

# NEFRC

## PERSONNEL, BUDGET & FINANCE POLICY COMMITTEE

Meeting

March 5, 2026  
9:00 a.m.

**Northeast Florida Regional Council**

Hybrid Meeting

Virtual & In-Person



📍 40 East Adams St., Ste 320, Jacksonville, FL 32202  
☎ Phone: (904)-279-0880  
🌐 www.nefrc.org  
✉ info@nefrc.org



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## MEMORANDUM

**DATE:** MARCH 5, 2026

**TO:** NEFRC PERSONNEL, BUDGET & FINANCE COMMITTEE

**THRU:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

**FROM:** <sup>DS</sup> DONNA STARLING, CHIEF FINANCIAL OFFICER

**RE:** NEXT COMMITTEE MEETING

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The next Personnel, Budget & Finance Policy Committee meeting is scheduled for **May 7, 2026 at 9:00 a.m.** The meeting will be held at the Northeast Florida Regional Council, 40 East Adams Street, Jacksonville, FL 32202.



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**Northeast Florida Regional Council**  
**PERSONNEL, BUDGET & FINANCE**  
**POLICY COMMITTEE**

**A G E N D A**

**Zoom Link:** <https://nefrc-org.zoom.us/j/87499770491>  
**Zoom Dial In #:** 1-786-635-1003 (or) 1-470-250-9358  
 Meeting ID: 874 9977 0491

**THURSDAY, MARCH 5, 2026**  
**9:00 a.m.**

**(ADDED OR MODIFIED ITEMS IN BOLD)**  
**(\*Denotes Action Required)**

1. Call to Order and Roll Call – Chair Condon
2. Pledge of Allegiance and Welcome – Chair Condon
- \* 3. Approval of February 5, 2026 Meeting Minutes – Chair Condon ..... Pg 6
- \* 4. January 2026 Financial Report – Ms. Starling ..... Pg 10
- \* 5. Reserves Transfer – Ms. Starling ..... Pg 16
- \* 6. Revised Financial Policies – Ms. Payne ..... Pg 20
- \* 7. Revised Signatory Authorization Resolution 2026-05 – Ms. Payne ..... Pg 28
- \* 8. **RFPs TD Community Transportation Coordinator Recommendations– Ms. Payne ..... Pg 32**
  - Resolution 2026-06: Baker County
  - Resolution 2026-07: Putnam County
  - Resolution 2026-08: St. Johns County



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- \* 9. RFQ: PVC Adult Stretcher, Surge Overflow Bed Packages – Ms. Wilsey.....Pg 42
- \* 10. RFP: Strategic Communication Plan – Ms. Payne .....Pg 49
- \* 11. James Bennett Scholarship Contribution – Ms. Payne .....Pg 56
- 12. Public Comment – LIMITED TO **3 MINUTES PER SPEAKER**
- 13. Next Meeting Date: **May 7, 2026**
- 14. Adjournment

**\*Denotes Action Item**

# Agenda

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# Item

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# NORTHEAST FLORIDA REGIONAL COUNCIL

Personnel, Budget & Finance Committee

February 5, 2026

## MINUTES

A hybrid meeting of the Personnel, Budget & Finance Committee was held on Thursday, February 5, 2026, at 9:03 a.m. **1<sup>st</sup> Vice President Dance** called the meeting to order with the following members present:

Members: Ken Amaro, Jimmy Anderson, Betsy Condon, Andy Dance, Larry Harvey (v), John Martin, and Jim Renninger

Excused: Christian Whitehurst

Other Members: Michael Griffis

Presenter: Zach Chalifour, Auditor

Staff: Elizabeth Payne, Donna Starling, Tyler Nolen, Leigh Wilsey, Sharon Forde and Kenajawa Woody

Guests: Hilary Cyr (v), Joel Addington (v), John Nooney

### Invitation to Speak

**1<sup>st</sup> Vice President Dance** stated that the public is welcome to speak on any item brought before the Committee.

Mr. Nooney, 8356 Bascom Rd., Jacksonville, FL 32216, addressed the Board regarding several City of Jacksonville City Council Resolutions, including 2009-442, 2025-0019, 2025-0867. He stated that one year ago the City of Jacksonville's Waterways Commission along with the Parks Division identified three potential acquisition properties that would benefit all the citizens of the City. He provided a handout and requested that it be made part of the permanent record and will be attached.

### \*Approval of Minutes

**1<sup>st</sup> Vice President Dance called for a motion. Councilmember Amaro motioned to approve the October 2, 2025 Meeting Minutes; seconded by Commissioner Anderson. Motion carried.**

### \*December 2025 Financial Report

Ms. Starling presented the December 2025 Financial Report reflecting a net income of \$9,910 for the month, with a year-to-date net income of \$28,937. A brief discussion followed.

**1<sup>st</sup> Vice President Dance called for a motion. Commissioner Anderson motioned to approve the December 2025 Financial Report; seconded by Councilmember Amaro. Motion carried.**

### \*FY 24/25 Audit

Mr. Zach Chalifour, auditor with James Moore & Company, provided an overview of the Council's FY 2024/2025 Audit, and thanked Ms. Starling for her assistance throughout the audit process.

Mr. Chalifour highlighted the audit process which included required communications and any significant difficulties performing the audit or disagreements with management – of which there were none; three audit reports: a report on financial statements and a single audit report on compliance for major federal programs, both received an unmodified opinion – the best opinion that can be issued, and a report on internal control and compliance that received a clean report with no material weaknesses revealed. He also provided financial highlights of grant revenues, total fund balance and total net position. He stated that the Council is in good shape. Discussion followed.

*Commissioner Martin arrived and assumed the role of Chair.*

**Chair Martin called for a motion. Commissioner Anderson moved approval of the FY 24/25 Audit; seconded by Commissioner Condon. Motion carried.**

\*FY 24/25 Closeout

Ms. Starling stated that with the conclusion of the audit, staff is presenting the reconciliation of budgeted and actual revenues and expenditures. She stated that the Council's final revenues were approximately \$3,187,000, reflecting a \$10,000 decrease. She stated there was a decrease in the expenses of approximately \$96,000.

**Chair Martin called for a motion. Commissioner Condon moved approval of the FY 24/25 closeout; seconded by Commissioner Dance. Motion carried.**

\*Board Officer Nominations

Ms. Payne provided an overview/reminder of two open officer positions: President and Secretary-Treasurer. She informed the Members that Baker County has chosen to keep the President position during this fiscal year, and Commissioner Jimmy Anderson was selected to fill that role. With that Ms. Payne asked for a vote by the Committee for the President's position. Discussion followed.

**Chair Martin called for a motion. Commissioner Condon nominated Commissioner Anderson for the President position; seconded by Councilmember Amaro. Motion carried.**

Ms. Payne reminded the Members of the need to fill the Secretary-Treasurer position and asked for a nomination to fill this role. Discussion followed.

**Commissioner Anderson nominated Commissioner Condon for the Secretary-Treasurer position; seconded by Commissioner Harvey.**

**Commissioner Condon accepted the nomination. On a voice vote, the Motion carried.**

\*Healthcare Coalition Expenditure Request

Ms. Wilsey provided background information on the Healthcare Coalition program, which serves 18 counties in north Florida and has allocated funding to complete regional projects that address mitigation strategies identified in the regional healthcare vulnerability assessment. A Specialty Resource and Gaps Working Group, comprised of subject matter experts, reviewed the mitigation strategies that correlate with the healthcare hazards and levels of risk. The working group identified

four projects that address gaps and increase capabilities in regional medical surge and evacuation operations. Three projects will complete previous initiatives, and one new project in 2026 that focuses on hospital evacuations and will purchase medical evacuation sleds designed for hospital patients.

Ms. Wilsey provided information on the two vendors identified as sole distributors in Florida for the equipment to be purchased; Advanced Egress Solutions, and Ethos Evacuations Strategies. Therefore, staff is requesting authorization to purchase equipment from these vendors for the Long-Term Care and Hospital Evacuation Equipment projects. Discussion followed.

**Chair Martin called for a motion. Commissioner Anderson motioned to approve the equipment purchase from Ethos Evacuation Solutions and Advanced Egress Solutions for the Long-Term Care and Hospital Evacuation Equipment projects; seconded by Councilmember Amaro. Motion carried.**

#### Revised Financial Policies Discussion

Ms. Payne stated that a review of the Council's current financial policies revealed no defined role and responsibilities of the Secretary-Treasurer; it only states that one is required. She discussed some options for consideration to address the signature policy for NEFRC issued checks. The current policy states that all checks are signed by the Treasurer, using a digital (plated) signature, and the CEO who manually signs. Currently, staff is using the two internal signatures, CEO and CFO, as allowed by policy to continue the financial business of the Council. Also discussed was the approval process, and the additional documentation to be included in the financial reports each month, regarding checks. Staff recommend having the additional financial documents, i.e., check runs and bank statements, provided as part of the monthly financial report. The financial report will remain an agenda item on the PBF agenda and on the consent agenda for the Board of Directors. Discussion followed.

**By consensus of the Committee, staff was directed to put this item on the March agenda for approval to include revised financial policies and a new resolution designating signatory authority.**

#### New Item

Ms. Payne stated that the Jacksonville Port Authority, in partnership with the University of North Florida, is initiating a James Bennett Scholarship and inquired if this is an appropriate contribution of the Regional Council. Discussion followed.

**By consensus of the Committee this item is deferred to the March meeting.**

Next Meeting: Thursday, March 5, 2026.

Adjournment: Meeting adjourned at 10:05 a.m.

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Betsy Condon  
Chair

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Elizabeth Payne  
Chief Executive Officer

# Agenda Item

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## MEMORANDUM

**DATE:** FEBRUARY 25, 2026

**TO:** NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

**VIA:** NEFRC PERSONNEL, BUDGET & FINANCE COMMITTEE

**THRU:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

**FROM:** <sup>DS</sup> DONNA STARLING, CHIEF FINANCIAL OFFICER

**RE:** JANUARY 2026 FINANCIAL REPORT

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The Northeast Florida Regional Council posted a Net Income of \$17,374 for the month of January and a Year-to-Date Net Income of \$46,311.

Regional Council - Agencywide	Adopted Budget 25/26	January 2026	YTD	Represents 33% of Fiscal Year	Budget Variance
<b>Revenues</b>					
County Dues	\$ 694,757	57,896	231,586	33%	0%
Local Government Technical Assistance	\$ 302,632	28,824	99,457	33%	0%
Transportation Disadvantaged (TD)	\$ 212,000	17,360	68,929	33%	0%
Hazardous Analysis	\$ 8,500	249	2,628	31%	-2%
Local Emergency Preparedness Committee (LEPC)	\$ 90,000	4,028	26,754	30%	-3%
Hazardous Materials Emergency Preparedness (HMEP) Program	\$ 80,000	1,751	13,676	17%	-16%
Small Quantity Generator (SQG) Program	\$ 5,000	-	-	0%	-33%
Florida Department of Health	\$ 17,000	-	-	0%	-33%
Healthcare Coalition	\$ 748,712	67,525	186,149	25%	-8%
CDBG North Florida Resiliency Plan	\$ 18,265	-	18,533	101%	68%
CDBG Mitigation Assessment and Planning	\$ 43,075	6,049	12,606	29%	-4%
Military Installation Resilience Review (MIRR)	\$ 719,099	34,304	60,507	8%	-25%
Pincastle MIRR-East Central Florida RPC	\$ -	3,002	5,663	0%	-33%
National Coastal Resilience Program	\$ 150,774	2,577	8,504	6%	-27%
Florida Department of Environmental Protection (FDEP)	\$ 100,000	14,556	54,662	55%	22%
Economic Development Administration (EDA)-CEDS	\$ 80,000	-	34,377	43%	10%
Economic Development Administration (EDA)-Visioning	\$ 160,000	17,630	41,510	26%	-7%
Community Foundation	\$ 25,000	-	-	0%	-33%
Black History Museum	\$ -	345	3,166	0%	-33%
Regional Leadership Academy (RLA)	\$ 5,950	1,321	1,321	22%	-11%
Other Revenue	\$ 15,650	4,072	13,937	89%	56%
<b>TOTAL REVENUES</b>	<b>\$ 3,476,414</b>	<b>\$ 261,489</b>	<b>\$ 883,964</b>	<b>25%</b>	
<b>TRANSFER FROM GENERAL FUND</b>	<b>\$ 74,701</b>	<b>\$ (17,374)</b>	<b>\$ (46,311)</b>		
<b>TOTAL REVENUE/GENERAL FUND</b>	<b>\$ 3,551,115</b>	<b>\$ 244,115</b>	<b>\$ 837,653</b>	<b>24%</b>	
<b>Expenses</b>					
Salaries and Fringe	\$ 1,783,783	149,160	595,980	33%	0%
Contract/Grant Direct Expenses	\$ 1,341,025	62,823	105,387	8%	-25%
Indirect - Allocated Expenses*	\$ 211,280	13,998	71,492	34%	1%
General Fund Expense*	\$ 215,027	18,134	64,794	30%	-3%
<b>TOTAL EXPENSES</b>	<b>\$ 3,551,115</b>	<b>\$ 244,115</b>	<b>\$ 837,653</b>	<b>24%</b>	
<b>Net Income (loss)</b>		<b>17,374</b>	<b>\$ 46,311</b>		

Northeast Florida Regional Council  
 Balance Sheet  
 January 2026

	<u>FY 24/25</u> <u>January 2025</u>	<u>FY 25/26</u> <u>January 2026</u>
<b>ASSETS</b>		
Cash	2,407,132	2,431,936
Accounts Receivable	497,661	638,061
Pension Deferred Outflows	498,205	410,690
Prepaid Insurance	-	17,403
<b>Total Current Assets</b>	<u>3,402,998</u>	<u>3,498,090</u>
<b>Property and Equipment:</b>		
Office Furniture and Equipment	<u>261,430</u>	<u>267,564</u>
Less Accumulated Depreciation	<u>164,353</u>	<u>193,699</u>
<b>Total Property and Equipment, net</b>	<u>97,078</u>	<u>73,866</u>
<b>Total Assets</b>	<u><u>3,500,075</u></u>	<u><u>3,571,955</u></u>
<b>LIABILITIES</b>		
Accounts Payable	33,983	36,867
Accrued Salaries and Leave	68,228	74,298
Deferred Revenue	241,165	197,149
Pension Liability	1,417,225	1,195,979
Pension Deferred Inflows	124,127	237,876
<b>Total Liabilities</b>	<u><u>1,884,728</u></u>	<u><u>1,742,169</u></u>
<b>EQUITY</b>		
<b>Equity and Other Credits:</b>		
Retained Earnings	<u>1,615,347</u>	<u>1,829,786</u>
<b>Total Equity and Other Credits</b>	<u>1,615,347</u>	<u>1,829,786</u>
<b>Total Liabilities, Equity and Other Credits</b>	<u><u>3,500,075</u></u>	<u><u>3,571,955</u></u>

## YTD Comparison

	24/25 Net Income (Loss)	25/26 Net Income (Loss)	24/25 Cash Balance	25/26 Cash Balance
AGENCYWIDE				
October	\$ 7,921	\$ 4,791	\$ 2,105,273	\$ 2,109,485
November	\$ (10,020)	\$ 19,028	\$ 2,091,118	\$ 2,189,020
December	\$ 10,233	\$ 28,937	\$ 2,012,370	\$ 2,229,715
January	\$ 19,381	\$ 46,311	\$ 2,407,132	\$ 2,431,936
February	\$ 21,762		\$ 2,277,517	
March	\$ 38,434		\$ 2,198,028	
April	\$ 69,564		\$ 2,278,340	
May	\$ 87,552		\$ 2,146,440	
June	\$ 110,620		\$ 1,850,194	
July	\$ 134,457		\$ 2,059,197	
August	\$ 139,321		\$ 2,315,611	
September	\$ 167,526		\$ 2,169,810	



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# MEMORANDUM

**DATE:** FEBRUARY 25, 2026  
**TO:** NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS  
**VIA:** NEFRC PERSONNEL, BUDGET & FINANCE COMMITTEE  
**THRU:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER   
**FROM:** DONNA STARLING, CHIEF FINANCIAL OFFICER <sup>DS</sup>  
**RE:** JANUARY 2026 INVESTMENT REPORT

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Bank Account Interest

	<u>FY 24/25</u>	<u>FY 25/26</u>
January Interest	\$ 1,415	\$ 3,070
Year to Date Interest	\$ 5,592	\$ 12,705

Florida Local Government Investment Trust

	<u>FY 24/25</u>	<u>FY 25/26</u>
Current Balance	\$ 19,567	\$20,623

# Agenda Item

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## MEMORANDUM

**DATE:** FEBRUARY 26, 2026

**TO:** NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

**VIA:** NEFRC PERSONNEL, BUDGET & FINANCE COMMITTEE

**THRU:** BETH PAYNE, CHIEF EXECUTIVE OFFICER 

**FROM:** <sup>DS</sup> DONNA STARLING, CHIEF FINANCIAL OFFICER

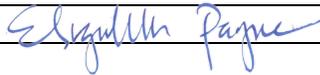
**RE:** RESERVE TRANSFER

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The audit was approved by the Board at its February 5, 2026 meeting. Per Reserve Policy #2-34 (attached), the Personnel, Budget and Finance Committee will review and approve funds to be transferred to reserves based on the Council's audited net income from the previous fiscal year. The audited net income for fiscal year 2024/2025 was \$197,539. The goal set forth in the policy is to transfer 15% to 20% to reserves. Below is the possible transfer amount based on the Council's goal.

15% - \$29,631  
16% - \$31,606  
17% - \$33,582  
18% - \$35,557  
19% - \$37,532  
20% - \$39,508

<b>NORTHEAST FLORIDA REGIONAL COUNCIL</b>
<b>POLICY &amp; PROCEDURE</b>

Subject/Program: Reserve Policy
Policy # FS 2-34
Effective Date: 11/4/2021
Supersedes Policy #
Previous Policy Effective Date:
Number of Pages: 2
Department: Operations
Approved By: Elizabeth Payne, CEO 
Approved Date: 11/4/2021

**POLICY:** Northeast Florida Regional Council Reserve Policy

**PURPOSE:** Reserves are meant to address unexpected costs that would adversely affect operating cash balances. Reserves will also be used to assist with the payment of the Florida Division of Retirement Pension Liability, should all or portions of said liability (excluding normal contributions based on payroll) become due at a future date.

**PROCEDURES:**

1. The Council's goal is to maintain a minimum of three months of operating expenditures in reserves, based on the Council's unrestricted (assigned plus unassigned) fund balance relative to annual operating expenditures.
2. The Council will strive to transfer 15% to 20% annually of the previous fiscal year's audited net income (defined as the change in fund balance in the general fund) to reserves. The amount to be transferred will be reviewed and approved by the Personnel, Budget, and Finance Committee.
3. If the Council incurs an audited net loss for a given fiscal year, no funds will be transferred to reserves for that year unless authorized by the Personnel, Budget, and Finance Committee.
4. Reserves shall be used to:
  - A. Pay for unexpected costs that would adversely affect operating cash balances.
  - B. Assist with the payment of the Florida Division of Retirement Pension Liability, should the liability become due at a future date.
5. If the use of reserves is necessary, prior approval by the Council Board of Directors will be required unless previously authorized by the Council Board of Directors as part of the approved annual budget.

6. If reserves are needed for emergency expenditures, the Council Board President can approve the use of reserves. Ratification of the approval for such expenditures shall be contemplated at the subsequent Council Board meeting.
7. If reserves fall below the minimum amount as set forth by this policy, management shall draft a plan to restore reserves to the minimum amount and present such plan at the subsequent Council Board meeting.

# Agenda Item

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BRINGING COMMUNITIES TOGETHER

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## **MEMORANDUM**

**DATE:** FEBRUARY 25, 2026

**TO:** NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

**VIA:** PERSONNEL, BUDGET & FINANCE COMMITTEE

**FROM:** BETH PAYNE, CHIEF EXECUTIVE OFFICER 

**RE:** REVISED FINANCIAL POLICIES

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As discussed during the last two Board meetings (January and February 2026), NEFRC staff have been reviewing the Council's financial policies, specifically as it relates to check signatures and authorizations. With a new Secretary/Treasurer in place, staff has revised policies according to guidance provided. The revised policies are included.

- Policy 2-10A Financial Responsibilities
- Policy 2-16A Cash Disbursement

Also provided is a draft of the Secretary/Treasurer's responsibilities.

<b>NORTHEAST FLORIDA REGIONAL COUNCIL FINANCIAL SERVICES POLICY &amp; PROCEDURE</b>
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Subject/Program: Financial Responsibilities
Policy # 2-10A
Effective Date: <del>10/1/2014</del> <a href="#">04/01/26</a>
Supersedes Policy # 2-10
Previous Policy Effective Date: 10/1/2012, <a href="#">10/1/14</a>
Number of Pages: 2
Department: Financial Services
Approved By: <del>Brian D. Teeple</del> <a href="#">Beth Payne</a> , CEO
Approved Date: <del>10/1/2014</del> <a href="#">04/01/26</a>

**POLICY:** Financial Responsibilities

**PURPOSE:** Describes who has financial responsibilities within the Council.

**PROCEDURES:**

1. The Council Board members formulate overall financial policies as a part of its responsibility for the management and overall control of the Council. The Board exercises the final and legal responsibility for all programs.
2. The Chief Executive Officer (CEO) is given the authority, by the Council Board, to make decisions regarding day-to-day financial operations of the Council for costs of \$25,000 or less. Financial decisions of \$25,000.01 or more must be approved by the Council Board.
3. The Chief Financial Officer (CFO) is responsible to the CEO with regard to financial operations.
4. Program ~~Directors~~ [Managers](#) are responsible to the CEO for the day-to-day administration of their programs and for managing their programs within their budgets.
5. To the extent possible, financial duties and responsibilities are separated so no single employee has sole control over receipts, disbursements, payroll or bank reconciliation.
6. All financial forms are completed in ink and are approved by the appropriate staff and supervisors.
7. See chart on the next page for a list of various financial related responsibilities.

**LIST OF VARIOUS FINANCIAL RELATED RESPONSIBILITIES**

<b><u>RESPONSIBILITY</u></b>	<b><u>TITLE</u></b>
Approves Accounts Payable Vouchers	Chief Financial Officer
Approves Personnel Actions	Chief Executive Officer
Approves Personnel Actions	Executive Assistant to CEO
Approves Petty Cash Vouchers/Replenishment	Chief Executive Officer <a href="#">Deputy Chief Executive Officer</a>
Approves Purchase Orders	Chief Executive Officer <a href="#">Deputy Chief Executive Officer</a>
Approves Journal Entries	Chief Executive Officer
Approves Payroll	Chief Executive Officer
Approves Time and Attendance Records	Employee's Supervisor
Distribution of Payroll Checks	Chief Executive Officer Chief Financial Officer
Custodian of Blank Checks	Locked in Safe
Custodian of Mechanical Check Signer Keys	Locked in Safe
Custodian of Supplies Inventory	Chief Financial Officer
Custodian of Petty Cash Funds	Chief Financial Officer
Custodian of Undelivered Checks	Chief Financial Officer
Custodian of Equipment Inventory Records	Chief Financial Officer
Periodic Review of Petty Cash Funds	Chief Financial Officer
Makes Bank Deposits	Chief Financial Officer
Opens Bank Statements	Chief Financial Officer
Opens Mail	Receptionist
Prepares Bank Reconciliation	Chief Financial Officer
Verifies Bank Reconciliation	Chief Executive Officer
Prepare Month End Reports	Chief Financial Officer
Records Cash Receipts	Accounting Assistant
Verifies Cash Receipts to Log	Executive Assistant to CEO
Sign Checks	Chief Executive Officer <a href="#">Deputy Chief Executive Officer</a> <del>Chief Financial Officer</del> <a href="#">Board</a>

	<a href="#">Secretary/Treasurer</a> <a href="#">Board President</a>
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<b>NORTHEAST FLORIDA REGIONAL COUNCIL FINANCIAL SERVICES POLICY &amp; PROCEDURE</b>
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Subject/Program: Cash Disbursement
Policy # 2-16A
Effective Date: <del>10/1/2014</del> <a href="#">04/01/2026</a>
Supersedes Policy # 2-16
Previous Policy Effective Date: 10/1/2012, <a href="#">10/1/2014</a>
Number of Pages: 2
Department: Financial Services
Approved By: <del>Brian D. Teeple</del> <a href="#">Beth Payne</a> , CEO
Approved Date: <del>10/1/2014</del> <a href="#">04/01/2026</a>

**POLICY:** Cash Disbursement Procedures and Internal Controls

**PURPOSE:** Describes Cash Disbursement Procedures and Internal Controls

**PROCEDURES:**

1. Cash disbursements result in an accounting transaction that decreases the liability for accounts payable with an offsetting reduction to cash in the bank.
2. All disbursements are made by check, bank draft or direct deposit except for petty cash transactions. [Bank drafts are used for online or telephone payments.](#)
3. Disbursements are only made on the basis of an approved expenditure or timesheet.
4. Disbursements are made for all programs from a general operating account. This procedure strengthens internal control by reducing cash transfer activity and by relying on the accounting system to maintain individual balances of various projects.
5. All check disbursements are made on the basis of two signatures. The CEO, [Deputy CEO-or-CFO, Board President and Board Secretary/](#) ~~is~~ [Treasurer is](#) authorized to sign checks. [The CEO and Board Secretary/Treasurer will be the primary check signers.](#) ~~internally and~~
6. ~~T~~he Board Secretary/Treasurer is generally an imprinted signature [and the CEO's is a wet signature.](#)
7. The ~~CFO-Deputy CEO~~ only signs checks in the CEO's absence, with the CEO's approval.
8. [The Board President will only sign checks when extraordinary circumstances warrant the use of their signature.](#)
- 5.9. [The bank signatory authority will be updated as new Board officers are elected for the President and Secretary/Treasurer positions.](#)

- ~~6-10.~~ For internal control purposes, staff other than the individual who processes the check should run the checks through the signature imprint machine.
- ~~7-11.~~ Fully endorsed checks are held in the safe until distribution or mailing.
- ~~12.~~ The CFO shall be responsible for all blank checks and for maintaining appropriate inventory control and security of blank checks.
- ~~8-13.~~ The CFO will be given bank signatory authority to handle bank administrative functions only. The CFO will not have the authority to sign checks.
- ~~9-14.~~ All blank checks are kept in a locked safe.
- ~~10-15.~~ If a check needs to be voided, the check is cut at the signature line and VOID is written in ink across the face of the check to render the check unusable.
- ~~11-16.~~ Cash disbursements made through bank drafts or direct deposit are approved by the CEO or Deputy CEO prior to payment. The ~~CFO~~ Deputy CEO will approve bank drafts and direct deposits in the CEO's absence, with the CEO's approval.



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## **Board Treasurer Responsibilities (Primary Operational Officer)**

The Treasurer serves as the primary officer responsible for financial oversight and basic administrative tracking.

### **Duties:**

1. Serve as Chair of the NEFRC's Personnel, Budget and Finance (PBF) Policy Committee, including running the meeting.
2. Ensure accurate financial records of all income and expenses through a monthly review of financial reports.
3. Review financial reports with Committee Members at each PBF Committee meeting.
4. Act as a primary check signer in accordance with Board policy.
5. Review annual budget and audit each year.
6. Ensure required federal and state filings are completed (e.g., IRS Form 990, annual state reports).
7. Safeguard organizational funds and recommend basic financial controls.

## **Board Secretary Responsibilities (Limited Role)**

The Secretary serves as a statutory officer of the organization and fulfills minimal governance requirements.

### **Duties:**

1. Be listed as an officer of the organization as required.
2. Sign official documents or certifications when required by the Board or governing documents.
3. Perform other duties as assigned by the Board.

*Note: In this organization, administrative and record-keeping functions are delegated to NEFRC Staff.*



# Agenda Item

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BRINGING COMMUNITIES TOGETHER

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## MEMORANDUM

**DATE:** FEBRUARY 25, 2026

**TO:** NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

**VIA:** PERSONNEL, BUDGET & FINANCE COMMITTEE

**FROM:** BETH PAYNE, CHIEF EXECUTIVE OFFICER 

**RE:** SIGNATORY AUTHORITY

---

In line with changes to NEFRC's financial policies, a new signatory authority resolution is proposed. The last resolution on this issue was in 2014. An updated resolution will allow the CEO to delegate signatory authority to the Deputy CEO for certain tasks and will also address emergency purchases and authorizations.

The Council attorney has reviewed revised resolution and found it legally sufficient. This will be discussed at the Committee and Board meeting on March 5<sup>th</sup>.

# Resolution

## *Northeast Florida Regional Council*

2026-05

### **Granting Signatory Authority**

WHEREAS, the Board of Directors (the “Board”) of the Northeast Florida Regional Council (the “Council”) employs a Chief Executive Officer (“CEO”) to administer the day-to-day operations of the Council and to implement the policies and directives adopted by the Board; and

WHEREAS, the Council has adopted policies governing procurement, contracting authority, and financial obligations, including authorized signature spending limits for the CEO, as set forth in the Council’s Purchasing Policy Manual, as amended from time to time; and

WHEREAS, it has been the established practice of the Council that the CEO executes all revenue-generating contracts, grants, agreements, and similar instruments on behalf of the Council, except in instances where the funding entity or applicable law requires formal Board action and execution by the Board President; and

WHEREAS, the Board recognizes the necessity of clearly affirming the CEO’s authority to legally bind the Council within established policy limits and to delegate limited signatory authority to the Deputy CEO in order to ensure operational continuity and administrative efficiency; and

WHEREAS, the Board further recognizes that emergency circumstances may arise requiring immediate action to protect public health, safety, welfare, property, funding, or the legal interests of the Council.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE NORTHEAST FLORIDA REGIONAL COUNCIL THAT:

#### **Section 1. CEO Authority to Bind the Council**

The Board hereby expressly authorizes the CEO to execute, sign, and deliver, in the name of and on behalf of the Council, all contracts, grants, interlocal agreements, memoranda of understanding, banking documents (including bank signature cards and resolutions), certifications, and other legally binding instruments necessary for the lawful operation of the Council.

#### **Section 2. Delegation to Deputy CEO**

The Board further authorizes the CEO to delegate, in writing, limited signatory authority to the Deputy CEO for operational and administrative purposes, including the temporary absence or incapacity of the CEO.

The Deputy CEO may execute documents on behalf of the Council:

- a. Within the same monetary and policy limitations applicable to the CEO;
- b. During the temporary absence, incapacity, or unavailability of the CEO; or
- c. As specifically authorized in writing by the CEO.

Any such delegation shall remain subject to the oversight and supervision of the CEO and may be modified or rescinded by the CEO at any time.

### **Section 3. Emergency Authority**

In the event of an emergency affecting the Council’s operations, facilities, personnel, funding, contractual obligations, or legal interests, and where delay would materially jeopardize public health, safety, welfare, property, funding opportunities, regulatory compliance, or the Council’s legal or financial position, the CEO is authorized to:

- a. Execute contracts, agreements, amendments, emergency procurements, grant documents, or other legally binding instruments necessary to respond to such emergency;
- b. Temporarily exceed established signature spending limits when strictly necessary to address the emergency condition; and
- c. Take such actions as are reasonably required to preserve and protect the Council’s operations and interests.

The CEO shall:

- 1. Limit such emergency actions to those reasonably necessary to address the immediate condition;
- 2. Comply with applicable law to the greatest extent practicable under the circumstances; and
- 3. Provide written notice to the Board President as soon as practicable and report all emergency actions to the full Board at its next regular or special meeting for ratification.

In the temporary absence or incapacity of the CEO during an emergency, the Deputy CEO may exercise the same emergency authority under the same conditions and reporting requirements.

### **Section 4. Continuing Effect**

This Resolution shall remain in full force and effect unless and until rescinded or modified by subsequent action of the Board.

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Unanimously adopted by the Northeast Florida Regional Council at a regular meeting duly assembled in the City of Jacksonville on the fifth day of March 2026.

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**Andy Dance**  
1<sup>st</sup> Vice President

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**Elizabeth Payne**  
Chief Executive Officer

# Agenda Item

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## MEMORANDUM

**DATE:** FEBRUARY 25, 2026

**TO:** NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

**VIA:** PERSONNEL, BUDGET & FINANCE POLICY COMMITTEE

**THRU:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER *EP*

**FROM:** ERIC ANDERSON, DEPUTY CHIEF EXECUTIVE OFFICER *Eric B. Anderson*

**RE:** TRANSPORTATION DISADVANTAGED COMMUNITY TRANSPORTATION COORDINATOR 5-YEAR SOLICITATION FOR SERVICE

The Florida Coordinated System. The Transportation Disadvantaged (TD) Program was created in 1979 through the enactment of Chapter 427. The purpose of the TD Program is to provide transportation for persons who, because of physical or mental disability, income, status, or age, are unable to transport themselves or purchase transportation and are, therefore, dependent upon others to obtain access to health care, employment, education, shopping, social activities, or other life-sustaining activities, or children who are handicapped or high-risk at-risk, as defined in Chapter 411.202, Florida Statutes.

The Commission has delegated the functions of transportation disadvantaged planning to the NEFRC, as the Designated Official Planning Agency (DOPA). One of the primary functions of the DOPA is to solicit a Community Transportation Coordinator (service provider) every five years for each county in the region. As such, the NEFRC issued an RFP for Community Transportation Coordinator service in Baker, Putnam, and St. Johns counties.

The RFP scoring team comprised five members: four internal to the NEFRC and one from the North Florida Transportation Planning Organization. Each provided an independent review and scoring for the proposals. Following the review, the following motion is recommended.

### Proposed Motion:

**Staff respectfully recommends that the Northeast Florida Regional Council Board of Directors approve a recommendation to the Commission for Transportation Disadvantaged to maintain the current CTCs that serve Baker (Baker County Council on Aging), Putnam (The Ride Solution), and St. Johns (St. Johns County Council on Aging) counties for the next 5 years.**

# Transportation Disadvantaged Community Transportation Coordinator

- As the Designated Official Planning Agency, the NEFRC must solicit CTC proposals every 5 years. This was done for Baker, Putnam, and St. Johns counties.
- NEFRC issued an RFP & received 2 responses in each county (Current CTC and JTA)
- 5-person scoring team
  - 4 internal (CEO, Deputy CEO, CFO, & TD Coordinator)
  - 1 external – North Florida TPO

**BAKER COUNTY CTC RFP  
EVALUATION|COMMITTEE**

**SUBMISSION FROM: BAKER COA AND JTA**

**Combined Average Scores of the Evaluation Committee  
(made up of five members)**

Appropriateness of Submission	Possible	Average Scores	
		<b>BAKER COA</b>	<b>JTA</b>
Experience and Ability to Coordinate Transportation Services	20	18	16
Quality Assurance	10	8	7
Management Resources	10	10	6
Transportation Operations	15	15	9
Financial Capacity to Undertake Project	20	16	18
Finance Plan and Rates	15	13	10
Understanding of Proposal to the RFP	10	10	8
<b>TOTALS</b>	<b>100</b>	<b>90</b>	<b>74</b>

**PUTNAM COUNTY CTC RFP  
EVALUATION COMMITTEE**

**SUBMISSION FROM: RIDE SOLUTIONS AND JTA**

**Combined Average Scores of the Evaluation Committee  
(made up of five members)**

Appropriateness of Submission	Possible	Average Scores	
		<b>RIDE SOLUTIONS</b>	<b>JTA</b>
Experience and Ability to Coordinate Transportation Services	20	18	16
Quality Assurance	10	9	7
Management Resources	10	10	6
Transportation Operations	15	15	9
Financial Capacity to Undertake Project	20	19	18
Finance Plan and Rates	15	15	10
Understanding of Proposal to the RFP	10	9	8
<b>TOTALS</b>	<b>100</b>	<b>95</b>	<b>74</b>

**ST. JOHNS COUNTY CTC RFP  
EVALUATION COMMITTEE**

**SUBMISSION FROM: ST. JOHNS COA AND JTA**

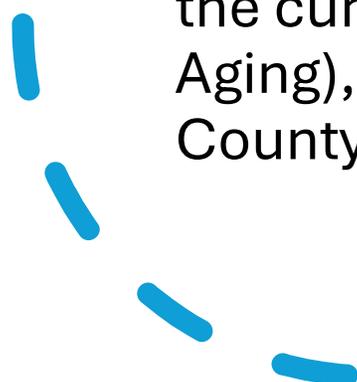
**Combined Average Scores of the Evaluation Committee  
(made up of five members)**

Appropriateness of Submission	Average Scores		
	Possible	ST. JOHNS COA	JTA
Experience and Ability to Coordinate Transportation Services	20	19	16
Quality Assurance	10	10	7
Management Resources	10	9	6
Transportation Operations	15	15	9
Financial Capacity to Undertake Project	20	19	18
Finance Plan and Rates	15	14	10
Understanding of Proposal to the RFP	10	10	8
<b>TOTALS</b>	100	96	74



## Proposed Motion:

- Staff respectfully recommends that the Northeast Florida Regional Council Board of Directors approve a recommendation to the Commission for Transportation Disadvantaged to maintain the current CTCs that serve Baker (Baker County Council on Aging), Putnam (The Ride Solution), and St. Johns (St. Johns County Council on Aging) counties for the next 5 years.



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# Resolution

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*Northeast Florida Regional Council*

**2026-06**

## **Recommendation of the Baker County Community Transportation Coordinator**

**WHEREAS**, the Northeast Florida Regional Council (NEFRC) is the Designated Official Planning Agency (DOPA) for the Transportation Disadvantaged Program in Baker County, and as part of its statutory duty must recommend the Community Transportation Coordinator (CTC) for Baker County to the Commission for Transportation Disadvantaged (CTD); and

**WHEREAS**, the DOPA is required to conduct a competitive procurement process for the Community Transportation Coordinator every five years; and

**WHEREAS**, the contract between the current CTC and the CTD expires on June 30, 2026; and

**WHEREAS**, NEFRC issued an RFP for CTC services, and the Baker County Council on Aging (COA) responded; and

**WHEREAS**, a Selection Committee including NEFRC staff and staff from the North Florida Transportation Planning Organization found the Baker County COA to be the best respondent that was responsive and qualified, and recommends that they be given another five-year contract by the Florida Commission for the Transportation Disadvantaged; and

**WHEREAS**, the Baker County Local Coordinating Board was informed of this recommendation and indicated its enthusiastic support of Baker County COA as the CTC; and

**NOW, THEREFORE, BE IT RESOLVED** that the Northeast Florida Regional Council recommends to the Florida Commission for the Transportation Disadvantaged that the Baker County Council on Aging be re-designated as the Community Transportation Coordinator for Baker County for a five-year period effective July 1, 2026.

*Unanimously adopted by the Northeast Florida Regional Council in a regular meeting assembled in the City of Jacksonville, the fifth day of March 2026.*

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**Andy Dance**

1<sup>st</sup> Vice President

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**Elizabeth Payne**

CEO

# Resolution

*Northeast Florida Regional Council*

**2026-07**

## **Recommendation of the Putnam County Community Transportation Coordinator**

**WHEREAS**, the Northeast Florida Regional Council (NEFRC) is the Designated Official Planning Agency (DOPA) for the Transportation Disadvantaged Program in Putnam County, and as part of its statutory duty must recommend the Community Transportation Coordinator (CTC) for Putnam County to the Commission for Transportation Disadvantaged (CTD); and

**WHEREAS**, the DOPA is required to conduct a competitive procurement process for the Community Transportation Coordinator every five years; and

**WHEREAS**, the contract between the current CTC and the CTD expires on June 30, 2026; and

**WHEREAS**, NEFRC issued an RFP for CTC services, and The Ride Solution, Inc. responded; and

**WHEREAS**, a Selection Committee including NEFRC staff and staff from the North Florida Transportation Planning Organization found The Ride Solution, Inc. to be the best respondent that was responsive and qualified, and recommends that they be given another five year contract by the Florida Commission for the Transportation Disadvantaged; and

**WHEREAS**, the Putnam County Local Coordinating Board was informed of this recommendation and indicated its enthusiastic support of The Ride Solution, Inc. as the CTC; and

**NOW, THEREFORE, BE IT RESOLVED** that the Northeast Florida Regional Council recommends to the Florida Commission for the Transportation Disadvantaged that The Ride Solution, Inc. be re-designated as the Community Transportation Coordinator for Putnam County for a five-year period effective July 1, 2026.

*Unanimously adopted by the Northeast Florida Regional Council in a regular meeting assembled in the City of Jacksonville, the fifth day of March 2026.*

---

**Andy Dance**

1<sup>st</sup> Vice President

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**Elizabeth Payne**

CEO

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# Resolution

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*Northeast Florida Regional Council*

**2026-08**

## **Recommendation of the St. Johns County Community Transportation Coordinator**

**WHEREAS**, the Northeast Florida Regional Council (NEFRC) is the Designated Official Planning Agency (DOPA) for the Transportation Disadvantaged Program in St. Johns County, and as part of its statutory duty must recommend the Community Transportation Coordinator (CTC) for St. Johns County to the Commission for Transportation Disadvantaged (CTD); and

**WHEREAS**, the DOPA is required to conduct a competitive procurement process for the Community Transportation Coordinator every five years; and

**WHEREAS**, the contract between the current CTC and the CTD expires on June 30, 2026; and

**WHEREAS**, NEFRC issued an RFP for CTC services, and the St. Johns County Council on Aging (COA) responded; and

**WHEREAS**, a Selection Committee including NEFRC staff and staff from the North Florida Transportation Planning Organization found the St. Johns County COA to be the best respondent that was responsive and qualified, and recommends that they be given another five-year contract by the Florida Commission for the Transportation Disadvantaged; and

**WHEREAS**, the St. Johns County Local Coordinating Board was informed of this recommendation and indicated its enthusiastic support of the St. Johns County COA as the CTC; and

**NOW, THEREFORE, BE IT RESOLVED** that the Northeast Florida Regional Council recommends to the Florida Commission for the Transportation Disadvantaged that the St. Johns County Council on Aging be re-designated as the Community Transportation Coordinator for St. Johns County for a five-year period effective July 1, 2026.

*Unanimously adopted by the Northeast Florida Regional Council in a regular meeting assembled in the City of Jacksonville, the fifth day of March 2026.*

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**Andy Dance**

1<sup>st</sup> Vice President

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**Elizabeth Payne**

CEO

# Agenda Item

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## MEMORANDUM

**DATE:** FEBRUARY 25, 2026  
**TO:** PERSONNEL, BUDGET, AND FINANCE COMMITTEE  
**THRU:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER *EP*  
**FROM:** LEIGH WILSEY, HEALTHCARE COALITION PROGRAM MANAGER *LW*  
**RE:** PURCHASE OF EQUIPMENT FOR HEALTHCARE COALITION HOSPITALS

Staff request authorization for the Healthcare Coalition program to purchase evacuation and medical surge equipment for hospitals.

### Background

The Healthcare Coalition (HCC) Program serves 18 counties in north Florida and has allocated funding to complete regional projects that address mitigation strategies identified in the regional healthcare vulnerability assessment. In 2025, a Specialty Resource and Gaps Working Group, comprised of subject matter experts, reviewed the mitigation strategies that correlate with the healthcare hazards and levels of risk. The working group identified one specific project that addresses gaps in hospital evacuations and medical surge.

The group selected the SOF-B Adult PVC Overflow Stretcher to assist hospitals during medical surge events. Last fiscal year, the Coalition program began purchasing this equipment. Fifteen stretcher units were purchased, and 10 additional hospitals will receive this equipment this year.

Multiple vendors sell this stretcher, so staff published a Request for Quotes to seek the best price for the equipment.

### Process for Request for Quotes

RFQ released February 13, 2026  
RFQ closed February 20, 2026  
One (1) response was received

All Terrain Medical & Mobility, LLC responded to the request. The price per stretcher 5-pack is \$6,262.00, which includes shipping to each individual hospital.

### Staff Request

Staff respectfully request the Northeast Florida Regional Council's Personnel, Budget & Finance Committee grant staff authorization to purchase ten (10) Overflow Stretcher 5-packs from All Terrain Medical & Mobility, LLC for a total cost of \$62,620.00, which includes shipping to individual hospitals.



**Healthcare Coalition Alliance  
Region 3**  
www.FLRegion3HCC.org  
A program of the Northeast Florida Regional Council

# Healthcare Coalition Program: Equipment Purchase Request

---

Leigh Wilsey  
Healthcare Coalition Program Manager  
LWilsey@NEFRC.org

Annie Sieger  
Senior Regional Planner  
ASieger@NEFRC.org

1



## Health Care Coalitions (HCCs)

*Locally Driven. Health Care Prepared.*

**WHAT IS AN HCC?**

An HCC is a **network of individual public and private organizations in a defined state or sub-state geographic area** that partner to prepare health care systems to respond to emergencies and disasters, ultimately increasing local and regional resilience.

HCCs are composed of diverse, and sometimes competitive organizations who, during a disaster, become **interdependent on one another for supplies, transportation, personnel, and more.**

Each HCC must include four core members: acute care hospitals, public health agencies, emergency medical services (EMS), and emergency management agencies.

**NATIONAL PARTICIPATION RATE OF HCC CORE MEMBERS**

- 92%** Acute care hospitals
- 90%** Public health agencies
- 82%** Emergency management agencies
- 42%** Emergency medical services (EMS)

**BY THE NUMBERS**

**62**  
Recipients (health departments in states, localities, territories, & freely associated states)



**326**  
HCCs across the nation

**42,128**  
HCC members nationwide  
Validated data as of 6/30/2020

**Key HCC activities include:**

- ✓ Coordinate **joint exercises** with HCC members to improve coalition-wide resiliency
- ✓ Coordinate **distribution and sharing of medical equipment and supplies during a response**
- ✓ Develop **communications protocols and systems**
- ✓ **Share real-time information**
- ✓ **Educate and train** health care personnel

## ASPR/HPP Program Funding through Cooperative Agreement with FDOH

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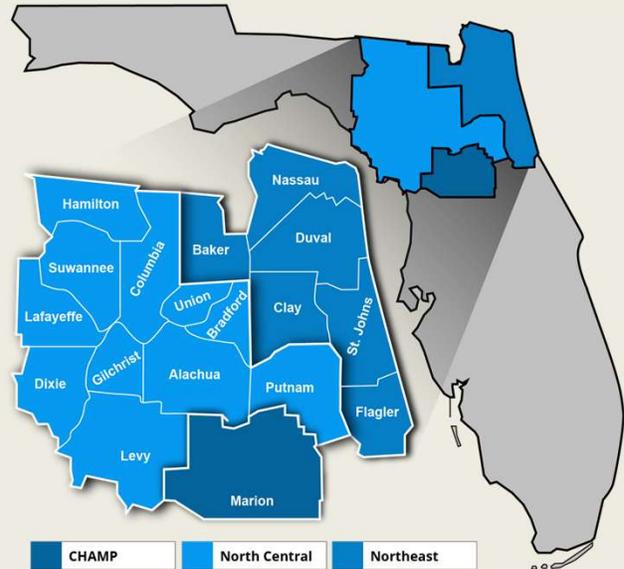
**HPP is the only source of  
federal funding for health  
care system readiness**

**Planning~Training~Equipping~Exercising  
to increase capabilities and resilience of the  
healthcare system**

2

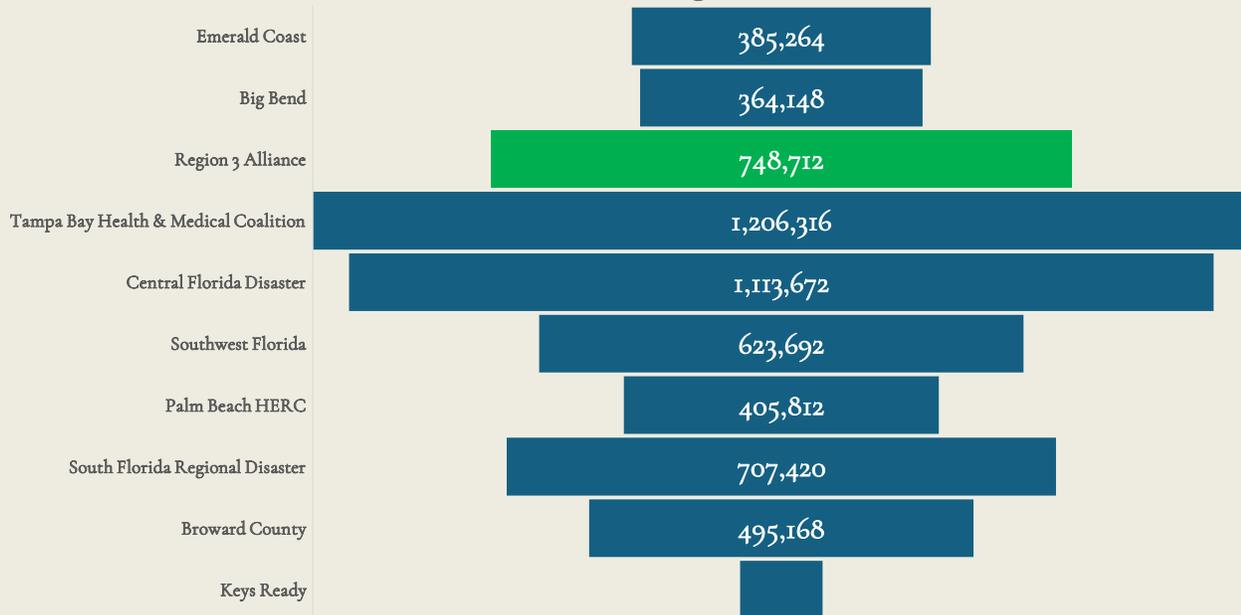
# NEFRC History

- **September 2014**
  - Became Fiduciary Agent for Northeast
- **May 2017**
  - Awarded 5-year contract
- **June 2022**
  - Awarded 2-year renewal contract
- **July 2024**
  - Received new contract for 5-year NOFO 2024-2029
  - One-year renewable contract with FDOH



3

## State HCC Funding Breakdown



4

# Project Funding

- \$200,000 budgeted
- Focus Areas:
  - Long-Term Care → Evacuation Equipment
  - Hospitals → Evacuation Equipment
  - EMS → Pediatric Restraint Devices
  - Hospitals → Disaster Stretchers

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# Surge Overflow Stretchers for Hospitals

10 Hospital Requested Stretchers

<b>HCA Florida Orange Park Hospital</b>	Clay
<b>Baptist Medical Center Beaches</b>	Duval
<b>PAM Specialty Hospital of Jacksonville</b>	Duval
<b>AdventHealth Palm Coast</b>	Flagler
<b>AdventHealth Palm Coast Parkway</b>	Flagler
<b>HCA Florida Ocala Hospital</b>	Marion
<b>HCA Florida West Marion</b>	Marion
<b>Baptist Health Nassau</b>	Nassau
<b>UF Health St. Johns</b>	St. Johns
<b>Lake Butler Hospital</b>	Union

## Disaster Stretchers for Hospitals



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# Surge Overflow Stretchers for Hospitals

Manufacturer: MJM International

Request for Quotes from Distributors

- Published 2/13/2026
- Quotes Received by 2/20/2026

## Disaster Stretchers for Hospitals



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# Surge Overflow Stretchers for Hospitals

One Quote Received : All Terrain Medical & Mobility, LLC

Price per Stretcher 5-pack  
\$6,262.00 (Includes shipping)

Total Cost for 10 units  
\$62,620.00

## Disaster Stretchers for Hospitals



8

## Staff Requests

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Staff respectfully request the Northeast Florida Regional Council's Personnel, Budget & Finance Committee and Board grant staff authorization to purchase ten (10) Overflow Stretcher 5-packs from

**All Terrain Medical & Mobility, LLC** for a total cost of \$62,620.00, which includes shipping to individual hospitals.

# Agenda

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## **MEMORANDUM**

**DATE:** MARCH 3, 2026  
**TO:** NORTHEAST FLORIDA REGIONAL COUNCIL PB&F COMMITTEE  
**FROM:** BETH PAYNE, CHIEF EXECUTIVE OFFICER  
**RE:** STRATEGIC COMMUNICATIONS PLAN RFP

---

As a direct result from the strategic planning sessions with both the NEFRC Board and staff, a Request for Proposals was issued for a Strategic Communications Plan. The RFP was published on 1/16/26 and proposals were received on 2/20/26.

A total of five proposals were received.

- Applied Research Associates
- Blue Trail Digital
- MWB
- Raftelis
- Strategic Digital Services

Staff formed a scoring committee, made up of four staff members. Total scores, by category will be presented, and includes the ranking of firms.

### **Recommendation**

**Staff requests that the Personnel, Budget & Finance Committee grant authorization for the Chief Executive Officer to proceed with contract negotiations with Raftelis, the highest-ranked proposer, to implement the primary components of the Strategic Communications Plan. If unsuccessful, allow the CEO to move to the second highest proposal from MWB.**



# RFP: Strategic Communications Plan



Scoring and Recommendations





# Review Process

## Five Proposals Received

- Applied Research Associates
- Blue Trail Digital
- MWB
- Raftelis
- Strategic Digital Services

## Scores

- Scoring Committee of four staff members
- Total scores (in points) based on categories
- Firms ranked by total highest average score

# Scoring Criteria

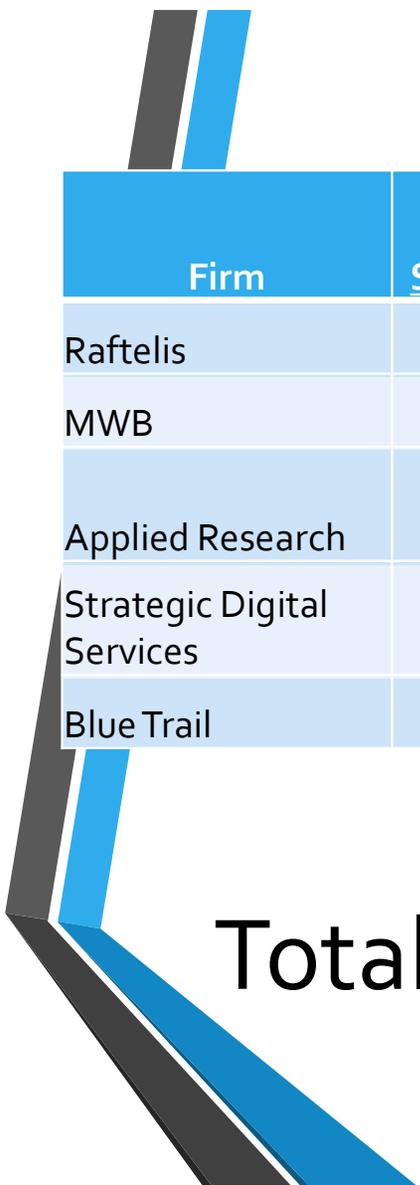
## STRATEGIC COMMUNICATIONS PLAN RFP

### SCORING SHEET

SUBMISSION FROM: \_\_\_\_\_

COMMITTEE MEMBER \_\_\_\_\_ SCORES

Category	Criteria	Possible	Actual
Firm's Organizational Structure		10	
	Company history and description		
	Company in good standing		
	Organizational and project team availability		
	Minority-owned Business		
Experience of Firm & Personnel		25	
	Project lead experience in managing similar types of projects (strategic communications plan)		
	Key staff experience in similar types of projects		
	Experience <u>with</u> working directly for public agencies		
	Experience with working directly with Regional Planning Councils or similar regional agencies		
	Relevancy and quality of work samples provided		
Methodology to complete Strategic communications plan		30	
	Creativity of project methodology		
	Comprehensive project tasks and timeline		
References		15	
	Positive, relevant references received		
Cost		20	
	Total costs		
	TOTALS	100	



Firm	Org Structure	Exp	Methods	References	Cost	Total Points	Average Total Score
Raftelis	30	88	120	55	60	353	<b>88.25</b>
MWB	29.5	79	85	55	70	318.5	<b>79.63</b>
Applied Research	28	78	98	55	45	304	<b>76.00</b>
Strategic Digital Services	26.5	58	80	50	65	279.5	<b>69.88</b>
Blue Trail	23	31	70	40	55	219	<b>54.75</b>

## Total Scores & Rank Order

# Recommendation

**Based on the results of the evaluation process, staff requests that the PBF Committee grant authorization for the Chief Executive Officer to proceed with contract negotiations with Raftelis, the highest-ranked proposer, to implement the primary components of the Strategic Communications Plan. If unsuccessful, allow the CEO to move to the second highest proposal from MWB.**

# Agenda Item

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## MEMORANDUM

**DATE:** FEBRUARY 25, 2026  
**TO:** NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS  
**VIA:** PERSONNEL, BUDGET & FINANCE COMMITTEE  
**FROM:** BETH PAYNE, CHIEF EXECUTIVE OFFICER   
**RE:** JAMES BENNETT SCHOLARSHIP

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A scholarship fund has been created, through the University of North Florida, to honor the late Honorable James Bennett. The Board will discuss and potentially approve an appropriate contribution to the fund. Additional information will be provided on other contributors across the Region.

The James Bennett Scholarship  
<https://ozziesprojects.unf.edu/campaigns/james-bennett-scholarship>

*The James Bennett Scholarship honors the life and legacy of James Bennett, a respected leader, public servant, and advocate for Northeast Florida whose work helped shape the region's transportation infrastructure and economic future.*

*As Chief Operating Officer of the Jacksonville Port Authority, James was known for his steady leadership, collaborative approach, and deep commitment to serving both industry and community. His career spanned more than two decades across the Florida Department of Transportation, the private sector and local government, where he consistently advanced projects that strengthened trade, mobility, and long-term regional prosperity.*

*A lifelong Baker County resident and former Baker County Commissioner, James believed deeply in public service, mentorship, and investing in the next generation. Established in partnership with JAXPORT and the University of North Florida, this scholarship supports students who share James's values of integrity, leadership, and service.*

*Through this fund, James Bennett's impact will continue by empowering future young professionals to build a stronger, more connected future for our region.*

**From:** McLaughlin, Michael J. G. <[michael.mclaughlin@unf.edu](mailto:michael.mclaughlin@unf.edu)>  
**Sent:** Monday, March 2, 2026 4:59 PM  
**To:** Payne, Elizabeth <[epayne@nefrc.org](mailto:epayne@nefrc.org)>  
**Cc:** Harrison, Michael <[michael.harrison@unf.edu](mailto:michael.harrison@unf.edu)>  
**Subject:** RE: James Bennett Scholarship

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Beth,

Very good talking with you last week and thank you and your organization for considering support to the James Bennett scholarship. To date, the scholarship has raised a total of \$76,300. The goal is to raise \$100,000. Below you will find a draft set of the scholarship criteria that, once finalized, will be used to award to a deserving student:

- meet admission requirements and be accepted by the University of North Florida,
- reside in Florida for tuition purposes,
- enroll full-time with at least 12 semester hours each semester,
- declare a major in Transportation & Logistics, or a major in the College of Computing, Engineering and Construction,
- be enrolled in as a junior or senior at the time the scholarship funds are awarded,
- maintain a GPA of at least 3.0,
- complete the Free Application for Federal Student Aid (FAFSA),
- demonstrate financial need as defined by the University's Office of Financial Aid, and
- first preference for a student from a Baker County high school or second preference for a student from Duval, St. Johns, Clay, or Nassau, or Baker counties.

Please let me know if this is the information you need for your meeting and if you should need anything else. I'm also copying my colleague Michael Harrison, who has been working on this scholarship with me as well.

Thanks,

Michael

## **Michael J. G. McLaughlin**

Assistant Vice President  
University Development and Alumni Engagement

University of North Florida

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[unf.edu/udae](https://unf.edu/udae)



## UNIVERSITY OF NORTH FLORIDA

## SCHOLARSHIP NAMING OPPORTUNITIES

### Transforming Students' Lives

You have the opportunity to create – and name – scholarships at UNF that truly change lives!

Establishing a scholarship at the University of North Florida is one of the most direct and impactful ways to **support students, drive recruitment and promote retention.**

There are two pathways to establishing named scholarships at UNF: endowed awards and annual awards.

### Endowed Scholarship Awards

An endowed scholarship is a gift that creates lifelong impact. The minimum required to establish a named, endowed scholarship is \$30,000.

**How does it work?** When endowing a scholarship at UNF, the first \$25,000 will be invested and serve as the principal of your gift; the annual earnings from the principal are used to fund your scholarship and to help it grow, generating even more impact. The remaining \$5,000 is used to fund scholarships as your endowment matures.

Fully funded endowments generate an annual spending allocation, allowing scholarships to be awarded in perpetuity. For example, a \$25,000 gift will generate scholarships of \$1,000 each year. The beauty of this model is that the greater the amount of your gift, the greater number of students you can support! You can fund your scholarship over as many as five years.

In conjunction with the UNF Foundation, you not only name the award, but you also determine the award's qualifying criteria: the student's college or major, GPA and if the award will be merit-based or need-based.

### Annual Scholarship Awards

An annual scholarship is a short-term commitment with significant impact, but is limited by the consistent need for renewed funding. The minimum required to establish a named, annual scholarship is only \$10,000.

From your gift, \$2,500 will be awarded each year for four years to deserving students. You can fund your scholarship over as many as four years.

In conjunction with the UNF Foundation, you not only name the award, but will also determine the award's qualifying criteria: the student's college or major, GPA and if the award will be merit-based or need-based.

**Scholarships can be funded with cash or appreciated assets. You can also create scholarship now that is ultimately funded with a planned gift from your estate.**

To create a scholarship of your own, contact Teresa Nichols at (904) 347-8619 or [teresa.nichols@unf.edu](mailto:teresa.nichols@unf.edu).

*\*Speak to your financial advisor for more information about potential tax deductions you can expect from creating an endowment with your philanthropic giving.*



## Donor Gives to UNF



**Endowed Scholarship**  
\$30,000 Minimum Gift



**Annual Scholarship**  
\$10,000 Minimum Gift



**Corpus Account**  
\$25,000



**Operating Account**  
\$5,000



**\$2,500 awards  
for four years**



**\$1,000 awards  
in perpetuity**

## Understanding Endowments

An **endowment** is a gift fund containing a pool of invested money that creates annual returns for future use, typically comprised of two accounts: a **corpus** and an **operating account**. The **corpus account** acts as the principal -- or total invested assets -- for the endowment, while the **operating account** houses annual returns and funds that are actively used in fulfilling the goals of the endowment. Some donors choose to give a **planned gift**, which is prepared in conjunction with and to benefit an organization, with the gift fully realized upon the donor's passing. When establishing a scholarship, donors may require it be **merit-based** (requiring academic excellence or based on a specific achievement) or **need-based** (requiring proof of financial hardship preventing educational opportunities).