

D. REQUIRED PROPOSAL CONTENTS - COMMUNITY TRANSPORTATION COORDINATOR

Address each area discussed below in the order and format presented. Where appropriate and/or

required, provide relevant examples of reports, specifications, or other support material.

1. Experience and ability to coordinate transportation services.

a. Provide a plan describing how the CTC will coordinate and deliver coordinated transportation services to meet the needs of the transportation disadvantaged population in Baker County.

This plan

shall address the needs identified in the TDSP.

As the designated Community Transportation Coordinator (CTC) for Baker County, Baker County Council on Aging, Inc. (BCCOA) provides essential transportation services to eligible transportation-disadvantaged residents as both the Coordinator and Operator. These services are delivered in full compliance with Chapter 427, Florida Statutes, and Rule 41-2, Florida Administrative Code.

Transportation operations are funded through a combination of sources, including the Florida Department of Transportation (FDOT), the Florida Commission for the Transportation Disadvantaged (CTD), the Baker County Board of County Commissioners, the City of Macclenny, private-pay service contracts, and community contributions. All transportation-disadvantaged services are administered in alignment with the adopted 2016–2021 Transportation Disadvantaged Service Plan (TDSP) for Baker County.

BCCOA's facility supports ongoing operator training in a dedicated, modern training room and includes two fully equipped mechanic bays. These bays enable our in-house mechanic to conduct routine inspections and ensure that all vehicles are maintained in accordance with the FDOT Bus Fleet Maintenance Program, promoting safety, efficiency, and reliability.

As the CTC, BCCOA agrees to comply with all applicable provisions of Florida law governing transportation-disadvantaged programs in effect at the time of contract execution with the Commission for the Transportation Disadvantaged. In the event that future changes to Florida law materially impact the cost of providing services, BCCOA reserves the right to request appropriate relief.

b. Describe the agency/firm's experience with developing a Memorandum of Agreement and Service Plan.

Baker County Council on Aging, Inc. (BCCOA) has extensive experience in developing Memorandums of Agreement (MOAs) and comprehensive Service Plans as part of its long-standing role as the Community Transportation Coordinator (CTC) for Baker County. For decades, BCCOA has collaborated with state and local partners—including the Florida Commission for the Transportation Disadvantaged (CTD), the Florida Department of Transportation (FDOT), and local government entities—to prepare, review, and implement

MOAs that define roles, responsibilities, performance expectations, funding provisions, and compliance requirements.

In addition to MOA development, BCCOA has a proven history of creating, updating, and implementing the Transportation Disadvantaged Service Plan (TDSP) for Baker County. This includes significant involvement in the adopted 2016–2021 TDSP, which outlines service design, performance standards, coordination strategies, and community needs. BCCOA regularly works with planning agencies, stakeholders, operators, and the Local Coordinating Board to ensure that the Service Plan reflects current conditions, adheres to state requirements, and supports safe, efficient, and accessible transportation services for transportation-disadvantaged individuals.

Through these efforts, BCCOA has demonstrated strong capacity in planning, coordination, documentation, and compliance—ensuring that both MOAs and Service Plans are thoughtfully developed, collaboratively reviewed, and effectively implemented.

c. Describe the agency/firm's accounting, invoicing, and reporting procedures that are to be used to meet the reporting requirements of the Annual Operating Report to the CTD, and monthly and operating invoicing required by the LCB and the NEFRC.

Baker County Council on Aging, Inc. (BCCOA) maintains established accounting, invoicing, and reporting procedures that fully comply with the requirements of the Florida Department of Transportation (FDOT), the Florida Commission for the Transportation Disadvantaged (CTD), the Local Coordinating Board (LCB), and the Northeast Florida Regional Council (NEFRC). All records management, financial practices, and retention procedures adhere to DOT and FTA regulations and have successfully passed FDOT audits, confirming BCCOA's compliance with all relevant CTC requirements.

Accounting and Financial Record Management

BCCOA maintains an accounting system that meets generally accepted accounting principles and aligns with the policies of Baker County and the CTD. The agency follows the CTD's "Rural Transportation Accounting – A Model Uniform Accounting System for Rural and Specialized Transportation Providers," ensuring consistent and accurate financial reporting. Auditable records are maintained for a minimum of three (3) years following the end of the Memorandum of Agreement and are readily accessible to County staff, CTD personnel, and other authorized parties in accordance with Florida's Public Records laws.

Invoicing Procedures

At the end of each month, all trip and service data from CTS software is submitted to the BCCOA Transit Fiscal Office. This data is used to generate invoices, calculate billable and non-billable expenses, and document indirect costs.

- **Public Programs:** Invoices are submitted electronically to state agencies such as the CTD, FDOT, and HMO brokers, with printed supporting documentation mailed as required.
- **Local Programs:** Invoices for Transportation Disadvantaged and LCB-funded trips are prepared monthly and submitted in accordance with the requirements of the LCB and NEFRC.
- **Private Pay Clients:** Invoices are generated through the accounting system and mailed through the U.S. Postal Service.

Reporting Procedures

BCCOA uses CTS trip reporting software to generate accurate, auditable data needed for all required federal, state, and local reporting, including:

- Monthly operating reports to the LCB and NEFRC, detailing trips by funding source, vehicle usage, costs, and operational performance.
- Annual Operating Report (AOR) to the CTD, which consolidates all transportation activities, financial data, performance metrics, and trip statistics for the fiscal year.

All reports are compiled using standardized formats required by the CTD and regional partners and are supported by source documentation maintained in accordance with DOT and FTA guidelines.

Through these procedures, BCCOA ensures financial integrity, transparency, and full accountability for all transportation services provided under its role as the Community Transportation Coordinator for Baker County.

d. Describe the procedure used from the time a call requesting a trip is received by the CTC through reconciliation of billing. This should include, but not be limited to, handling of calls, operator assignments, establishing driver routing sheets, recording actual trips provided by the agency, and preparation of an agency invoice. Indicate the computer software that will be used to perform these tasks and provide examples of manifests, invoices, etc.

Trip Request to Billing Reconciliation Process

Baker County Council on Aging, Inc. (BCCOA), as the Community Transportation Coordinator (CTC) for Baker County, follows a structured and fully documented process from the moment a trip request is received through the final reconciliation of billing. This process ensures accurate scheduling, trip delivery, documentation, and invoicing.

1. Trip Request and Call Intake

All transportation requests come through the BCCOA dispatch office.

When a call is received:

1. Caller information is verified, including eligibility, funding source, trip purpose, and any special accommodations (wheelchair, escort, medical equipment, etc.).
2. The dispatcher enters trip details into the CTS (Computerized Transportation System) software, which is used for scheduling, dispatching, manifests, reporting, and billing.
3. CTS automatically checks for duplicate bookings and confirms available vehicle capacity based on date, time, and trip purpose.

2. Trip Scheduling and Operator Assignments

Once entered into CTS:

1. The dispatcher reviews trip demand, vehicle availability, and driver schedules.
2. CTS is used to assign each trip to the appropriate driver and vehicle, taking into account:
 - Geographic location
 - Appointment and pick-up times
 - Passenger needs (wheelchair accessibility, ambulatory, group trips)
3. The dispatcher finalizes the driver routing sheets/manifests, which outlines:
 - Passenger names
 - Pick-up and drop-off locations
 - Scheduled times
 - Funding source
 - Trip purpose
 - Any special instructions

Drivers receive printed or digital manifests before beginning their routes.

3. Trip Delivery and Documentation

During service:

1. Drivers follow their assigned manifest for pick-ups, drop-offs, and routing.
2. After each trip, drivers record:
 - Actual pick-up and drop-off times
 - No-shows or cancellations
 - Any incidents or route deviations
 - Mileage and odometer readings

3. Completed manifests are returned to dispatch at the end of each shift and reviewed for accuracy.

These documented times and mileage entries ensure that all trips are accurately captured for billing and reporting.

4. Data Entry and Verification

Dispatch staff review completed manifests and compare them to the scheduled trips in CTS. Any discrepancies—such as no-shows, cancellations, or time adjustments—are entered into the system.

CTS then compiles:

- Total trips completed
- Trip type by funding source
- Mileage and time documentation
- No-shows and cancellations
- Driver hours and vehicle utilization

This data is used for both operational monitoring and billing.

5. Invoice Preparation

At the end of each month:

1. The fiscal office pulls CTS-generated reports that summarize all complete trips by funding source.
2. CTS automatically calculates billable units, such as:
 - One-way passenger trips
 - Mileage
 - Door-to-door service
 - Escort trips (if applicable)
3. Based on these reports, invoices are created for:
 - CTD
 - FDOT
 - HMO brokers
 - Local government programs
 - Private pay clients

Invoices include printed CTS backup documentation, and billing is submitted electronically where required.

Private-pay invoices are mailed through the U.S. Postal Service.

6. Reconciliation and Record Retention

After invoices are submitted:

1. Payments received are matched against the CTS billing report and the corresponding invoice.
2. Any discrepancies are researched by reviewing manifests, CTS data reports, and driver logs.
3. All trip records, manifests, and billing documents are retained for a minimum of three (3) years in accordance with CTD, FDOT, and FTA regulations.

7. Software Utilized

The following software supports the entire process:

- CTS Software: Scheduling, dispatching, manifest creation, trip logging, and billing.
- Accounting Software (e.g., QuickBooks): Tracks receivables, reconciles payments, and maintains financial records.

8. Examples of Documentation

BCCOA can provide the following upon request:

- Sample CTS driver manifests
- Sample monthly invoices submitted to CTD, FDOT, and other funders
- Sample trip detail reports generated by CTS
- Sample private-pay invoices

e. Describe the agency/firm's program for sensitivity training of administrative, office, and call in-take personnel. Also, describe key personnel's familiarity with purchasing agencies' program requirements.

Sensitivity Training Program for Administrative, Office, and Call Intake Personnel

Baker County Council on Aging, Inc. (BCCOA) maintains a comprehensive sensitivity training program designed to ensure that all administrative staff, office personnel, dispatchers, and call intake staff provide respectful, responsive, and culturally competent service to transportation-disadvantaged individuals. All staff are trained to engage with clients in a manner that promotes dignity, patience, and understanding of the unique needs of seniors, individuals with disabilities, and low-income residents.

Sensitivity training includes instruction in:

- Effective and respectful communication with elderly and disabled passengers
- Cultural awareness and non-discriminatory service practices
- Handling difficult or emotionally distressed callers
- Protecting client confidentiality
- Understanding ADA-related service obligations
- De-escalation techniques and maintaining professionalism in stressful situations

This training ensures staff are equipped to represent the agency with compassion and professionalism during phone interactions, in-person encounters, and when resolving client concerns.

Operator and Driver Training Requirements

In accordance with the adopted BCCOA System Safety Program Plan (SSPP), all newly hired drivers undergo extensive classroom and practical training conducted by the Transportation Director. This training covers:

- BCCOA rules and standard operating procedures
- Professional appearance and customer service expectations
- ADA service requirements and passenger assistance
- Emergency communications and incident reporting
- Traffic accident response procedures
- Handling medical emergencies involving passengers
- Eleven FDOT training modules
- Drug and Alcohol training
- Pre-trip inspections, basic vehicle maintenance, and safe vehicle operation
- Radio and tablet use, manifest review, and on-the-road driving instruction

New drivers must pass a supervised road test and complete a new-hire check-off sheet documenting all required training components. All operators undergo Level II background

screening, FDOT physicals, and drug testing. Additionally, drivers must be approved by participating HMOs before transporting their members.

Ongoing refresher training, remedial training, and periodic testing are provided as needed to ensure continued safety, compliance, and performance.

All training activities are thoroughly documented by the Transportation Director and Contract Manager.

Familiarity With Purchasing Agency Requirements

BCCOA key personnel possess strong working knowledge of Florida Commission for the Transportation Disadvantaged (CTD) and Florida Department of Transportation (FDOT) program requirements. The Fiscal Director, Fiscal Assistant, and Contract Manager have all been trained extensively in:

- CTD purchasing manual requirements
- FDOT transit program purchasing and procurement standards
- Contract compliance and documentation
- Reporting and reimbursement requirements
- Allowable cost determination and funding source rules

This ensures that all procurement, invoicing, and contract activities are conducted in full compliance with state and federal guidelines.

Commitment to Ongoing Professional Development

BCCOA is dedicated to maintaining a highly trained transportation team. The agency regularly provides opportunities for transit education, industry training, and program requirement updates for the Transportation Director, administrative personnel, dispatchers, and operators. Continued professional development ensures that staff remain informed, compliant, and prepared to meet the evolving needs of transportation-disadvantaged residents of Baker County.

f. Describe how the agency/firm has satisfied and will continue to satisfy provisions of Section 504 of the Rehabilitation Act, the Americans with Disabilities Act, and other applicable federal, state, and local requirements governing handicapped accessibility. Baker County Council on Aging, Inc. (BCCOA) has consistently met, and will continue to meet, all requirements of Section 504 of the Rehabilitation Act, the Americans with Disabilities Act (ADA), and all applicable federal, state, and local regulations governing accessibility for individuals with disabilities.

Facility Accessibility

The offices of the Executive Director, Transportation Director, Fiscal Director, and Transit staff are located at 9264 Buck Starling Road in Macclenny, Florida. This facility is fully handicap accessible and designed to meet ADA and Section 504 standards. Accessible features include:

- Wheelchair-accessible entrances and pathways
- ADA-compliant restrooms
- Proper signage and accessible parking
- Barrier-free access to administrative and transit service areas

Additionally, BCCOA's new Senior Life Enrichment and Transportation facility is also fully compliant with all federal and state accessibility requirements, ensuring equal access to all individuals seeking services.

Vehicle Accessibility

BCCOA operates a fleet in which *all vehicles*, including cutaway buses and minivans, are fully wheelchair accessible and ADA compliant. Each vehicle is equipped with:

- Wheelchair lifts or ramps
- Securement systems
- Adequate interior space for mobility devices
- Proper lighting, handrails, and safety features required under ADA guidelines

Drivers receive extensive ADA and passenger assistance training to ensure safe boarding, securement, and transport of individuals with disabilities.

Program and Service Compliance

BCCOA ensures nondiscrimination and full accessibility through:

- Compliance with Section 504 program accessibility requirements
- ADA-compliant service delivery, including reasonable accommodation and door-to-door assistance when needed
- Policies aligned with all FDOT, CTD, Federal Transit Administration (FTA), and local regulations
- Sensitivity and disability-awareness training for administrative staff, dispatchers, and operators
- Regular review of procedures to ensure ongoing adherence to all applicable accessibility laws

Ongoing Commitment

BCCOA remains committed to providing transportation services that are inclusive, equitable, and accessible for all transportation-disadvantaged individuals. The agency will continue to monitor regulatory updates, maintain compliance through training and facility/vehicle upgrades, and ensure that program delivery aligns with the standards required under Section 504, ADA, and all related federal and state regulations.

g. Describe the agency/firm's specific experience in coordinating multi-agency transportation needs, documentation of reduced trip costs resulting from coordination and ability to apply for transportation grants and contracts and efficiently manage the contracts and accounting procedures to document individual trips and agency cost.

Experience Coordinating Multi-Agency Transportation Needs

Baker County Council on Aging, Inc. (BCCOA) has extensive experience coordinating transportation services with a wide range of governmental and non-governmental agencies whose clients require safe and reliable transportation. As the Community Transportation Coordinator (CTC) for Baker County, BCCOA routinely partners with social service agencies, medical providers, schools, workforce programs, and community organizations to ensure that transportation-disadvantaged residents have access to essential services.

BCCOA also plays a critical role in emergency response coordination. During hurricanes, wildfires, tornadoes, and other major emergencies, BCCOA works closely with the Baker County Manager, Baker County Sheriff's Office, Macclenny City Manager, and Emergency Management personnel. BCCOA provides evacuation services by transporting transportation-disadvantaged residents from their homes to designated shelters, ensuring their safety during disaster events. These efforts are coordinated through joint planning with the Baker County Sheriff's Office Emergency Management Division and other county partners.

Regional Coordination and Cost Efficiencies

At the regional level, BCCOA is an active partner in the Northeast Florida Regional Mobility Coalition. Through participation in this coalition, BCCOA collaborates with neighboring counties to improve coordinated scheduling, dispatching, and service delivery for cross-county transportation-disadvantaged trips.

This coordination supports:

- Shared use of resources among TD providers
- Improved system productivity
- Expanded mobility options for clients
- Reduced service duplication
- Lower operating costs per passenger trip

- Streamlined eligibility and service information across counties

These efficiencies provide measurable cost savings driven by joint planning, resource sharing, and reduction of redundant services across the region.

Grant Writing and Contract Management Experience

BCCOA has a strong record of securing and managing transportation grants and contracts. A notable example is the successful 2010 FDOT Service Development Grant application submitted on behalf of Baker County, resulting in **\$2.1 million in funding** for the construction of a new transportation administrative and maintenance facility. BCCOA also acquired the land used for this facility and conveyed it to Baker County for development—demonstrating both grant management competency and effective intergovernmental coordination.

In addition to the 2010 grant success, BCCOA consistently applies for and manages numerous transportation-related funding streams, including FDOT, CTD, FTA, local government contracts, and HMO transportation agreements.

Accounting Systems, Documentation, and Trip Cost Reporting

BCCOA employs the CTS (Computerized Transportation System) software to manage all aspects of trip scheduling, documentation, and financial reporting. CTS supports:

- Accurate documentation of each individual trip
- Tracking of agency-wide costs, mileage, and billable units
- Identification of indirect and operational expenses
- Automated generation of funding-source-specific invoices
- Reporting required for the Annual Operating Report (AOR) submitted to the CTD

The use of CTS ensures that BCCOA maintains reliable, auditable documentation of trip data and cost allocations, supporting transparency and accountability for all transportation contracts.

Summary

Through longstanding multi-agency coordination, strong regional partnerships, proven grant management capacity, and robust accounting and reporting systems, BCCOA continues to

deliver cost-effective, compliant, and well-coordinated transportation services that meet the needs of transportation-disadvantaged residents of Baker County.

manage the contracts and accounting procedures to document

individual trips and agency costs.

h. Describe the agency/firm's specific experience in coordinating multi-agency resources, including the ability to negotiate school bus use, coordinate with public transit systems, subcontract with private sector operators, and work with governmental agencies to maximize use of agency resources and improve coordinated transportation for the transportation disadvantaged.

Experience in Coordinating Multi-Agency Resources

Baker County Council on Aging, Inc. (BCCOA) has long-standing experience coordinating multi-agency resources to expand mobility options, reduce duplication of services, and improve transportation access for transportation-disadvantaged residents. As the Community Transportation Coordinator (CTC) for Baker County, BCCOA leverages partnerships with public, private, and governmental agencies to maximize service efficiency and ensure that limited transportation resources are used effectively.

Coordination With Public Schools and School Bus Resources

BCCOA maintains an ongoing working relationship with the Baker County School District and has historically coordinated transportation needs for students with disabilities and special programs when appropriate and allowable. While school bus use is governed by strict regulations, BCCOA has the ability to negotiate and explore shared-use opportunities during emergency situations or when school district vehicles can be incorporated into community assistance efforts. This collaboration enhances community-wide capacity during evacuations, special events, and periods of increased demand.

Coordination With Public Transit and Regional Partners

BCCOA works closely with regional partners through its active participation in the Northeast Florida Regional Mobility Coalition. This partnership strengthens coordination across county lines and supports efforts to:

- Reduce duplication of transportation services
- Coordinate schedules and dispatching between service areas
- Improve regional connectivity for medical, employment, and essential-service trips
- Share resources and promote mutual aid during emergencies or operational shortages

This regional framework allows Baker County residents better access beyond county boundaries while maximizing use of available public transit resources.

Subcontracting With Private Sector Operators

BCCOA has the capacity and experience to subcontract with qualified private-sector operators when needed to supplement service demand, meet contractual obligations, or address temporary capacity constraints. Through clear performance standards, insurance requirements, and compliance monitoring, BCCOA ensures that any private provider delivering trips under the CTC maintains:

- ADA compliance
- Driver background screening requirements
- Safety and training standards
- Proper vehicle maintenance and documentation

This ability to integrate private operators into the coordinated system increases flexibility and helps to address peak travel needs efficiently.

i. Submit a signed statement certifying that the agency/firm is not on the state or federal list of ineligible or disbarred contractors in accordance with Florida Statutes section 287.133(3) (a) (see Appendix 1).

j. Submit a signed statement certifying that the agency/firm is a Drug-Free Workplace in accordance with Florida Statutes section 287.087 (see Appendix 2).

2. Quality Assurance. The CTC will be responsible for developing a program to ensure that the coordinated system provides high-quality service for its users.

a. Describe the quality assurance plan for the CTC and any contracted operators and coordination contractors.

N/A

b. Describe the procedure for providing customer service. Describe how the following will be monitored and reported: complaints/commendations, no-shows, cancellations, and trip denials.

Customer Service Procedure

BCCOA is committed to providing courteous, responsive customer service to all transportation-disadvantaged clients. All customer inquiries, concerns, and service requests are handled by trained dispatch and administrative staff who document each interaction and ensure timely follow-up.

Monitoring and Reporting of Service Indicators

Complaints and Commendations:

All complaints and commendations are documented by staff and forwarded to the Transportation Supervisor for review and resolution. Each complaint is entered into the agency's complaint log for tracking, follow-up, and quality improvement purposes. Corrective actions are implemented when necessary, and trends are reviewed regularly to enhance service.

No-Shows:

Client no-shows are tracked through the CTS software. After three (3) no-shows within a designated period, the client is suspended from service for 30 days in accordance with program policy. All no-shows are documented, monitored, and reviewed to ensure consistent application of procedures.

Cancellations:

Trip cancellations are recorded in CTS, including the time of cancellation and reason when provided. Cancellations are reviewed to identify patterns that may affect scheduling efficiency and resource allocation.

Trip Denials:

Any trip that cannot be accommodated is documented in CTS, including the reason for the denial. Denials are monitored to ensure compliance with regulations and to identify potential capacity or scheduling issues requiring corrective action.

c. Describe vehicle maintenance schedules for daily checks, weekly and monthly checks, and scheduled preventative maintenance schedules. Demonstrate adherence to schedules.

Vehicle Maintenance Schedules and Procedures

BCCOA maintains a comprehensive vehicle maintenance program that ensures all vehicles remain safe, reliable, and in full compliance with FDOT, FTA, and DOT safety standards. Maintenance activities include daily inspections, routine checks, and scheduled preventative maintenance.

1. Daily Pre-Trip and Post-Trip Inspections

All drivers conduct **pre-trip and post-trip inspections** every day before and after operation. These inspections follow DOT requirements, including the ABC (Air, Brake, and Chassis) inspection standards. Drivers document any defects or concern immediately, and issues are reported to maintenance staff for prompt review and repair. Completed inspection forms are maintained for audit and compliance purposes.

2. Weekly and Monthly Checks

Maintenance staff conduct routine weekly and monthly inspections that include:

- Fluid levels
- Tire condition and pressure
- Lighting and electrical systems
- Lift and ramp operations
- Safety equipment checks
- Interior and exterior condition reviews

These documented checks ensure early identification of potential issues and support preventive action.

3. Scheduled Preventative Maintenance

Preventative maintenance is performed in accordance with the FDOT Bus Fleet Maintenance Program and manufacturer recommendations. Services are scheduled at specific mileage intervals, including:

- Oil and filter changes
- Brake inspections and replacements
- Transmission and drivetrain service
- Cooling system checks
- Suspension and steering system assessments

Maintenance logs are retained for each vehicle to demonstrate adherence to required schedules and to ensure every vehicle remains compliant with state and federal standards.

4. Demonstrated Adherence

All inspections and maintenance activities—daily, weekly, monthly, and preventative—are documented and maintained in vehicle-specific maintenance files. This ensures verifiable compliance during audits and confirms that BCCOA follows all required maintenance schedules to keep the fleet safe, efficient, and road ready.

d. The CTC will be required to obtain input from the users of the system. Describe your plan to achieve this and how this input will be used.

Plan for Obtaining and Utilizing User Input

As the Community Transportation Coordinator (CTC), BCCOA is committed to actively gathering input from system users to evaluate service quality, identify needs, and guide continuous improvement. The following strategies will be used to obtain meaningful feedback:

1. Passenger Surveys

Periodic customer satisfaction surveys will be distributed to riders through various methods, including onboard surveys, mailed forms, and online options. Surveys will assess areas such as timeliness, safety, cleanliness, driver professionalism, and overall service quality.

2. Complaint and Commendation Tracking

All complaints and commendations received by phone, in person, or in writing are logged and reviewed by the Transportation Supervisor. Trends are analyzed to identify recurring issues or areas needing improvement.

3. Direct Rider Feedback

Drivers and dispatch staff frequently receive real-time comments from riders. These comments are documented and forwarded to the Transportation Director for review and follow-up.

4. Public Meetings and Local Coordinating Board (LCB) Participation

BCCOA attends Local Coordinating Board meetings where clients, advocates, and stakeholders have the opportunity to provide testimonials, express concerns, and make recommendations. This feedback becomes part of the ongoing planning and evaluation process.

5. Social Service Agency Input

Case managers, caregivers, and partner agencies supporting transportation-disadvantaged individuals regularly provide input regarding service needs, accessibility concerns, and unmet transportation demands.

Use of Input for System Improvement

All collected input is reviewed by the Transportation Director and incorporated into service planning, operational adjustments, training enhancements, and policy updates. Feedback is used to:

- Improve scheduling efficiency and on-time performance
- Enhance driver training and customer service practices
- Identify unmet transportation needs
- Adjust routes or service hours when necessary
- Support decision-making for fleet replacement, staffing, and resource allocation

This ongoing process ensures that user experiences directly inform improvements to the coordinated transportation system and that services continue to meet the needs of Baker County's transportation-disadvantaged population.

e. Provide a statement of your agency/firm's or organization's philosophy on balancing the cost of transportation services with the need to maintain a sufficient number of stable, well-trained drivers with the constraints of funding.

3. Management Resources

a. Provide the agency/firm organizational structure.

Organizational Structure

The Baker County Council on Aging, Inc. (BCCOA) operates under a structured organizational framework designed to support efficient management, oversight, and delivery of transportation and senior services. The agency is governed by a **12-member Board of Directors** responsible for policy direction, financial oversight, and organizational governance.

Executive Leadership

- Executive Director – Oversees all agency operations, strategic planning, compliance, budgeting, and coordination with local and state partners. Ensures compliance with contracts,

Transportation Division

- Transportation Director – Manages daily transportation operations, driver supervision, scheduling, safety compliance, training, and fleet management.
- Dispatchers / Call Intake Staff – Handle trip requests, scheduling, customer service, trip coordination, and data entry into CTS.
- Drivers / Operators – Provide safe, reliable transportation services and complete pre-trip/post-trip inspections.
- Mechanic / Maintenance Technician – Conducts preventative maintenance, repairs, inspections, and ensures FDOT compliance.
- Administrative Staff – Provide clerical support, records management, customer service, and administrative coordination

Fiscal and Administrative Division

- Fiscal Director – Oversees financial management, grant accounting, invoicing, audits, and compliance with CTD, FDOT, and FTA requirements. Maintains documentation, supports reporting,
- Fiscal Assistant – Supports billing, payment processing, financial recordkeeping, and reporting.

Social Services Division

- **Social Services Director** – Coordinates case management, client assessments, and collaboration with community service agencies.
- **Case Managers** – Assess client needs, provide support, and coordinate services including transportation referrals.

b. Provide the resume of the proposed resident manager.

Judd Chambers

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Professional Summary

Hands-on Transportation Director with over 10 years of experience in nonprofit public transportation operations. Proven leader managing 15–20 drivers, daily scheduling, dispatch, compliance, technology systems, and rider services. Highly organized, dependable, and known for solving problems quickly while maintaining regulatory compliance and smooth day-to-day operations. Strong background in technology, systems management, and team leadership.

Professional Experience

Baker County Transportation (BCCOA)

Macclenny, FL

Transportation Director | January 2017 – Present

- Directly supervise and manage **15–20 drivers / 3 office staff**, serving as the primary point of contact for scheduling, call-outs, timekeeping, and daily operations
- Maintain professional working relationships with all drivers and staff
- Create and manage **daily transportation schedules** using CTS Software
- Track and manage **employee time records**
- Oversee **dispatch operations** to ensure efficient and timely service
- Set up, maintain, and troubleshoot **driver tablets and phones**
- Maintain, monitor, and troubleshoot **all bus camera systems**, including reviewing footage as needed for incidents, complaints, and safety concerns
- Manage **all inventory**, including vehicle-related equipment, tablets, phones, camera components, and office supplies
- Coordinate repairs, replacements, and tracking of inventory to ensure operational readiness
- Maintain and update all computer systems and software; coordinate with IT support when necessary
- Document and manage **formal complaints, incidents, and accidents**
- Oversee and maintain **ridership applications**
- Maintain compliance by managing **Medicaid and CompliCore websites**
- Attend **LCB and Northeast Florida Regional Meetings**
- Highly hands-on in all aspects of daily operations; assist wherever needed to keep the organization running smoothly

Baker County Transportation (BCCOA)

MacClenny, FL

Building & Yard Maintenance | April 2015 – January 2017

- Maintained cleanliness of building interior and exterior
- Mowed, trimmed bushes, edged sidewalks, and maintained grounds
- Pressure washed sidewalks and building exterior
- Completed all assigned maintenance tasks efficiently and independently
- Reported directly to the Executive Director

Previous Professional Experience

The Stellar Group – Jacksonville, FL

Reprographic Art Manager | April 1998 – March 2009

- Managed reprographics department operations and staff
- Implemented a new quality assurance billing system
- Archived drawings through scanning and digital storage
- Ensured precise job printing through QA processes
- Achieved cost savings by reducing reproduction waste
- Managed office supplies and maintenance contracts
- Produced color prints, mounting, and lamination on foam core boards

Coastal Reprographics – Jacksonville, FL

Production / Graphic Design | March 1996 – April 1998

The Haskell Company – Jacksonville, FL

Reprographic Manager | May 1988 – March 1996

Key Achievements

- Implemented quality assurance systems that reduced waste and costs
 - Successfully managed large-format color production across multiple software platforms
 - Maintained high production quality standards across multiple organizations
 - Led teams with a focus on accountability, efficiency, and professionalism
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Technical Skills

Software:

- CTS Transportation Software
- Corel Draw & Photo Paint
- Adobe PageMaker, Photoshop, Illustrator, Acrobat, PDF Creator
- QuickBooks Pro & Billing Software
- Microsoft Word, Excel, Publisher, PowerPoint, Visio

Equipment & Systems:

- OCE (Repro Desk) Software & Plotters
 - KIP Software & Plotters
 - HP Large Format Color Plotters
 - HP & KIP Color Scanners
 - Tablet & mobile device configuration and support
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References

Available upon request

c. Describe the required personnel and the general job descriptions necessary to coordinate the disadvantaged transportation services.

Required Personnel and General Job Descriptions for Coordinating Disadvantaged Transportation Services

The coordination and delivery of disadvantaged transportation services require a multidisciplinary team with defined roles to ensure safe, efficient, compliant, and customer-

focused operations. The following personnel positions are essential to effectively manage and coordinate a countywide transportation system for transportation-disadvantaged individuals.

1. Executive Director

The Executive Director provides overall leadership, strategic direction, and administrative oversight for the transportation program. This position ensures compliance with federal, state, and local regulations, including FDOT and Commission for the Transportation Disadvantaged (CTD) requirements. Responsibilities include contract administration, policy development, intergovernmental coordination, fiscal oversight, grant management, and reporting to the Board of Directors. The Executive Director also serves as the primary liaison with funding agencies, purchasing agencies, and community partners.

2. Transportation Director

The Transportation or Operations Manager oversees daily transportation operations and service delivery. This position is responsible for route planning, scheduling, driver supervision, vehicle assignment, and service performance monitoring. The Manager ensures trips are delivered safely, efficiently, and in accordance with service standards, while also addressing service disruptions, client concerns, and operational challenges. Eligibility or administrative staff assist with intake, verification of client eligibility, trip authorization, and coordination with social service partners. These staff ensure services are provided to eligible individuals in accordance with funding source guidelines and help identify appropriate trip purposes and funding sources. Customer service staff handle rider feedback, complaints, compliments, and service recovery. Quality assurance activities include monitoring service performance, reviewing trip data, and implementing continuous improvement measures to enhance customer satisfaction and system efficiency. Safety and compliance responsibilities may be assigned to designated staff or shared among management personnel. These duties include driver training oversight, accident reporting, drug and alcohol compliance, vehicle safety audits, Title VI compliance, ADA monitoring, and corrective action implementation.

3. Dispatcher

Dispatchers coordinate trip reservations, scheduling, and real-time vehicle movements. This position ensures accurate trip entry, efficient vehicle utilization, and timely communication with drivers and clients. Dispatchers serve as the primary point of contact for riders, escorts, and purchasing agencies, and they document all trip activity in the transportation data system in compliance with reporting requirements.

4. Drivers

Drivers are responsible for the safe and courteous transportation of passengers, including seniors, individuals with disabilities, and other transportation-disadvantaged person. Duties include operating vehicles in compliance with safety regulations, providing passenger assistance

as needed, conducting pre- and post-trip vehicle inspections, and maintaining accurate trip documentation. Drivers receive required training in defensive driving, passenger assistance techniques, ADA requirements, and customer service.

5. Maintenance Technician

The Maintenance Technician is responsible for preventive maintenance inspections, minor repairs, and coordination of outsourced maintenance services when specialized repairs are required. This position ensures vehicles remain safe, reliable, and compliant with manufacturer, FDOT, and CTD standards, and assists with fleet recordkeeping and maintenance scheduling.

6. Finance Director / HR

The Finance Director manages all financial aspects of the transportation program, including budgeting, invoicing, reimbursement requests, cost allocation, payroll, and financial reporting. This position ensures compliance with grant requirements, purchasing agency contracts, and audit standards, and supports rate calculation and financial sustainability of the coordinated system.

Conclusion

Together, these positions form an integrated team that ensures the coordinated transportation system operates in a safe, efficient, and cost-effective manner while meeting the mobility needs of transportation-disadvantaged individuals. Clear role definitions, cross-training, and strong oversight allow the system to remain responsive to community needs and compliant with all applicable regulations.

d. Provide current contact information for at least three (3) references for the agency/firm

1. Lyons & Lyons 106 West Blvd North Macclenny, Florida 32063 (904)259-4307

2. Brown & Brown 10151 Deerwood Park Blvd. Jacksonville Florida 32256 (904)565-8306

3. First Federal Bank 784 South 6th Street Macclenny. Florida 32063 (904)831-5300

(3) references for the proposed resident manager.

1. KH Technology Consulting 5162 Mableys Trail Macclenny, Florida 32063 (904)424-5463

2. CTS Derek Plato (910)512-0624

3. Model 1 Les Burres 8600 Atlantic Blvd Jacksonville, Florida 32211 (904)537-7710

4. Transportation Operations

a. How do you intend to provide coordinated services?

Full brokerage

Partial brokerage

Coordinator/Operator

b. Describe the process for procuring and contracting with operators, if applicable.

Process for Procuring and Contracting with Operators

If the need arises to procure and contract with additional transportation operators, BCCOA follows a structured, transparent procurement process that complies with all applicable CTD, FDOT, FTA, and Baker County purchasing requirements.

1. Identification of Need

BCCOA evaluates service demand, fleet capacity, and operational needs to determine whether contracting with an outside operator is necessary to supplement service or meet specific program requirements.

2. Competitive Procurement Process

When contracting is required, BCCOA issues a formal solicitation—such as a Request for Proposals (RFP), Invitation to Bid (ITB), or Request for Qualifications (RFQ)—based on the scope of service needed. The solicitation outlines all performance standards, safety requirements, insurance obligations, ADA compliance expectations, and reporting responsibilities.

3. Evaluation and Selection

Submitted proposals are evaluated using clear, predetermined criteria, including:

- Cost effectiveness
- Safety records
- Vehicle and equipment standards
- Experience providing transportation services
- Compliance history and references

Operators must demonstrate the ability to meet all CTD, FDOT, and federal requirements.

4. Contract Development and Execution

Selected operators enter a written contract that defines:

- Scope of services and performance standards
- Driver qualifications and training requirements
- Drug and alcohol testing compliance
- Vehicle maintenance and inspection obligations
- Reporting and documentation requirements
- Monitoring and corrective action procedures

5. Ongoing Oversight and Compliance Monitoring

BCCOA monitors contractors through periodic inspections, review of manifests and maintenance logs, on-time performance checks, customer feedback, and safety audits. Contractors must maintain compliance at all times to remain eligible for continued service provision.

c. Describe how your agency/firm will comply with federal and state laws or Commission policies relating to alcohol and drug testing and drug education to maintain a drug-free workplace.

Compliance With Federal and State Drug and Alcohol Testing Requirements

BCCOA fully complies with all federal and state laws, as well as Commission policies, relating to drug and alcohol testing and drug-free workplace standards. As a designated Drug-Free Workplace, BCCOA follows strict protocols to ensure the safety of passengers, staff, and the community.

1. Pre-Employment Drug Screening

All prospective employees must pass a drug test prior to hiring. No individual is permitted to begin work until a negative result is received.

2. Random Drug and Alcohol Testing

BCCOA conducts ongoing random drug and alcohol testing in accordance with FTA, FDOT, and Drug-Free Workplace requirements. All safety-sensitive employees, including drivers, mechanics, and other transportation personnel, are subject to random testing throughout the year.

3. Reasonable Suspicion, Post-Accident, and Return-to-Duty Testing

The agency follows all applicable regulations requiring testing under the following circumstances:

- Reasonable suspicion based on observed behavior
- Post-accident incidents meeting defined thresholds
- Return-to-duty and follow-up testing when required

Supervisors are trained to recognize signs of impairment and to follow established procedures.

4. Drug and Alcohol Education

BCCOA provides drug-free workplace education to all employees, including:

- Information on the dangers of drug and alcohol use
- Employee responsibilities under the Drug-Free Workplace policy

- Available counseling, treatment, and assistance programs
- Consequences of violating the policy

5. Documentation and Compliance Monitoring

All testing results, employee acknowledgments, training records, and policy documents are maintained in accordance with federal and state retention standards. BCCOA's Drug-Free Workplace policy is reviewed regularly to ensure continued compliance with Commission, FDOT, and FTA requirements.

d. Describe the criteria and processes used to evaluate employees' performance, including drivers, employment procedures, EEO Policy, DBE Policy, personnel training procedures, personnel discipline procedures, and termination policies.

Employee Evaluation, Personnel Policies, and Compliance Procedures

BCCOA maintains a comprehensive set of personnel policies and evaluation procedures to ensure all employees, especially drivers and safety-sensitive staff, perform their duties safely, professionally, and in compliance with federal, state, and Commission requirements.

1. Employee Performance Evaluation

All employees, including drivers, administrative staff, and supervisory personnel, are evaluated regularly based on the following criteria:

- Job knowledge and competency
- Customer service and professionalism
- Attendance and punctuality
- Adherence to safety procedures and operational standards
- Compliance with DOT, FDOT, CTD, and agency policies
- Quality and accuracy of documentation

Drivers receive additional evaluation on:

- Safe driving practices
- Completion of pre- and post-trip inspections
- Proper passenger assistance and ADA compliance
- On-time performance and route adherence

Evaluations are conducted annually and as needed when performance concerns arise.

2. Employment Procedures

BCCOA follows structured, compliant hiring procedures that include:

- Job posting and recruitment in accordance with EEO guidelines
- Application screening and interviews
- Level II background screening
- Pre-employment drug testing
- Verification of required licenses and driving records
- Orientation and completion of all required new-hire training modules

No employee begins work without meeting all required eligibility and compliance standards.

3. Equal Employment Opportunity (EEO) Policy

BCCOA is an Equal Employment Opportunity employer and prohibits discrimination based on race, color, national origin, sex, religion, age, disability, veteran status, or any other protected classification. All employment decisions—including hiring, promotion, training access, and discipline—are made based on job-related qualifications and performance.

4. Disadvantaged Business Enterprise (DBE) Policy

BCCOA supports the participation of certified Disadvantaged Business Enterprises in procurement and contracting opportunities. When applicable, DBE requirements established by FDOT and FTA are followed, including:

- Outreach to certified DBE vendors
- Documentation of procurement efforts
- Compliance with DBE reporting guidelines

5. Personnel Training Procedures

Training is a critical part of performance management. All employees receive:

- Orientation training upon hire
- Required safety, ADA, customer service, and SSPP instruction
- Annual refresher training
- Remedial training when performance issues are identified

Drivers complete all FDOT-required modules, defensive driving, ADA securement training, emergency procedures, and hands-on vehicle operations.

6. Personnel Discipline Procedures

BCCOA follows a progressive discipline model that may include:

1. Verbal warning
2. Written warning
3. Suspension
4. Termination

Discipline is applied based on the severity of the violation, such as unsafe driving, customer service issues, attendance problems, or failure to follow established procedures. Documentation is maintained in the employee's personnel file.

7. Termination Policies

Termination may occur when an employee:

- Demonstrates repeated or serious violations of policy
- Fails to maintain required certifications or licensing
- Engages in unsafe, unethical, or illegal conduct
- Fails a drug or alcohol test
- Does not respond to corrective actions or remedial training

All termination decisions follow applicable federal and state employment laws, EEO requirements, and internal review protocols.

Summary

Together, these policies and procedures ensure BCCOA maintains a professional, well-trained workforce capable of delivering transportation services safely, efficiently, and in full compliance with federal and state guidelines.

e. Describe the company training policies and experience relating to sensitivity training in the transportation of elderly, disabled, and other disadvantaged persons.

Training Policies and Experience in Sensitivity Training

BCCOA places a strong emphasis on sensitivity training to ensure that all employees—especially drivers and dispatch personnel—are fully prepared to provide respectful, supportive, and safe service to elderly, disabled, and transportation-disadvantaged individuals.

1. Initial (Pre-Service) Sensitivity Training

All drivers receive sensitivity training before operating any vehicle. This training includes:

- Understanding the physical, cognitive, and emotional needs of elderly and disabled passengers
- Proper communication techniques, including patience, clarity, and professionalism
- ADA requirements and passenger assistance protocols
- Safe and respectful mobility-device securement
- Techniques for assisting passengers with limited mobility or sensory impairments
- Maintaining dignity and protecting confidentiality

This ensures every driver begins service with the skills needed to interact appropriately and compassionately with vulnerable populations.

2. Annual Refresher Training

All drivers are required to complete annual refresher sensitivity training. This training reinforces expectations, updates employees on policy changes, and refreshes best practices for assisting transportation-disadvantaged individuals.

3. Remedial Training Following Complaints or Incidents

If any complaints or concerns are raised regarding a driver's interactions with passengers, the driver is required to undergo immediate remedial sensitivity training. This ensures issues are corrected quickly and service quality remains consistent.

4. Experience and Commitment

BCCOA has many years of experience providing transportation to seniors, individuals with disabilities, and persons with limited mobility. Our training program is built around real-world experience, regulatory requirements, and a strong commitment to treating every passenger with dignity, respect, and kindness.

f. In the event of a vehicle breakdown or no-show driver, describe the procedure used to operate transportation on time and as scheduled.

Procedure for Vehicle Breakdowns or No-Show Drivers

BCCOA has established procedures to ensure transportation services remain on time and as scheduled, even in the event of a vehicle breakdown or a no-show driver.

1. Immediate Dispatch of Backup Vehicle

If a vehicle experiences a breakdown, dispatch is notified immediately by the driver. BCCOA then sends the nearest available backup bus or on-duty vehicle to the passenger's location as quickly as possible to minimize service delays.

2. Backup Drivers and On-Call Staff

In the event of a no-show driver, dispatch contacts an on-call or backup driver to report to duty immediately. Schedules are adjusted to ensure all essential trips continue without interruption.

3. Real-Time Communication with Passengers

Dispatch communicates with affected passengers or caregivers to inform them of the delay and provide updated arrival times. This helps reduce client anxiety and ensures clear expectations.

4. Documentation and Follow-Up

All incidents involving breakdowns or no-shows are documented in CTS, including response time and corrective action taken. If the issue involves driver performance, appropriate disciplinary or remedial training measures are applied.

5. Preventative Measures

Regular preventative maintenance and daily pre-trip inspections help reduce the likelihood of breakdowns, ensuring vehicles are safe, reliable, and ready for service.

g. Describe the procedure to monitor in accordance with Chapter 14-90, F.A.C.:

- Driver screening, selection, and training.
- Sensitivity and first aid training for employees; and
- Vehicle safety inspection and maintenance training

Procedure to Monitor Compliance with Chapter 14-90, F.A.C.

BCCOA follows structured procedures to ensure full compliance with Chapter 14-90, F.A.C., including the monitoring of driver qualifications, employee training, and vehicle safety standards.

1. Driver Screening, Selection, and Training

BCCOA maintains strict protocols for driver recruitment and monitoring:

- Screening:
All applicants undergo Level II background screening, driving record checks, pre-employment drug testing, and verification of CDL or appropriate driver credentials as required.
- Selection:
Drivers are selected based on safe driving history, professionalism, ability to work with elderly and disabled passengers, and capability to meet all safety-sensitive requirements.
- Training:
Before transporting passengers, drivers must complete all required Chapter 14-90 training, including:
 - System Safety Program Plan (SSPP) training
 - Defensive driving

- ADA securement and passenger assistance
- Emergency evacuation and incident response
- Pre-trip and post-trip inspection procedures
- Eleven FDOT training modules

Training records are maintained and reviewed regularly to ensure continued compliance.

2. Sensitivity and First Aid Training for Employees

All transportation employees receive:

- Sensitivity Training:
Required prior to beginning service, covering communication, assisting elderly and disabled riders, ADA expectations, and maintaining dignity and respect. Annual refreshers and remedial training are provided as needed.
- First Aid and CPR Training:
Employees completing safety-sensitive duties are required to maintain current First Aid and CPR certifications. Expiration dates and renewals are tracked to ensure all employees remain current.

Documentation of all training is maintained in personnel files and audited periodically by the Transportation Director.

3. Vehicle Safety Inspection and Maintenance Training

BCCOA maintains a rigorous vehicle safety monitoring system consistent with Chapter 14-90:

- Daily Inspections:
Drivers complete documented pre-trip and post-trip inspections every day, following DOT and FDOT ABC safety standards.
- Preventative Maintenance:
Vehicles follow a strict preventative maintenance schedule aligned with the FDOT Bus Fleet Maintenance Program and manufacturer recommendations. Maintenance logs track all services performed.
- Mechanic and Driver Training:
Maintenance staff receive training in vehicle safety inspection standards, and drivers receive instruction on identifying safety defects and reporting issues promptly.
- Monitoring and Compliance:
The Transportation Director reviews inspection forms, maintenance logs, and out-of-service reports to verify adherence to all safety requirements. Any safety concerns are addressed immediately.

Summary

Through structured screening, ongoing training, sensitivity instruction, first aid certification, and rigorous safety and maintenance procedures, BCCOA ensures full compliance with Chapter 14-90, F.A.C., and maintains a safe, professional, and reliable transportation system for Baker County's transportation-disadvantaged population.

5. Financial Capacity to Undertake Project

a. Provide a description of the agency/firm's assets, financial and capital, and include the latest financial audit of the agency/firm prepared by an independent auditor or Certified Public Accountant (CPA). If your agency/firm is not required to conduct an audit, please state the reason an audit is not required and provide financials prepared by an independent accountant or accounting agency.

Financial Capacity to Undertake Project

The Baker County Council on Aging, Inc. (BCCOA) maintains strong financial capacity, supported by stable assets, responsible fiscal management, and consistent compliance with regulatory requirements. As a long-standing 501(c)(3) nonprofit organization, BCCOA has demonstrated the financial strength necessary to manage federal, state, and local transportation funding, as well as capital projects.

BCCOA has received deficiency-free financial audits for three consecutive years, each prepared by an independent Certified Public Accountant (CPA). These audits confirm that the agency maintains accurate financial records, adheres to generally accepted accounting principles, and exercises sound internal controls. Copies of the most recent audit are included as required.

If additional financial documentation is needed, such as balance sheets, income statements, or supporting materials prepared by an independent accounting firm, BCCOA will provide these upon request.

This consistent record of clean audits demonstrates BCCOA's financial stability and its ability to successfully manage and safeguard public funds for the project.

b. Provide proposed fleet (vehicle type, capacity, accessibility, year) at service start-up. Include a statement concerning the agency/firm's ability to acquire additional capital equipment as may be required to provide this service.

Proposed Fleet at Service Start-Up

At the start of the service period, BCCOA will operate a diverse and fully accessible fleet consisting of **cutaway buses, minibuses, vans, and minivans**, all equipped to serve transportation-disadvantaged individuals, including those requiring wheelchair access. The proposed fleet includes:

- Cutaway Buses (Ford, Chevrolet, Goshen, Glaval, Champion, Turtle Top)
Capacities range from 6+2, 8+2, 10+2, 12+2, and up to 18+2
Model years: 2015–2024
All units ADA-accessible with wheelchair lift/securement systems.
- Minibuses and Larger Buses
 - 28' Bus (20+2 capacity) – 2014
 - Minibus (8+2 capacity) – 2024
 These units provide high-capacity options for peak service and group transport needs.
- Vans and Minivans (MV-1, Chrysler Voyager, Dodge models)
Capacities range from 3+1, 4+1, and 5+1
Model years: 2010–2023
 All vans provide mobility-assistance capability and serve lower-volume or individualized medical and employment trips.

Across these vehicle types, the fleet provides a balanced mix of capacities—from small vans for individual trips to larger cutaways and minibuses for group and high-demand trips. **All BCCOA vehicles are wheelchair accessible and meet ADA requirements.**

Fleet Capacity Summary by Type

Vehicle Type	Approx. Capacity	Accessibility	Model Years
28' Bus	20+2	ADA	2014
Cutaway Buses (various models)	6+2, 8+2, 10+2, 12+2, 18+2	ADA	2015–2024
Minibus	8+2	ADA	2024
Vans (MV-1, Voyager)	3+1, 4+1	ADA	2016, 2023
Minivans	4+1, 5+1	ADA	2010, 2015

This fleet ensures the ability to meet all daily trip demands at service start-up.

Ability to Acquire Additional Capital Equipment

BCCOA has demonstrated a long history of successfully obtaining and managing capital funding through:

- FDOT grants (5310, 5311, 5339 capital funding)

- Partnerships with Baker County Board of Commissioners
- CTD capital assistance programs
- Local grant opportunities and community contributions

BCCOA has consistently replaced and expanded its fleet using these funding sources and maintains the financial and administrative capacity to continue acquiring new vehicles as needed.

Additionally:

- BCCOA has the in-house maintenance capacity and trains technicians to integrate new vehicles quickly into rotation.
- The agency has a strong history of timely compliance with all federal and state reporting, which strengthens eligibility for continued capital funding.

BCCOA is fully capable of procuring additional buses or fleet vehicles to meet service expansion, replace aging units, or respond to increased community demand.

c. Because of the payment schedule to the purchasing agencies, CTC must have a 45-day cash reserve based on the estimated proposed annual budget. Document that the reserve will be available and will be utilized only in the Baker County coordinated system.

Documentation of 45-Day Cash Reserve Availability

BCCOA confirms that it maintains the required 45-day cash reserve necessary to support uninterrupted operations under the Baker County coordinated transportation system. This reserve is based on the estimated proposed annual budget and is readily available to cover operating expenses during reimbursement processing periods from purchasing agencies.

BCCOA further certifies that:

- The cash reserve will be used exclusively for the operation of the Baker County coordinated transportation system.
- These funds are restricted for transportation purposes only and will not be diverted to any non-transportation programs or expenses.
- The agency maintains strong financial management practices, including consistent clean audits, ensuring that reserve funds remain stable and accessible when needed.

This reserve allows BCCOA to continue providing safe, reliable, and uninterrupted transportation services to the transportation-disadvantaged community throughout Baker County.

6. Finance Plan and Proposed Rates

a. Provide a detailed proposed annual budget showing expected revenues by source and expenditures. The finance plan shall be sufficiently detailed so that a Fully Allocated Cost can be determined and shall identify rates to be charged per trip for management services inclusive of coordination and operations. Rates must be calculated by CTD's Rate Calculation Model.

Finance Plan and Proposed Rates

BCCOA has prepared a detailed proposed annual budget outlining all expected revenues and expenditures necessary to operate the Baker County coordinated transportation system. This budget identifies all anticipated funding sources and clearly outlines operating, administrative, and capital expenses to ensure full compliance with CTD's Fully Allocated Cost methodology.

1. Proposed Annual Budget: Revenues and Expenditures

Revenue Sources (FY 2026–2027)

The coordinated system is supported by a mix of federal, state, and local funding sources. Total revenues reported:

Total Revenues: \$1,241,229

Breakdown includes:

- CTD Non-Sponsored Program: \$240,191
- AHCA: \$17,797
- 5310 Funding: \$104,991
- 5311 Funding: \$348,624
- Commuter Assistance: \$75,280
- County Cash: \$63,450
- City Cash: \$25,850
- In-kind Contributions (County, City, Other): \$152,398
- Farebox & Local Non-Government: \$192,971

All revenue sources listed support the Baker County coordinated transportation system exclusively.

Expenditures (Fully Allocated Cost Budget)

Total Expenses: \$1,252,211

Breakdown includes:

- Labor: \$626,342
- Fringe Benefits: \$154,708

- Materials & Supplies: \$227,509
- Services: \$93,206
- Utilities: \$22,406
- Casualty & Liability: \$112,388
- Leases & Rentals: \$6,804
- Capital Purchases: \$3,360
- Miscellaneous & Other: \$5,338

This expenditure plan represents the Fully Allocated Cost as required by the CTD.

2. System Demand and Financial Efficiency

Passenger Trips

- Total Trips (FY 2025): 21,513
- Medical trips remain the largest category (9,645), followed by nutritional, education/daycare, and employment trips.

Cost Efficiency Measures

- Cost per Trip: \$58.21
- Cost per Paratransit Trip: \$58.21
- Cost per Total Mile: \$2.92
- Average Trips per Passenger: 42.35
- Miles Between Roadcalls: 143,040 (high reliability indicator)

3. Proposed Trip Rates (per CTD Rate Model)

Final trip rates will be calculated using the CTD Rate Calculation Model based on the Fully Allocated Cost above.

Rates to be included:

- Ambulatory Rate: \$ 2.05
- Wheelchair Rate: \$ 3.52

The completed CTD Rate Model will be attached to the final proposal.

4. Financial Capacity and Cash Reserve Requirement

BCCOA maintains the required 45-day operating cash reserve, ensuring uninterrupted service while awaiting reimbursement from purchasing agencies. This reserve is restricted for use

solely within the Baker County coordinated transportation system, demonstrating strong financial stability and compliance.

5. Summary Statement

The financial plan demonstrates that BCCOA:

- Has a stable funding base
- Maintains a balanced, transparent expenditure structure
- Operates an efficient and cost-effective transportation program
- Fully comply with CTD financial reporting and rate-setting requirements

This ensures that BCCOA can continue providing dependable, high-quality transportation to Baker County's transportation-disadvantaged residents.

4. Use of Funds

All revenues and expenditures identified in this finance plan will be used solely to support the Baker County coordinated transportation system. Funds will not be diverted to non-transportation programs.

5. Financial Capacity

BCCOA has demonstrated strong fiscal management through three consecutive deficiency-free independent audits, confirming the agency's ability to manage public funds and maintain accurate financial controls.

7. Understanding of the Request for Proposals

a. Provide a Transition Plan describing the process and schedule to ensure a smooth changeover. Each activity listed in the Transition Plan must include a description of the task, a scheduled start date, and a scheduled completion date. Indicate the capital resources and time required for initiating the start-up, effective July 1, 2026.

Transition Plan

Because Baker County Council on Aging, Inc. (BCCOA) is the **current Community Transportation Coordinator (CTC)** and will continue providing all coordinated transportation services, **no transition of services is necessary**. BCCOA already has the personnel, fleet, facilities,

technology systems, and administrative infrastructure in place to continue operations without interruption.

1. Continuity of Operations

BCCOA will maintain full continuity of service through July 1, 2026, and beyond. All scheduling, dispatch, reporting, customer service, and operational procedures are currently in place and functioning efficiently. No service delays, implementation gaps, or changeover activities are anticipated.

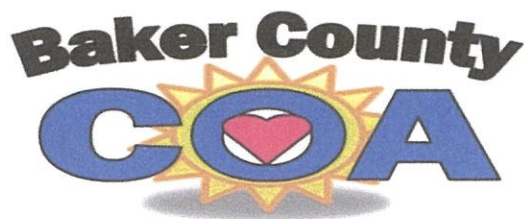
2. Transition Activities

Although no formal transition is needed, the following routine readiness activities will occur to ensure ongoing compliance and seamless continuation of services:

Task	Description	Start Date	Completion Date
Annual contract review	Review provisions of new CTC agreement and update internal procedures if required	March 1, 2026	June 1, 2026
Staff briefing and compliance review	Ensure all staff understand contract terms, safety requirements, and reporting procedures	April 1, 2026	June 15, 2026
Fleet readiness check	Confirm all vehicles scheduled for service on July 1 are fully operational, inspected, and compliant	April 15, 2026	June 30, 2026
Technology verification	Confirm CTS, QuickBooks, communications systems, and reporting tools remain fully operational	May 1, 2026	June 30, 2026

b. Identify any obstacles that would prevent the CTC from performing its responsibilities in the most cost-efficient and effective manner. No obstacles.

Transportation Department
9264 Buck Starling Road
Macclenny, Florida 32063
904-259-9315 Fax: 904-259-1380



Social Service Department
5426 Willis Hodges Road
Macclenny, Florida 32063
904-259-2223 Fax: 904-259-8333

Baker County Transit

Appendix 1

Certification of Contractor Eligibility Baker County Council on Aging, Inc.

Pursuant to Florida Statutes Section 287.133(3)(a), Baker County Council on Aging, Inc. hereby certifies that the agency is **not** listed on the State of Florida or Federal Government's list of ineligible, suspended, or disbarred contractors. BCCOA affirms that it has not been convicted of a public entity crime and is fully eligible to contract with public agencies in the State of Florida.

Baker County Council on Aging, Inc. further certifies that it will immediately notify the Baker County Board of County Commissioners and the Northeast Florida Regional Council (NEFRC) should its status change at any time during the contracting period.

Authorized Signature: Christina M. Harvey

Printed Name: Christina M. Harvey

Title: Executive Director

Agency: Baker County Council on Aging, Inc.

Date: December 1, 2025

Mission Statement:

"To enable Seniors in our Community to overcome life's challenges by facilitating their independence and enhancing the quality of their lives, while helping them to remain in the comfort of their own homes."

Transportation Department
9264 Buck Starling Road
Macclenny, Florida 32063
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Baker County Transit

Appendix 2

Drug-Free Workplace Certification Baker County Council on Aging, Inc.

In accordance with Florida Statutes Section 287.087, Baker County Council on Aging, Inc. hereby certifies that it maintains a **Drug-Free Workplace**.

BCCOA affirms that it has implemented and enforces a Drug-Free Workplace Program that includes:

- Publishing and distributing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace
- Informing employees of the dangers of drug abuse in the workplace
- Providing information about available drug counseling, rehabilitation, and employee assistance programs
- Requiring employees to abide by the Drug-Free Workplace policy as a condition of employment
- Notifying employees that violations may result in disciplinary action, up to and including termination
- Complying with all applicable federal and state requirements related to maintaining a Drug-Free Workplace

Baker County Council on Aging, Inc. certifies that it will continue to maintain this Drug-Free Workplace Program throughout the duration of any contract or agreement resulting from this solicitation.

Authorized Signature: Christina M. Harvey

Printed Name: Christina M. Harvey

Title: Executive Director

Date: December 1, 2025

Agency: Baker County Council on Aging, Inc.

Mission Statement:

“To enable Seniors in our Community to overcome life’s challenges by facilitating their independence and enhancing the quality of their lives, while helping them to remain in the comfort of their own homes.”