during the period that corresponds with the appropriate phase (i.e. \$1.50 per day for Phase 1), less the Recordable Injury and Doctor Visit penalty, that also corresponds with the appropriate phase.

When an Incentive Period is achieved, payments shall be made 30 days after the period concludes. In the event a Lost-Time injury is recorded during this 30 day period that would have, otherwise, been recorded during the just concluded Incentive Period, the incentive payment shall not be made. The Incentive Period would then re-start the day after the original date of injury.

Communications:

The program will be communicated to all employees and results displayed on the Safety Bulletin board, at a minimum. Additional communications may be utilized according to location preference.

Program Termination:

The program is effective beginning with a 100 day period beginning after October 1, 2008 and shall remain in effect through the 2008 fiscal year (October 1, 2008 through September 30, 2009).



Originating Department:
Human Resources

Classification:
Policy

E	Q	H&S
N	N	Y

Date Issued:
October 10, 2005

Revision Number: draft of Aug 19;
051.0

Control Number:
HC.06.53

HAC Number:
N/A

Prepared By: Walter Precourt
Title: Manager Health, Safety, & Security

Approved By: Scott Greenhouse
Title: Sr. VP, HR

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Distribution: NA Portal (documents/public documents/human resources/policies and procedures)

Subject: Safety Recognition, Reward, and Consequences Policy

1.0 PURPOSE:

This purpose of this policy is to describe the company's approach for managing safety related behaviors to promote consistency of recognition and enforcement of our safety rules, regulations, policies and procedures.

2.0 SCOPE:

All employees of Holcim (US) Inc. and its subsidiaries and affiliates, except for the company's Eastern Canada and Northeast U.S. affiliates.

3.0 DEFINITIONS:

See the primary standards for definitions of lockout – tagout, confined space, and hot work

4.0 RESPONSIBILITY:

The Corporate Manager of Health, Safety, and Security is responsible for the overall administration of this policy.

The local facility or functional manager is accountable for the implementation and execution of this policy at his or her location. All supervisors are responsible for both compliance with and enforcement of this policy. Failure to enforce this policy may result in disciplinary action up to and including termination.

Every employee is responsible for adherence to this policy. Failure to adhere to this policy may result in disciplinary action up to and including termination.

5.0 POLICY

It is the Company policy to recognize and / or reward behaviors that create a safer workplace and to discipline for behaviors that endanger employees, contractors, or visitors within our workplaces



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5.1 Recognition / Reward for Desired Behaviors

Category 1

Category 1 is intended to recognize those safety behaviors that lead to a significant improvement in performance, or directly prevent a serious incident from happening. These types of outstanding behaviors will receive significant recognition and reward.

Examples of behaviors that fall into this category include:

- Identification and implementation of a safety improvement opportunity which delivers a step change result.
- Prevention or avoidance of a probable serious incident through direct intervention.
- Consistent demonstration of safety leadership well beyond that of the peer group.
- Key enabler of workgroup safety culture change.

Category 1 behaviors shall be consistent across Holcim (US), and the decision to provide Category 1 recognition will involve the Corporate Manager, Health, Safety & Security. Individuals or teams receiving Category 1 recognition will become the nominees for the President's Safety Award.

Category 2

Category 2 is intended to recognize those behaviors that are above and beyond normal expectations and enable an improvement in safety performance.

Recognition / reward for Category 2 safety behaviors could include things like lunch or dinner for an employee, clothing, movie tickets, small gifts, or written recognition.

Examples of behaviors that fall into this category include:

- Repeated intervention with others which leads to a measurable change in behavior or performance.
- Achieving significant group or individual safety improvement milestones.
- Developing safety best practices and sharing those with other work groups or locations.
- Improving safety performance through the championing of improvement of improvement tools or practices.
- Demonstrated leadership on a safety related activity.



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Individuals or teams receiving Category 2 recognition will be determined by local leadership.

Note: Category 2 recognition and reward guidelines may be modified by individual sites and organizations to reflect existing local programs which are achieving the desired results. Local modifications will be reviewed with the Corporate Manager, Health, Safety and Security to ensure consistency with the intent of this policy. The review will occur prior to changes being made.

5.2 Consequences for Undesired Behaviors

Category 1

Behaviors that have the potential to endanger life will subject an employee to an immediate termination review. The following are examples of behaviors that fall into this category:

- Violation of a life-critical standard or policy (examples include, but are not limited to the below).
- Note that this is not intended ~~meant~~ to include minor technical violations of a standard, but rather a significant deviation. ~~Examples of which include:~~
 - Lockout / Tag out
 - Confined Space
 - Fall Protection
 - Failure to wear a life jacket where required
 - Hot work violation in an area where flammables are present
 - Failure to ground flammables during a transfer operation
- Grossly negligent or willful behavior, examples of which include:
 - Instructing an employee, contractor or visitor to violate or compromise a life critical standard or policy
 - Falsification of records related to injuries or safety incidents.
 - Repeated Category 2 violations.

To ensure consistency across Holcim (US), the Corporate Manager, Human Resources and the Corporate Manager, Health, Safety & Security will participate in these reviews along with the local / functional leadership team.



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Subject: Safety Recognition, Reward, and Consequences Policy

Category 2

Serious, but non-life threatening violations, will subject an employee to an immediate suspension review. Examples include, but are not limited to the below~~The following are examples of behaviors that fall into this category:~~

- Failure to complete (and document) the following required safety reviews
 - Pre-job analyses required by the Contractor Standard
 - MSHA daily work-shift exams
 - Mobile equipment checklists (JLG, forklifts, aerial lifts, cranes, mining equipment)
 - Critical checklists as defined by the site (i.e. pre-heater)
- Failure to report injuries or safety incidents.
- Operating equipment without required task training.
- Reckless operation of mobile equipment (this could move up to Category 1 depending upon the circumstances).
- Repeated general safety violations.

To ensure consistency across Holcim (US), the Corporate Manager, Human Resources and the Corporate Manager, Health, Safety & Security will participate in these reviews along with the local / functional leadership team.

All other violations of safety rules

Company safety policies, procedures and rules exist to ensure the safety of employees and compliance with regulations. Safety violations falling outside the categories described above will subject the employee to either the disciplinary actions identified in the policy, procedure, or rule which has been violated, or to the progressive discipline policy.

Decisions on progressive discipline will be determined locally by local leadership.

Note on Personal Protective Equipment (PPE)

The proper use of PPE is critical to ensuring personal safety. Individuals will be held accountable for properly using area and task specific PPE.



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Human Resources

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6.0 COMMUNICATIONS:

Local / Functional Managers are responsible for communicating this policy to all employees.

7.0 TRAINING REQUIREMENTS:

New Employee training
Annual Refresher

8.0 RECORDS:

All records associated with this policy will be kept in accordance with the company's Records Retention Policy.

9.0 REFERENCES:

Appendix A: Safety Bingo Rules



Safety BINGO

The concept is simple. The first one to mark off 5 (five) numbers either across, vertically, or diagonally including the free space, wins the prize!

1. Our first BINGO game will start with a pot of \$0. Every day that we are accident free, a new number will be pulled and the pot will increase \$5.
2. A random Bingo Number will be pulled every day and posted on the SALT/CARE board. In addition, previous day's numbers will also be posted.
3. The numbers continue to be pulled daily until someone wins the Bingo jackpot or an associate injury occurs in the hotel.
4. If someone wins the jackpot, new Bingo cards will be distributed with the next paycheck and a new game begins.
5. Each successive time a new game begins during an injury free streak, the starting pot will be increased by \$50, to a maximum of \$150 starting.
6. If someone is injured, the game ends and new Bingo cards are distributed with the next paycheck and a new game begins, with the starting pot reset to \$0.
7. In the event of a tie, winnings will be split between the tied parties.



Bingo de Seguridad

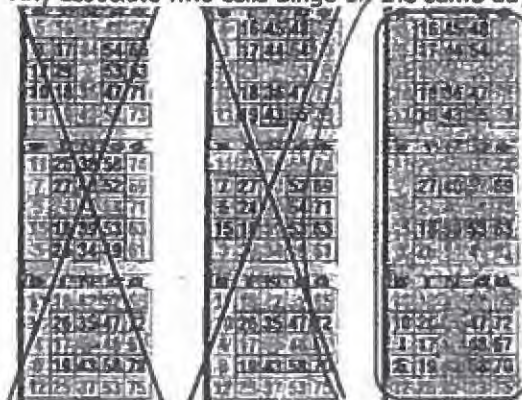
El concepto es sencillo. ¡El primer para señalar 5 (cinco) números al través, verticalmente, o diagonalmente inclusive el espacio libre, gana el premio!

1. Nuestro primer juego de BINGO comenzará con una olla de \$0. Cada día que somos accidente libre, un nuevo número será tirado y la olla aumentará \$5.
2. Un Número aleatorio de Bingo será tirado cada día y anunciado en la tabla de SALADO/CUIDADO. Además, los números de día anterior también serán anunciados.
3. Los números continúan ser tirados diariamente hasta que alguien gane el premio máximo de Bingo o una herida asociada ocurre en el hotel.
4. Si alguien gana el premio máximo, nuevas tarjetas de Bingo serán distribuidas con el próximo cheque de pago y un nuevo juego empieza.
5. Cada tiempo sucesivo un nuevo juego empieza durante una herida libre, la olla que comienza será aumentada por \$50, a un máximo de \$150 comenzar.
6. Si alguien es herido, los fines de juego y nuevas tarjetas de Bingo son distribuidos con el próximo cheque de pago y un nuevo juego empieza, con la olla que comienza repone a \$0.
7. En caso de una corbata, las ganancias serán partidas entre los partidos atados.

Appendix B: Super Safety Bingo Rules

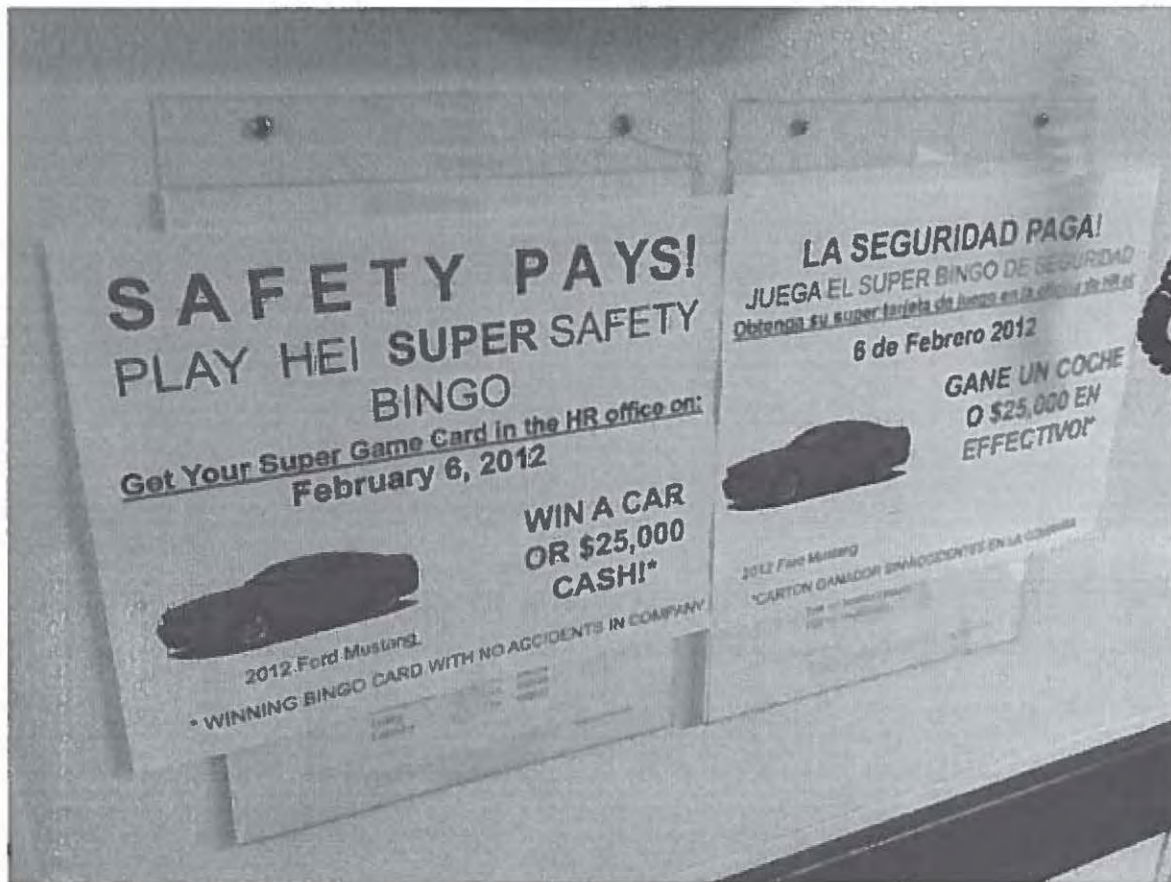
Official Super Safety Bingo Rules

1. HEI's Official Super Safety Bingo Contest will begin on March 17, 2010.
 - a. Remember promoting safe work habits, will increase your hotel's chances of winning Super Safety Bingo
2. Associates are responsible for writing their name on their card and filling in what numbers have been called. No replacement cards will be issued for lost cards.
3. Everyday random Bingo numbers will be drawn in the Norwalk office and distributed via email to the General Manager and Human Resources Director at 3:00 PM Eastern Time. The General Manager and Human Resources Director will then distribute the number among associates however the hotel deems appropriate and fair. All associates are eligible to mark numbers whether they work the day the number is called or not.
4. Associates should mark their number so that the number is still visible through the marking. If the number is not visible, the card will not be counted.
5. If someone is injured, that hotel's associates are no longer eligible for HEI's Super Bingo.
 - a. If an associate wins one of the first prizes, and an accident happens thereafter, the associate is still eligible for the prize as long as the hotel was accident free up until the win
6. There will be multiple rounds of prizes, totaling \$3,500
 - a. ~~1st Associate with either a row or column of 5 - \$200~~ **DONE**
 - b. ~~1st Associate with 2 rows or 2 columns of 5 in different games - \$300~~
 - i. ~~Must be 2 rows or 2 columns, with one row or column in one game and one row or column in another game~~
 - c. ~~1st Associate to have complete H in first box - \$500~~
 - d. ~~1st Associate to have complete E in second box - \$500~~
 - e. ~~1st Associate to have complete I in third box - \$500~~ **DONE**
 - f. 1st Associate to have complete HEI (depicted below) - \$1,500
 - i. Any associate who calls Bingo on the same day win \$100



7. To call Bingo, the associate should first notify the General Manager or Human Resources Director when he/she is getting close (needs 3 more boxes to win). In turn, the General Manager and Human Resources Director should notify the Norwalk office and verify the card is correct (signed and numbered as officially distributed).

Appendix C: Posted Flyer of Super Safety Bingo "Grand Prize"





Special Transit's Safety Incentive Programs

Safety is our number ONE priority.

Since safety is Special Transit's number one priority, our safety management programs focus on ways to help motivate employees to perform all activities in a safe manner. We value the extraordinary efforts our staff make to maintain a safe work environment—at base as well as out on the road—and we strive to recognize safe work practices whenever possible.

Special Transit's Safety Incentive Program has four primary components:

1. **Safe Driver of the Month Award:** At the beginning of each month, all Drivers (*half-time minimum*) who have performed their duties without any safety violations or preventable accidents during the previous month become eligible to win a cash award. A drawing is held and the names of four drivers are selected at random. Each of the four drivers receive a check in the of \$25.00

Additionally, the selected Safe Driver of the Month will receive a designated one-month parking space at either the Boulder or Denver facility depending on where they are based. A photograph of the four drivers selected is on display at both locations and they are recognized by name in the monthly newsletter.

2. **Safe Driver of the Year Award:** At the end of each calendar year, Drivers that have performed throughout the year without a safety violation or preventable accident receive a Safe Driver of the Year uniform patch, a safety bonus (cash or merchandise), and their framed Safe Driver of Year Certificate is posted on the Safety Honor Wall for the year. Safe Driver of the Year Awards are presented in six categories:

- ☐ In the first category, we honor drivers who have been accident and safety violation free while driving 500-1000 hours in revenue service. These drivers are awarded \$50.00
- ☐ The second category is comprised of drivers with 1,000 or more hours driving time that have been accident and safety violation free. These drivers are awarded \$100.00
- ☐ The third category is comprised of drivers who have driven at least 1,000 hours in two consecutive years without an accident or safety violation. These drivers are awarded \$150.00
- ☐ The fourth category is comprised of drivers who have driven at least 1,000 hours a year for three consecutive years without an accident or safety violation. These drivers are awarded \$200.00
- ☐ The fifth category is comprised of drivers who have driven at least 1,000 hours a year for four consecutive years without an accident or safety violation. These drivers are awarded \$250.00
- ☐ The sixth category is comprised of drivers who have driven at least 1,000 hours a year for five to ten consecutive years without an accident or safety violation.

These drivers are awarded \$350.00, which is also currently the maximum amount awarded.

3. **Safety Spot Awards:** Drivers and other staff "**Caught in the Act**" of extraordinary safety performances are awarded \$5---\$25 gift certificates redeemable at a variety of fun places including; Turley's Restaurant, Apple Bee's Restaurant, The Brewing Market, Starbucks, Downtown Boulder Stores, El Favorito Restaurant, The Rack Billiards, Half-Fast Subs and AMC movie theatres.
4. **Safety Bingo Program:** All Special Transit employees are issued numbered Safety Bingo cards and each day without a preventable company accident a number is drawn. There are nine ways to win on each card and winners can receive between \$25 and \$200 depending on the winning combinations. After Blackout is achieved, new cards are then issued to all employees and play starts over on the new cards.

In addition to the safety incentives described above, the Safety Department provides employees with frequent safety tips and suggestions in the organization newsletter, an employee safety suggestion box, accident status/profile boards and the opportunity to participate on Special Transit's Safety Committee.

Special Transit's Training Department offers Drivers a variety of continuing education programs and hosts the annual Driver Rodeo Program to help Drivers keep their driving, wheelchair securement and vehicle pretrip skills sharp. Division winners receive cash prizes and become eligible to participate in the National Rodeo along with Drivers from throughout the State.