



# **MONROE COUNTY TRANSPORTATION DISADVANTAGED SERVICE PLAN 2025-2026**



**Prepared for:** Florida Commission for Transportation Disadvantaged by the Guidance Care Center and the Health Council of South Florida.

**Approved by:** The Monroe County Local Coordinating Board for the Transportation Disadvantaged. The Board certifies that the updates made to this plan are consistent with the policies of the Commission for the Transportation Disadvantaged.



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## Executive Summary

Chapter 427 of the Florida Statutes establishes the Florida Commission for the Transportation Disadvantaged (CTD) and directs the CTD to “accomplish the coordination of transportation services provided to the transportation disadvantaged”. In accomplishing its purpose, the CTD approves a Community Transportation Coordinator (CTC) for five years for each county of the state; the CTC is charged with arranging cost-effective, efficient, unduplicated, and unfragmented transportation disadvantaged services within its respective service area. Additionally, a designated official planning agency (DOPA) is approved by the CTD, charged with creating the Local Coordinating Board (LCB) and providing technical assistance to the LCB. The LCB acts as an advisory board and as such provides guidance, monitors, evaluates and supports the transportation activities of the CTC.

The Health Council of South Florida (HCSF) has served as the Designated Official Planning Agency (DOPA) since the spring of 1993 and created the Monroe County LCB the same year. The Guidance Clinic of the Middle Keys (now Guidance/Care, Inc.) has served as Monroe County’s CTC since the fall of 1997 after being reinstated both in 2014 and 2020, respectively, providing the majority of Transportation Disadvantaged (TD) trips in Monroe County. The remainder of trips are offered by two contracted providers together with incidental use of taxicabs.

The Transportation Disadvantaged Service Plan (TDSP) is an annually updated tactical plan developed by the CTC and the DOPA under the guidance and approval of the LCB in accordance with requirements set out in Rule 41-2, F.A.C. The first Monroe County TDSP was prepared in 1993 with subsequent annual updates. The TDSP is organized into four major areas: Development of Plan, Service Plan, Quality Assurance, and Cost/Revenue Allocation and Rate Structure Justification Plan.

In an effort to meet the growing number of unmet needs of the transportation disadvantaged population, the CTC, DOPA, and LCB strive to continue partnering with other local entities to implement the TDSP.



# DEVELOPMENT PLAN

## INTRODUCTION TO THE SERVICE AREA

### Background of the Transportation Disadvantaged Program

Chapter 427 of the Florida Statutes establishes the Florida Commission for the Transportation Disadvantaged (CTD) and directs the CTD to “accomplish the coordination of transportation services provided to the transportation disadvantaged”. As such, the mission of CTD is to ensure the availability of efficient, cost-effective, and quality transportation services for the transportation disadvantaged (TD). In accomplishing its purpose, the CTD approves a Community Transportation Coordinator (CTC) for each area of the state, which is charged with arranging cost-effective, efficient, unduplicated, and unfragmented transportation disadvantaged services within its respective service area. Additionally, a designated official planning agency (DOPA) is approved by the CTD and charged with creating the Local Coordinating Board (LCB) and providing technical assistance to the LCB. The LCB acts as an advisory board and as such provides guidance, monitors, evaluates and supports the transportation activities of the CTC.

The “transportation disadvantaged” in the state of Florida are defined as those individuals who because of age, disability, or income restraints, do not have access to conventional public transportation options. In 2013, The Center for Urban Transportation Research (CUTR), National Center for Transit Research, University of South Florida, introduced the new forecasting Transportation Disadvantaged (TD) methodology. The reason for the revision of the previous TD forecasting methodology is that in recent years the transportation disadvantaged (TD) population has experienced several changes, which include a growing senior population, availability of more accurate and recent data (e.g., American Community Survey available every year), increase of mobility opportunities for this population, and the American Disability Act (ADA). Thus, the new forecasting model more accurately projects the needs of the transportation disadvantaged.

The CUTR refined the general TD population definition (disabled, low-income, elderly, and children who are “high-risk” or “at-risk”) to identify the critical need TD population and includes individuals who, due to severe physical limitations or low-incomes, are unable to transport themselves or purchase transportation and are dependent upon other people to have access to health care, employment, shopping, or other life-sustaining activities. These individuals are eligible for trips purchased through the state TD Trust Fund, as well as for trips purchased by social service agencies. In 2010, the collaborative funding, totaling just over \$33.8 million, ensured over 51.6 million transportation trips to about 827,000 Floridians, which is approximately 11% of the state's estimated TD population. In addition, the proposed methodology also forecasts the daily trip demand for this population (critical need TD population) based on rates obtained from the 2009 National Household Travel Survey (NHTS).

Public transportation within Monroe County is limited to Key West, which contains approximately 42.4% of the county's population. Therefore, more than half of Monroe County's residents have no access to public transportation services. Lack of access to public transportation for majority of the residents, coupled with various other local challenges, creates a great need for TD services in the area. Monroe County's TD program serves the general TD population and the newly defined critical need TD population.

### Agency and Board Designation Dates/History

The Health Council of South Florida, Inc. was appointed as the DOPA for Monroe County at the CTD meeting of April 22, 1993. During that year, the LCB was established, an orientation session was held, by-laws were adopted, and a grievance committee was created. The LCB is the oversight body for the CTC and provides a forum for the Transportation Disadvantaged in the community. The Board advocates for improved transportation and coordination of services to meet

the needs of local residents. As an advisory board, the LCB advises, monitors, evaluates and supports the transportation activities of the CTC. After its establishment, the LCB underwent the process of selecting a CTC.

The Monroe County Board of County Commissioners was selected to serve as the first CTC for Monroe County in 1994. However, early in 1995, MCSS reversed its decision, and the LCB subsequently put the CTC function out for a bid. An RFP was issued later that year, and a selection process resulted in the Evaluation Subcommittee of the LCB recommending that Florida Keys CTC, Inc. be designated as the CTC for Monroe County. The LCB accepted this decision after recommendation by the LCB, and the CTD appointed Florida Keys CTC, Inc. as the CTC for Monroe County in February 1996. They served until 1997 before resigning as CTC, and a new RFP process that year resulted in the selection of Guidance Clinic of the Middle Keys (now Guidance/Care Clinic, Inc. (GCC)) being recommended and appointed as the Monroe CTC in October 1997 and serving until 2009, when the CTD mandated that the RFP process be implemented to establish a new 5-year term for the CTC. The GCC has served in the capacity of CTC since then. In March 2014, the Health Council of South Florida issued an RFP, to which one respondent, GCC, submitted a proposal. The Selection Committee reviewed and evaluated their application, and the LCB recommended that the GCC be designated as the CTC for Monroe County for next five years. The GCC signed a Memorandum of Agreement (MOA) with the CTD in June 2014 to serve as the Monroe County CTC from 2014 to 2019. The MOA was then extended in June 2019 for one additional year, ending in June 2020. A new MOA has established the GCC as the CTC for Monroe County from January 1, 2021 through June 30, 2025.

The GCC, founded in 1973, is a private non-profit organization. It responds to the needs identified by community leaders for a community facility to provide mental health services to local residents. The GCC began its operations with 4 detoxification beds and 1 full-time counselor. Since then, it has grown into a multi-service community mental health center providing inpatient, outpatient, residential, and day treatment, as well as case management services and transportation services. It has a staff of over 100 individuals, 3 of whom are full- or part-time drivers. The GCC has an annual budget of \$6 million funded by state and county grants, client fees, third-party payers and grants.

As the CTC, the GCC is responsible for working with many agencies to provide the best and most cost-efficient services it can deliver to the public it serves. Middle Keys Transportation, a GCC program, is a van service that operates between Marathon and the Lower Keys as well as between Marathon and the Upper Keys. During the past 17 years, the GCC, in its role as the CTC, has executed Standard Coordination/Operator Contracts with two other agencies in Monroe County to deliver services.

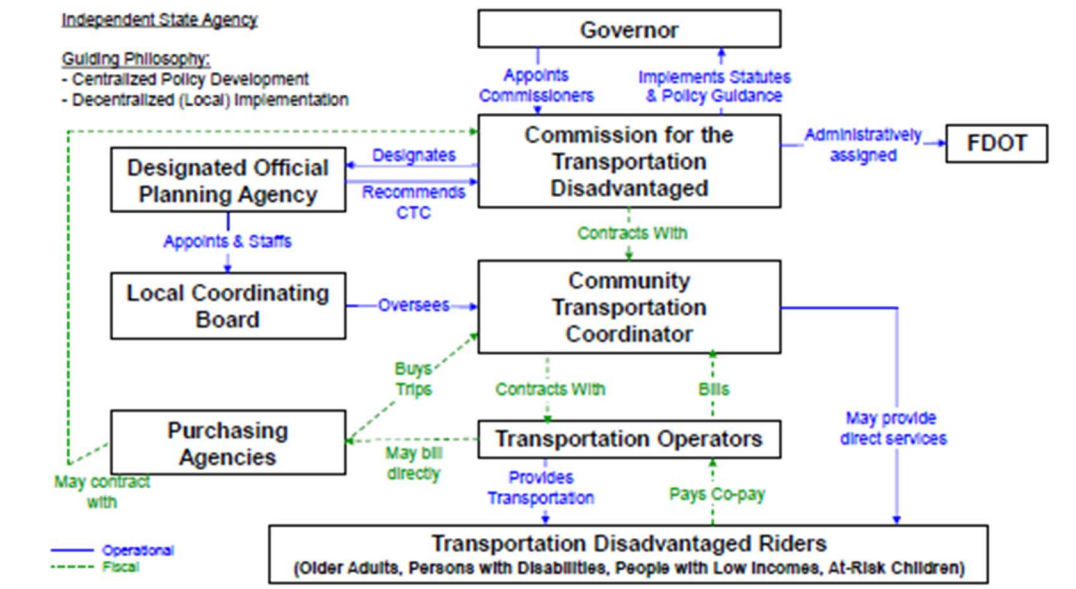
## TD Program Organization Chart<sup>1</sup>

Figure 1 below depicts the relationship between CTD, DOPA, CTC, transportation providers and the Transportation Disadvantaged population.

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<sup>1</sup> Source: Florida Commission for the Transportation Disadvantaged

FIGURE 1. TD PROGRAM CONCEPT CHART



## Consistency Review of Other Plans

The Monroe County Transportation Disadvantaged Service Plan (TDSP) is consistent with the goals, objectives and policies of the adopted [Monroe County Year 2030 Comprehensive Plan](#) and the recommendations in the Monroe County 2010 Comprehensive Plan Evaluation and Appraisal Report (May 2012). Within Monroe County's Comprehensive Plan, Goal 401 in section 3.4 (Mass Transit) contains objectives and policies that "Monroe County shall support the development of a coordinated surface transportation system for residents, visitors and transportation disadvantaged people within Monroe County in coordination with the City of Key West Department of Transportation (KWDOT) and Miami-Dade Transit (MDT)." The TDSP is also consistent with the goals of [the Key West 2025-2034 Transit Development Plan](#).

Monroe County does not have any Metropolitan Planning Organization (MPO) Long Range Transportation Plan(s) due to a low population density. However, on September 26, 2019, Miami-Dade County adopted its Long-Range Transportation Plan (LRTP)<sup>2</sup> until the year 2045. Miami-Dade County's LRTP contains the objective of enhancing evacuation travel corridors in its goal to improve transportation systems and travel. The Monroe County TDSP is consistent with this objective, which will have a significant impact on the transportation of all residents and visitors of Monroe County in times of natural and man-made disasters.

The [Strategic Regional Policy Plan for South Florida](#)<sup>3</sup> (SRPP), developed by the South Florida Regional Planning Council, was originally adopted in 1995 with updates in June 2004 and became effective in July 2004. This plan highlights several human service needs including transportation-related issues. The SRPP contains goals to improve the regional transportation system of Broward, Miami-Dade and Monroe counties that are consistent with the Monroe County TDSP.<sup>4</sup>

<sup>2</sup> [2045 Long-Range Transportation Plan](#). Metropolitan Planning Organization for the Miami Urbanized Area. September 2019.

<sup>3</sup> The Strategic Regional Policy Plan: <http://www.sfrpc.com/ftp/pub/srpp/SRPP%2006-07-04.pdf>



# Public Participation

Pursuant of Chapter 427.0157, Florida Statutes, LCB membership consists of stakeholders representing appropriate governmental agencies, present and potential riders, and, to the maximum degree possible, a cross-section of the local community, including public, private, and non-profit transportation and human services providers (*see Appendix A for current the LCB Roster*). In addition, the LCB invites other stakeholders of interest on an ongoing basis to participate on the board and provide additional information or guidance. However, these stakeholders do not have voting privileges.

## SERVICE AREA PROFILE/DEMOGRAPHICS

### 1. Service Area Description

According to the U.S. Census Bureau, the county has a total area of 9,680 km<sup>2</sup> (3,738 mi<sup>2</sup>), of which 2,550 km<sup>2</sup> (983 mi<sup>2</sup>) is land and 7,130 km<sup>2</sup> (2,754 mi<sup>2</sup>) is water (73%). Monroe County is located in the southernmost point of continental United States at the tip of the Florida Peninsula. Monroe County's geography is composed of 822 islands over 120 miles in length, which extend from the southeastern tip of Florida to the Dry Tortugas and lies between the Gulf of Mexico and the Atlantic Ocean. Of these 822 islands, only about 30 of them are actually inhabited. The Keys are separated from the mainland by Biscayne Bay (in Miami-Dade County), Barnes Sound, Blackwater Sound and Florida Bay. The northern end of the Keys starts in Key Largo, and the southern tip ends in the 2,200-acre (3 miles by 4 miles) island of Key West, which is the County's main population center. The highest point in the Keys, only 18 feet above sea level, lies on Windley Key. The mainland portion of the county is accessed via US-1.

Two-thirds of what local residents call "mainland Monroe" is protected by the Everglades National Park, and the remainder is protected by the Big Cypress National Preserve in the northeastern interior. The area, officially named Cape Sable Census County Division, is virtually uninhabited.

### 2. Demographics

#### Land Use

According to the Monroe County Year 2030 Comprehensive Plan, the total area of Monroe County is approximately 2.4 million square acres (32,737 square miles). An estimated 90.0% of Monroe County's area is located on the mainland, which is comprised entirely by the Big Cypress National Preserve and the Everglades National Park. As a designated Area of Critical State Concern due to its diverse natural resources and environment, Monroe County government has created policies in its 2030 Comprehensive Plan to manage a safe and efficient transportation system (policies under [2030 Comprehensive Plan Objectives 301.1-301.9](#)) while maintaining its community and protecting the environment through the regulation of land use (policies found under [2030 Comprehensive Plan Objective 102.1](#)). According to the Monroe County Year 2030 Comprehensive Plan, land use categories are described as follows:

#### **Residential Lands**

Residential land uses (which include mixed-use residential areas, mobile homes, multi-family apartments, and single-family detached homes) are found on a majority of the 38 keys along US-1. The most common residential type in the Keys is the single-family detached home, which make up 78.0% (8,379 acres) of the residential land use category. Mobile homes account for the second-largest residential land area with 1,063 acres. Multi-family residential developments (which includes apartments, condominiums and cooperatives) account for about 6.0% of the developed residential land

area. Mixed residential areas comprise the smallest share of the developed residential land category (approximately 7.0%).

### ***Commercial Lands***

Commercial land uses, which are generally described as those land uses associated with the buying and selling of goods and/or services, include general commercial, commercial fishing, and tourist commercial land uses. General commercial and tourist commercial land uses make up the majority (88.0%) of this category, accounting for 2,023 acres.

### ***Industrial Lands***

Industrial land uses include light manufacturing and storage areas, cement, rock and gravel operations, and heavily industrial uses. Industrial land uses, which account for less than 1% (515 acres) of Monroe County's total land area, are located mostly (73.0%) in the Lower Keys.

### ***Agricultural/Maricultural Lands***

Agricultural activities, which have historically been undertaken in the Keys, no longer exist at a significant level. However, several maricultural operations, which are located in the Middle Keys, have been established and comprise approximately 42 acres.

### ***Institutional Lands***

Institutional uses, which include hospitals, churches, cemeteries, and service clubs, represent less than 1.0% of Monroe County's total land area.

### ***Educational Lands***

Educational land uses (106 acres) include eight private schools and twelve public schools, including three high schools (grades 9-12), one middle school (grades 6-8), three elementary/middle schools (grades K-8) and five elementary schools (grades K-5) operated by the Monroe County School Board within the County's unincorporated area (*Figure 2*). Monroe County also has four adult education centers, including the College of the Florida Keys, located in Key West.

### ***Public Buildings/Grounds***

This category encompasses all government offices: county, state and federal offices; post offices; sheriff and jail facilities; Coast Guard stations; fire stations; community clubs and lodges; and cemeteries/crematories. This land use category comprises 61 acres in Monroe County and does not include publicly owned lands held for conservation purposes.

### ***Public Facilities***

Public facilities account for approximately 1.0% of the total land area. Land owned by public utilities and service providers make up this land category.

### ***Military Lands***

Military lands account for approximately 5.0% of the total land area and are located entirely in the Lower Keys, including Boca Chica Naval Air Station on Boca Chica, Rockland and Geiger Keys, and additional facilities on Cudjoe Key and Saddlebunch Key.

### ***Historic Lands***

Historical lands include approximately 0.5 acres, which is the Bat Tower site located on Lower Sugarloaf Key. Although there are other historic sites and districts in Monroe County, these are located within the conservation or recreation land use categories or are located on offshore islands.

### ***Recreation Lands***

Public recreation lands and facilities, as well as some private recreation lands, such as golf courses, make up this category. Bahia Honda and Long Key State Recreation Areas are two of the larger recreation areas in this category.

### ***Conservation Lands***

After vacant lands, this is the single largest land use category and accounts for nearly 34% of the total area of the Keys. Public agencies and private organizations have acquired these lands for conservation purposes, and conservation lands are primarily located in the Upper and Lower Keys. Federal and state governments have been actively acquiring environmentally sensitive lands and habitats of rare, threatened and endangered species. Conservation lands include Crocodile Lake National Wildlife Refuge, the John Pennekamp Coral Reef State Park, and the National Key Deer Refuge.

### ***Vacant Lands***

This category is the largest land use classification in the Keys. The vacant land area is approximately 34% of the total area of the unincorporated portion of the Keys. Vacant lands are mostly in the Lower Keys and represent 44.0% of the land area of the Lower Keys.

## **Population Composition**

### **Population Size**

The US Census Quick Facts<sup>4</sup> table below highlights the key facts and demographics related to population and the social determinants that are often associated. This table represents the most recent data from 2023-2024 on the US Census website.<sup>5</sup>

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<sup>4</sup> QuickFacts data are derived from: Population Estimates, American Community Survey, Census of Population and Housing, Current Population Survey, Small Area Health Insurance Estimates, Small Area Income and Poverty Estimates, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits.

<sup>5</sup> [Release Notes](#). The vintage year (e.g., V2024) refers to the final year of the series (2020 thru 2024). Different vintage years of estimates are not comparable.

**Table 1. Overview of the US Quick Facts for Demographics from the 2020 US Census**

| <b>PEOPLE</b>  |               |
|--|---------------|
| <b>Population</b>  |               |
| <b>Population Estimates, July 1, 2024, (V2024)</b>   | <b>80,908</b> |
| Population estimates base, April 1, 2020, (V2024)  | 82,870        |
| Population, percent change - April 1, 2020 (estimates base) to July 1, 2024, (V2024)         | -2.4%         |
| Population, Census, April 1, 2020  | 82,874        |
| Population, Census, April 1, 2010  | 73,090        |
| <b>Age and Sex</b>   |               |
| Persons under 5 years, percent   | 4.2%          |
| Persons under 18 years, percent  | 15.4%         |
| Persons 65 years and over, percent   | 25.4%         |
| Female persons, percent  | 48.0%         |
| <b>Race and Hispanic Origin</b>  |               |
| White alone, percent   | 88.4%         |
| Black or African American alone, percent <a href="#">(a)</a>                                 | 7.6%          |
| American Indian and Alaska Native alone, percent <a href="#">(a)</a>                         | 0.5%          |
| Asian alone, percent <a href="#">(a)</a>   | 1.5%          |
| Native Hawaiian and Other Pacific Islander alone, percent <a href="#">(a)</a>                | 0.2%          |
| Two or More Races, percent   | 1.9%          |
| Hispanic or Latino, percent <b><a href="#">(b)</a></b>                                       | 24.8%         |
| White alone, not Hispanic or Latino, percent   | 65.0%         |
| <b>Population Characteristics</b>  |               |
| Veterans, 2019-2023  | 5,888         |
| Foreign born persons, percent, 2019-2023   | 19.3%         |
| <b>Housing</b>   |               |
| Housing units, July 1, 2024, (V2024)   | 55,692        |
| Owner-occupied housing unit rate, 2019-2023  | 63.4%         |
| Median value of owner-occupied housing units, 2019-2023                                      | \$723,800     |
| Median selected monthly owner costs -with a mortgage, 2019-2023                              | \$3,220       |
| Median selected monthly owner costs -without a mortgage, 2019-2023                           | \$835         |
| Median gross rent, 2019-2023   | \$1,959       |
| Building permits, 2024   | 334           |
| <b>Families &amp; Living Arrangements</b>  |               |
| Households, 2019-2023  | 34,630        |
| Persons per household, 2019-2023   | 2.32          |
| Living in same house 1 year ago, percent of persons age 1 year+, 2019-2023                   | 83.5%         |
| Language other than English spoken at home, percent of persons age 5 years+, 2019-2023       | 21.2%         |
| <b>Computer and Internet Use</b>   |               |
| Households with a computer, percent, 2019-2023   | 96.2%         |
| Households with a broadband Internet subscription, percent, 2019-2023                        | 88.0%         |
| <b>Education</b>   |               |
| High school graduate or higher, percent of persons age 25 years+, 2019-2023                  | 93.3%         |
| Bachelor's degree or higher, percent of persons age 25 years+, 2019-2023                     | 37.8%         |
| <b>Health</b>  |               |
| With a disability, under age 65 years, percent, 2019-2023                                    | 6.6%          |
| Persons without health insurance, under age 65 years, percent                                | 15.2%         |
| <b>Economy</b>   |               |
| In civilian labor force, total, percent of population age 16 years+, 2019-2023               | 60.9%         |
| In civilian labor force, female, percent of population age 16 years+, 2019-2023              | 58.5%         |
| Total accommodation and food services sales, 2022 (\$1,000) <a href="#">(c)</a>              | 2,245,213     |
| Total health care and social assistance receipts/revenue, 2022 (\$1,000) <a href="#">(c)</a> | 434,560       |
| Total transportation and warehousing receipts/revenue, 2022 (\$1,000) <a href="#">(c)</a>    | 435,521       |
| Total retail sales, 2022 (\$1,000) <a href="#">(c)</a>                                       | 2,157,198     |
| Total retail sales per capita, 2022 <b><a href="#">(c)</a></b>                               | \$26,430      |
| <b>Transportation</b>  |               |
| Mean travel time to work (minutes), workers age 16 years+, 2019-2023                         | 19.0          |

|  |                |
|--|----------------|
| <b>Income &amp; Poverty</b>                                      |                |
| Median household income (in 2021 dollars), 2019-2023             | \$82,430       |
| Per capita income in past 12 months (in 2021 dollars), 2019-2023 | \$57,683       |
| Persons in poverty, percent                                      | 10.0%          |
| <b>BUSINESSES</b>  |                |
| <b>Businesses</b>  |                |
| Total employer establishments, 2022                              | 4,113          |
| Total employment, 2022   | 35,233         |
| Total annual payroll, 2022 (\$1,000)                             | 1,676,319      |
| Total employment, percent change, 2021-2022                      | 10.6%          |
| Total nonemployer establishments, 2023                           | 15,248         |
| All employer firms, Reference year 2022                          | 3,518          |
| Men-owned employer firms, Reference year 2022                    | 1,963          |
| Women-owned employer firms, Reference year 2022                  | 741            |
| Minority-owned employer firms, Reference year 2022               | 729            |
| Nonminority-owned employer firms, Reference year 2022            | 2,396          |
| Veteran-owned employer firms, Reference year 2022                | S <sup>6</sup> |
| Nonveteran-owned employer firms, Reference year 2022             | 3,040          |
| <b>GEOGRAPHY</b>   |                |
| <b>Geography</b>   |                |
| Population per square mile, 2020                                 | 84.3           |
| Population per square mile, 2010                                 | 74.3           |
| Land area in square miles, 2020                                  | 983.04         |
| Land area in square miles, 2010                                  | 983.28         |
| FIPS Code  | 12087          |

<sup>6</sup>S: Suppressed; does not meet publication standards

According to Nielsen/Claritas 2025 data (Conduent Healthy Communities Institute, 2025), Monroe County's population size is 82,765. Between 2024 and 2025, there was an overall 0.29% decrease in the population in Monroe County.

The majority of Monroe County residents typically reside in the Lower Keys region. In 2025, the total population in the Lower Keys region was 46,623, representing 56.3% of the total county population, with a majority (75.2%) of residents in the region residing in Key West. The Upper Keys region has the second-largest population. In 2025, the total population in the Upper Keys was 24,203, representing more than one quarter (29.2%) of the total county population, with the majority (58.1%) of residents in the region residing in Key Largo (See Table 2 below).

**Table 2. Monroe County 2025 Estimated Population by Zip Code**

| Zip Code                              | Area           | Population 2025 | Population 2024 | Population 2023 |
|---------------------------------------|----------------|-----------------|-----------------|-----------------|
| <b>Monroe County Total Population</b> |                | <b>82,765</b>   | <b>83,008</b>   | <b>82,280</b>   |
| <b>Lower Keys Total Population</b>    |                | <b>46,623</b>   | <b>46,916</b>   | <b>47,238</b>   |
| 33040                                 | Key West       | 35,062          | 35,351          | 35,720          |
| 33042                                 | Summerland Key | 6,891           | 6,904           | 6,839           |
| 33043                                 | Big Pine Key   | 4,670           | 4,661           | 4,679           |
| <b>Middle Keys Total Population</b>   |                | <b>10,945</b>   | <b>10,986</b>   | <b>10,791</b>   |
| 33050                                 | Marathon       | 10,945          | 10,986          | 10,791          |
| <b>Upper Keys Total Population</b>    |                | <b>24,203</b>   | <b>24,202</b>   | <b>24,251</b>   |
| 33037                                 | Key Largo      | 14,053          | 14,123          | 14,162          |
| 33070                                 | Tavernier      | 6,405           | 6,312           | 6,286           |
| 33036                                 | Islamorada     | 3,745           | 3,767           | 3,803           |

Sources: 2025 data estimates, extracted from [www.miamidadematters.org](http://www.miamidadematters.org) (HCSF). NOTE: The US Census measures population by census block, or zip code tract areas (ZCTAs), which do not always correspond to zip code boundaries; thus, the sum of populations within individual zip codes may not add up to the total county

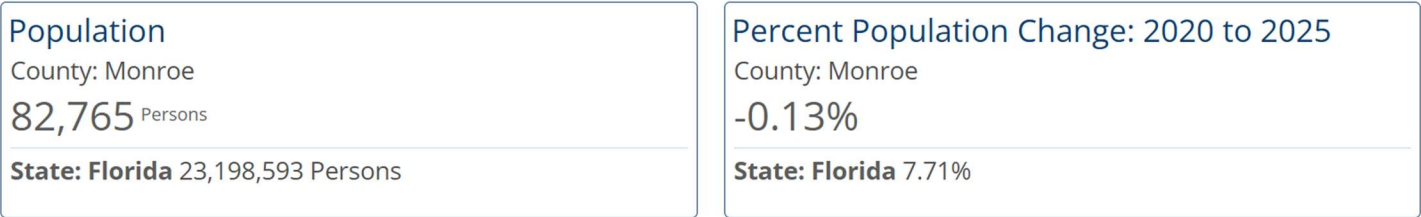


population reported by the Census Bureau. Additionally, we had previously relied upon Census data to provide population estimates; however, we also utilize Nielsen/Claritas data due to frequent real-time updates.

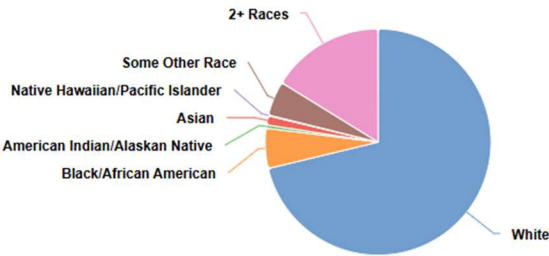
The following data and visuals have been extracted from the Miami Matters platform to highlight and summarize age, gender, race, ethnicity, income, household arrangement, education and employment status for Monroe County.

The table below shows the current population, as previously mentioned, and highlights the percentage population change from 2020 to 2025. In 2020, the world was impacted globally by the COVID-19 virus, which also impacted the services provided for the TD population as well as those who were most vulnerable and susceptible to the disease.

**FIGURE 2: Summary Population Data for Monroe County, 2025**

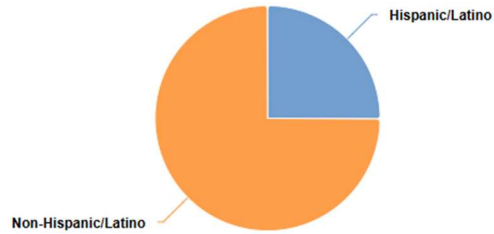


**FIGURE 3. Population by Race for Monroe County, 2025**



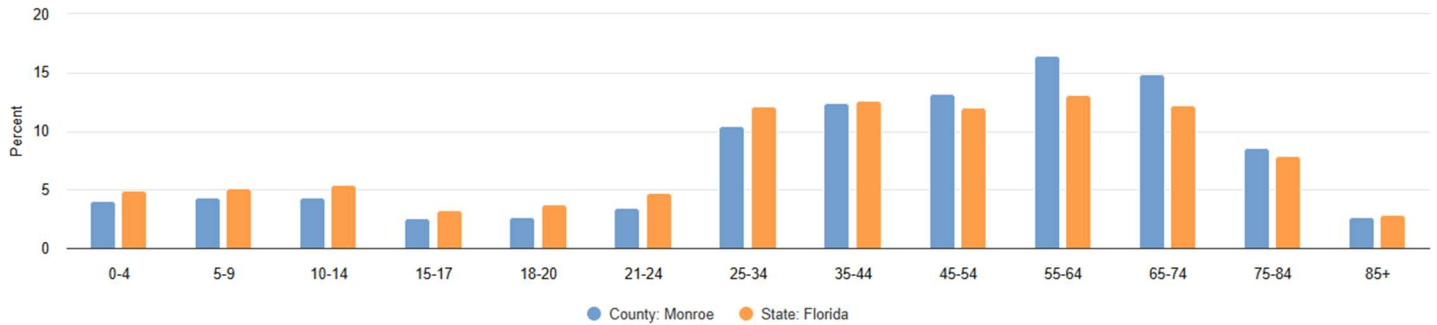
| Population by Race               | County: Monroe |                 | State: Florida |                 |
|----------------------------------|----------------|-----------------|----------------|-----------------|
|                                  | Persons        | % of Population | Persons        | % of Population |
| White                            | 58,972         | 71.25%          | 12,979,487     | 55.95%          |
| Black/African American           | 4,735          | 5.72%           | 3,440,627      | 14.83%          |
| American Indian/Alaskan Native   | 384            | 0.46%           | 109,096        | 0.47%           |
| Asian                            | 1,083          | 1.31%           | 744,170        | 3.21%           |
| Native Hawaiian/Pacific Islander | 88             | 0.11%           | 16,420         | 0.07%           |
| Some Other Race                  | 4,085          | 4.94%           | 1,821,667      | 7.85%           |
| 2+ Races                         | 13,418         | 16.21%          | 4,087,126      | 17.62%          |

**FIGURE 4. Population by Ethnicity**



| Population by Ethnicity | County: Monroe |                 | State: Florida |                 |
|-------------------------|----------------|-----------------|----------------|-----------------|
|                         | Persons        | % of Population | Persons        | % of Population |
| Hispanic/Latino         | 20,771         | 25.10%          | 6,593,102      | 28.42%          |
| Non-Hispanic/Latino     | 61,994         | 74.90%          | 16,605,491     | 71.58%          |

**FIGURE 5. Population by Age Range (0-85+)**



| Population by Age Group | County: Monroe |                 | State: Florida |                 |
|-------------------------|----------------|-----------------|----------------|-----------------|
|                         | Persons        | % of Population | Persons        | % of Population |
| 0-4                     | 3,380          | 4.08%           | 1,140,623      | 4.92%           |
| 5-9                     | 3,548          | 4.29%           | 1,194,238      | 5.15%           |
| 10-14                   | 3,618          | 4.37%           | 1,261,406      | 5.44%           |
| 15-17                   | 2,097          | 2.53%           | 764,941        | 3.30%           |
| 18-20                   | 2,178          | 2.63%           | 865,231        | 3.73%           |
| 21-24                   | 2,845          | 3.44%           | 1,097,731      | 4.73%           |
| 25-34                   | 8,681          | 10.49%          | 2,807,341      | 12.10%          |
| 35-44                   | 10,262         | 12.40%          | 2,927,572      | 12.62%          |
| 45-54                   | 10,906         | 13.18%          | 2,790,858      | 12.03%          |
| 55-64                   | 13,610         | 16.44%          | 3,033,058      | 13.07%          |
| 65-74                   | 12,295         | 14.86%          | 2,844,478      | 12.26%          |
| 75-84                   | 7,108          | 8.59%           | 1,819,260      | 7.84%           |
| 85+                     | 2,237          | 2.70%           | 651,856        | 2.81%           |

**FIGURE 6. Population by Sex**

| Population by Sex | County: Monroe |                 | State: Florida |                 |
|-------------------|----------------|-----------------|----------------|-----------------|
|                   | Persons        | % of Population | Persons        | % of Population |
| Male              | 43,033         | 51.99%          | 11,404,043     | 49.16%          |
| Female            | 39,732         | 48.01%          | 11,794,550     | 50.84%          |

**FIGURE 7. Household Summary for Monroe County**

#### Households

County: Monroe

**36,048** Households

**State: Florida** 9,207,674 Households

#### Percent Household Change: 2020 to 2025

County: Monroe

**-1.06%**

**State: Florida** 7.96%

#### Families

County: Monroe

**21,698** Families

**State: Florida** 6,031,014 Families

#### Percent Family Change: 2020 to 2025

County: Monroe

**-0.93%**

**State: Florida** 8.25%

#### Average Household Size

County: Monroe

**2.27** Persons

**State: Florida** 2.47 Persons

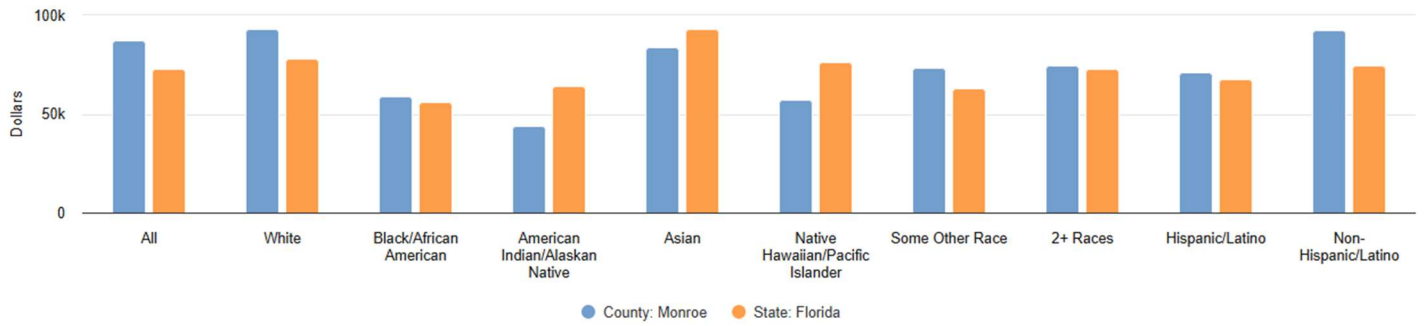
#### Households With Own Children

County: Monroe

**6,652** Households  
(6.15% of Households)

**State: Florida** 2,137,070 Households (7.74% of Households)

**FIGURE 8. Household Income by Race/Ethnicity**



| Median Household Income by Race/Ethnicity | County: Monroe | State: Florida |
|---|----------------|----------------|
|   | Value          | Value          |
| All                                       | \$87,226       | \$72,722       |
| White                                     | \$93,109       | \$77,795       |
| Black/African American                    | \$58,717       | \$55,840       |
| American Indian/Alaskan Native            | \$44,059       | \$64,032       |
| Asian                                     | \$83,824       | \$92,892       |
| Native Hawaiian/Pacific Islander          | \$57,500       | \$76,215       |
| Some Other Race                           | \$73,549       | \$62,797       |
| 2+ Races                                  | \$74,743       | \$72,729       |
| Hispanic/Latino                           | \$70,918       | \$67,526       |
| Non-Hispanic/Latino                       | \$92,679       | \$74,474       |

**FIGURE 9. Families Below Poverty With and Without Children**

### Families Below Poverty

County: Monroe

**1,480** Families  
(6.82% of Families)

**State: Florida** 544,042 Families (9.02% of Families)

### Families Below Poverty with Children

County: Monroe

**761** Families  
(3.51% of Families)

**State: Florida** 339,258 Families (5.63% of Families)

**FIGURE 10. Housing Unit Summary for Monroe County**

### Housing Units

County: Monroe

**53,933** Housing units

**State: Florida** 10,565,151 Housing units

### Percent Housing Unit Change: 2020 to 2025

County: Monroe

**-0.05%**

**State: Florida** 7.09%

### Land Area in Square Miles

County: Monroe

**983.042** Square miles

**State: Florida** 53,652.173 Square miles

### Owner-Occupied Housing Units Median Value

County: Monroe

**\$924,632**

**State: Florida** \$412,308

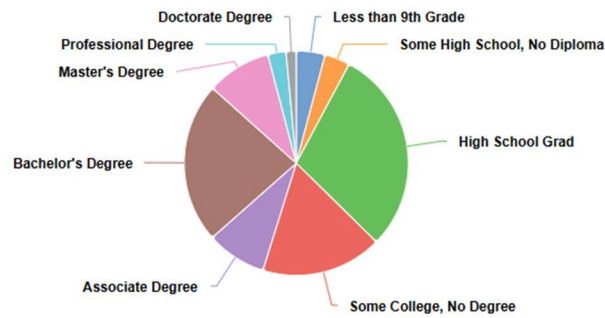
### Owner-Occupied Housing Units Average Value

County: Monroe

**\$1,045,015**

**State: Florida** \$517,966

**FIGURE 11. Educational Attainment for 25+ Years Adults**



| Population 25+ by Educational Attainment | County: Monroe |                         | State: Florida |                         |
|--|----------------|-------------------------|----------------|-------------------------|
|  | Persons        | % of Population Age 25+ | Persons        | % of Population Age 25+ |
| Less than 9th Grade                      | 2,702          | 4.15%                   | 726,768        | 4.31%                   |
| Some High School, No Diploma             | 2,389          | 3.67%                   | 1,018,613      | 6.04%                   |
| High School Grad                         | 19,238         | 29.55%                  | 4,624,745      | 27.41%                  |
| Some College, No Degree                  | 11,363         | 17.45%                  | 3,141,185      | 18.62%                  |
| Associate Degree                         | 5,640          | 8.66%                   | 1,710,224      | 10.14%                  |
| Bachelor's Degree                        | 15,058         | 23.13%                  | 3,529,205      | 20.91%                  |
| Master's Degree                          | 6,050          | 9.29%                   | 1,468,555      | 8.70%                   |
| Professional Degree                      | 1,709          | 2.63%                   | 419,565        | 2.49%                   |
| Doctorate Degree                         | 950            | 1.46%                   | 235,563        | 1.40%                   |



**FIGURE 12. Employment Status for 16+ Years Adults**

**Population 16+: Unemployed**

County: Monroe

**1.66%**

**State: Florida 4.34%**

## SERVICE ANALYSIS

The primary trip generators for the current ridership use services for medical and life-sustaining services. The majority of the trips are taken out of Monroe County to Miami-Dade County. Other riders use the services for home or work routes.

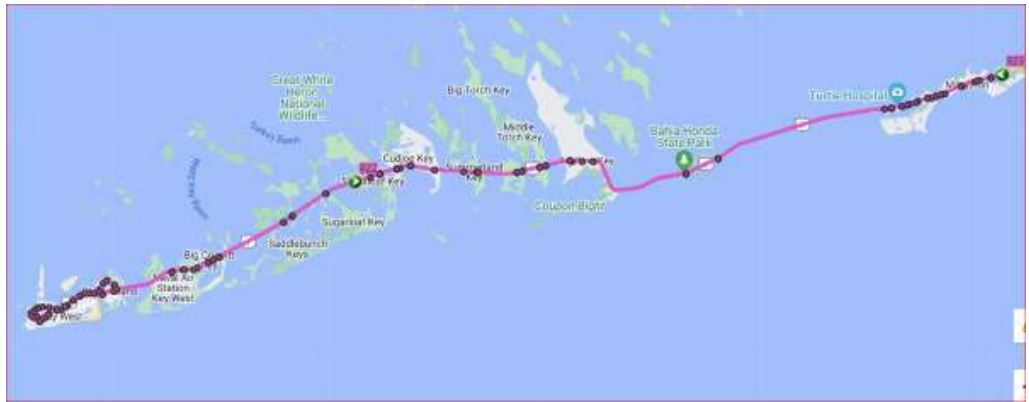
Public transportation in the Middle Keys, Lower Keys and Key West areas of Monroe County is provided by the City of Key West Department of Transportation via Inter Local Agreement between the City of Marathon, the City of Key West and Monroe County. The City of Key West Department of Transportation provides public transit services throughout Key West, Stock Island, the Lower Keys, and Marathon.

Within the City of Key West, the City of Key West Bus Service operates Key West Rides On-Demand (which replaces the North and South Lines) and the Duval Loop. Key West Rides On-Demand utilizes the free Key West Ride app to match riders headed in a similar direction into a single vehicle, allowing for quick and efficient shared trips. It also connects passengers with other transit routes, such as the Lower Keys Shuttle and Duval Loop. Key West Rides On-Demand currently has only one zone in Key West, including Stock Island. Riders with wheelchairs or other large mobility devices can select the wheelchair icon in the app when requesting a ride.


Additionally, the Work Force Express route provides transit service from Stock Island to Bahama Village and includes stops at the Lower Keys Medical Center, apartment complexes around the 3900 block of South Roosevelt Boulevard, the Senior Center on Kennedy Drive, and the Overseas Market. The service runs continuously from 6:45 AM to 6:50 PM, seven days a week.

The Duval Loop operates every day of the year (except Thanksgiving, Christmas, and New Year's Day) and is a free hop-on hop-off bus service. The Duval Loop is funded partly by parking meter rates and provides easy access to restaurants, galleries, gift shops, and theatres.

Additionally, there is one route for the Lower Keys Shuttle, which travels between Key West and Marathon (mile marker 53.5). The earliest route begins operation at 5:40 AM, and the last route is 10:00 PM. The fleet consists of 20 handicap-accessible buses that accommodate 24 or 32 passengers.



Key West Transit Lower Keys Shuttle

| WORKFORCE SHUTTLE |               |           |                 |               |                         |                 |                   |                      |               |               |                   |                 |                        |               |                 |           |                  |  |
|-------------------|---------------|-----------|-----------------|---------------|-------------------------|-----------------|-------------------|----------------------|---------------|---------------|-------------------|-----------------|------------------------|---------------|-----------------|-----------|------------------|---|
| INBOUND           |               |           |                 |               |                         |                 |                   |                      |               | OUTBOUND      |                   |                 |                        |               |                 |           |                  |   |
| Key West Transit  | Maloney & 2nd | Oceanwalk | Duck Ave & 17th | Senior Center | N. Roosevelt Home Depot | Overseas Market | Truman & Simonton | Petronia & Whitehead | Emma & Truman | Emma & Truman | Truman & Simonton | Overseas Market | N. Roosevelt Key Plaza | Senior Center | Duck Ave & 17th | Oceanwalk | Key West Transit |   |
| 6:45 AM           | 6:55 AM       | 7:05 AM   | 7:10 AM         | 7:15 AM       | 7:19 AM                 | 7:25 AM         | 7:33 AM           | 7:36 AM              | 7:40 AM       | 7:42 AM       | 7:46 AM           | 7:57 AM         | 8:00 AM                | 8:04 AM       | 8:11 AM         | 8:18 AM   | 8:25 AM          |   |
| 8:30 AM           | 8:40 AM       | 8:50 AM   | 8:55 AM         | 9:00 AM       | 9:04 AM                 | 9:10 AM         | 9:18 AM           | 9:21 AM              | 9:25 AM       | 9:27 AM       | 9:31 AM           | 9:42 AM         | 9:45 AM                | 9:49 AM       | 9:56 AM         | 10:03 AM  | 10:10 AM         |   |
| 10:25 AM          | 10:35 AM      | 10:45 AM  | 10:50 AM        | 10:55 AM      | 10:59 AM                | 11:05 AM        | 11:13 AM          | 11:16 AM             | 11:20 AM      | 11:22 AM      | 11:26 AM          | 11:37 AM        | 11:40 AM               | 11:44 AM      | 11:51 AM        | 11:58 AM  | 12:05 PM         |   |
| 1:30 PM           | 1:40 PM       | 1:50 PM   | 1:55 PM         | 2:00 PM       | 2:04 PM                 | 2:10 PM         | 2:18 PM           | 2:21 PM              | 2:25 PM       | 2:27 PM       | 2:31 PM           | 2:42 PM         | 2:45 PM                | 2:49 PM       | 2:56 PM         | 3:03 PM   | 3:10 PM          |   |
| 3:15 PM           | 3:25 PM       | 3:35 PM   | 3:40 PM         | 3:45 PM       | 3:49 PM                 | 3:55 PM         | 4:03 PM           | 4:06 PM              | 4:10 PM       | 4:12 PM       | 4:16 PM           | 4:27 PM         | 4:30 PM                | 4:34 PM       | 4:41 PM         | 4:48 PM   | 4:55 PM          |   |
| 5:10 PM           | 5:20 PM       | 5:30 PM   | 5:35 PM         | 5:40 PM       | 5:44 PM                 | 5:50 PM         | 5:58 PM           | 6:01 PM              | 6:05 PM       | 6:07 PM       | 6:11 PM           | 6:22 PM         | 6:25 PM                | 6:29 PM       | 6:36 PM         | 6:43 PM   | 6:50 PM          |   |

Work Force Express Route Schedule



Duval Loop

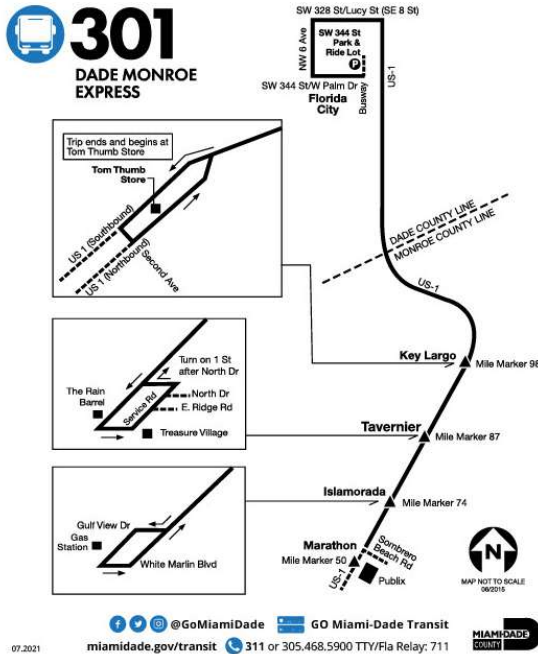
In addition, Miami-Dade Transit (MDT) contracts for bus service in the Upper Keys and North Middle Keys and provides bus service for the corridor between Florida City and City of Marathon, connecting regionally with the City of Key West's Lower Keys Bus Shuttle Service. The Miami Dade Transit portion of the regional connection in the Keys is known as the Dade-Monroe Express.

# FLORIDA KEYS



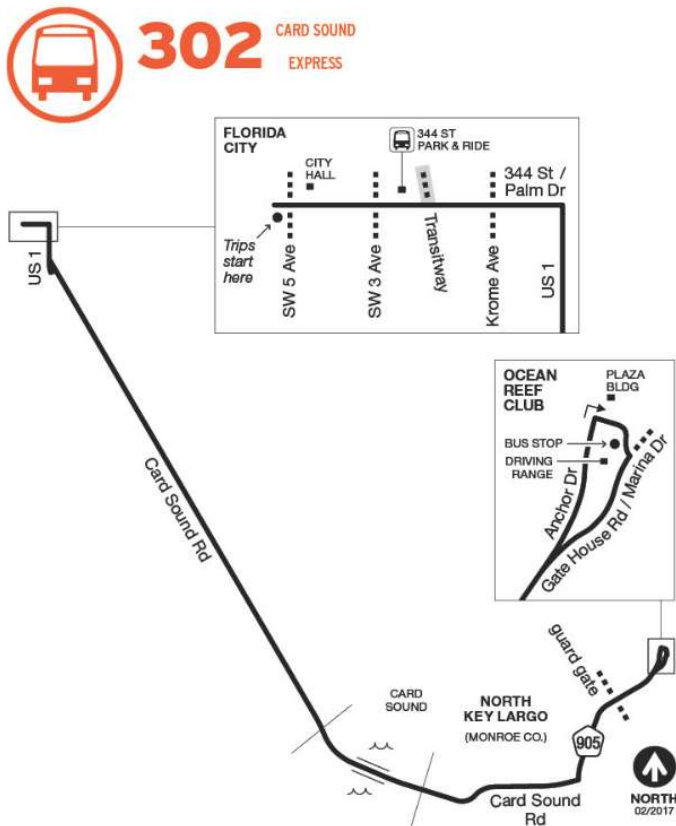
## **ROUTE #301 (Florida City to Key Largo, Tavernier, Islamorada, and Marathon)**

Express service seven days a week. Travels from the Park and Ride Lot at the 344 Street Transit Way station in Florida City to Key Largo at Mile Marker 98, Tavernier at Mile Marker 87, Islamorada at Mile Marker 74, and Marathon at Mile Marker 50 along US1.



## Route #302 (Card Sound to Ocean Reef)

Express service seven days a week, two trips in the morning and afternoon. Travels from Florida City, City Hall to Ocean Reef Club (only employees are admitted beyond the entrance to the club) in North Key Largo along W. Palm Dr, US 1, and Card Sound Road.



[www.miamidade.gov/transit](http://www.miamidade.gov/transit) DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS

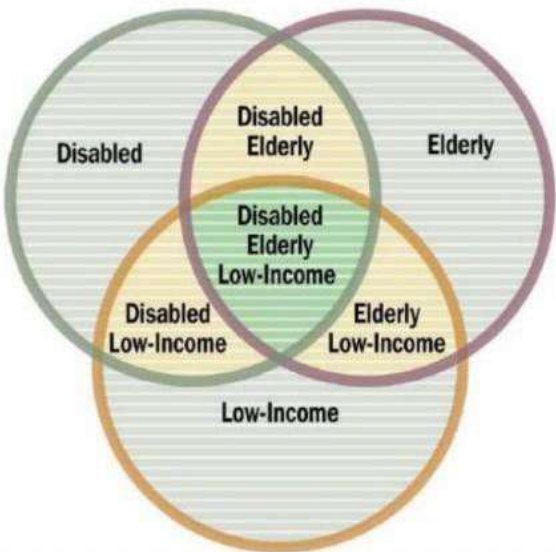
MDT TRACKER | EASY PAY MIAMI | MDT TRANSIT WATCH  
INFORMATION : INFORMATION : INFORMATION  
311 (305.468.5900) TDD: 305.468.5402





Additionally, Conch Connect (powered by Freebee) is a new on-demand rideshare service in the Lower Keys. The service uses all-electric Teslas to transport riders within Key West and Stock Island. The service operates 5am-9pm, with rides costing \$2 each, payable via the Freebee app.

The TD population continues to experience several challenges: the accommodation of transportation disadvantaged trips by a community’s fixed-route transit services; the availability of reliable population and demographic data pertaining to the elderly, low- income, and disabled population; and the continued projected increase of the elderly population in the next few years. To account for these changes and to aid CTCs and planners with TD demand forecasting, the Center for Urban Transportation has revised the existing methodology to reflect the needs of this population. As such, the proposed methodology defines the “general TD population as all disabled, elderly, low- income people, and children who are at “high-risk or “at-risk” (see below). Additionally, this population is further refined to identify the “critical need TD” population; and includes individuals who due to severe physical limitations or low income are unable to transport themselves or purchase transportation and are dependent on other people to access health care facilities, employment, education, shopping, social activities, and more.



Furthermore, once the critical need TD population has been defined daily and annual travel paratransit demand would need to be calculated. In order to forecast paratransit demand, trip rates for people who live in households without any vehicles, provided by the National Household Travel Survey (NHTS), are utilized. This assumes that the elderly, low income, and disabled (Florida’s TD population) are more likely to reside in households with zero vehicle or their travel needs would be similar to households with zero vehicles available; in comparison to households with vehicles available and “unconstrained use.”

Table 3 illustrates Monroe County TD population projections from years 2024 through 2028. According to these projections, in 2028 approximately 40% of the county’s population (33,560) is expected to comprise the general TD population, with 7.7% of the total population comprising the critical need TD population (6,431) in the same year.

**Table 3. Five-Year Forecast of TD Populations in Monroe County, 2024-2028**

|                             | 2024   | 2025   | 2026   | 2027   | 2028   |
|-----------------------------|--------|--------|--------|--------|--------|
| Total Population            | 82,360 | 82,688 | 83,017 | 83,348 | 83,679 |
| General TD Population       | 33,030 | 33,162 | 33,294 | 33,427 | 33,560 |
| Critical Need TD Population | 6,330  | 6,355  | 6,380  | 6,406  | 6,431  |

Source: Center of Urban Transportation Research, University of South Florida, 2013 Model; U.S. Census, American Community Survey, 2022 Population Estimates. Data compiled by the Health Council of South Florida, 2024

Table 4 reflects 2024-2028 projected distribution of the general transportation disadvantaged (TD) population groups in Monroe County. Elderly individuals (who are not disabled or not considered low income) are the largest consumer group of TD services; followed by non-elderly, non-disabled individuals who are designated as low income. Based on the projections observed on Table 4, the general TD population (all disabled, elderly and low-income people and children who are at “high-risk or “at-risk) is projected to increase to 33,560 in 2028, which mirrors the pattern also observed among the total critical need TD population forecasted to increase to 6,431 at a positive growth rate of 0.8% (Tables 5 and 6).

**Table 4. General Transportation Disadvantaged Population, 2024-2028**

| <b>General TD Population Forecast</b>         | <b>2024</b>   | <b>2025</b>   | <b>2026</b>   | <b>2027</b>   | <b>2028</b>   |
|---|---------------|---------------|---------------|---------------|---------------|
| Estimate non-elderly/disabled/ low income     | 1,220         | 1,225         | 1,229         | 1,234         | 1,239         |
| Estimate non-elderly/ disabled/not low income | 3,098         | 3,110         | 3,122         | 3,135         | 3,147         |
| Estimate elderly/disabled/low income          | 1,005         | 1,009         | 1,013         | 1,017         | 1,021         |
| Estimate elderly/ disabled/not low income     | 9,709         | 9,748         | 9,786         | 9,825         | 9,864         |
| Estimate elderly/non-disabled/low income      | 2,329         | 2,339         | 2,348         | 2,357         | 2,367         |
| Estimate elderly/non-disabled/not low income  | 7,593         | 7,623         | 7,654         | 7,684         | 7,715         |
| Estimate low income/not elderly/not disabled  | 8,077         | 8,109         | 8,141         | 8,174         | 8,206         |
| <b>TOTAL GENERAL TD POPULATION</b>            | <b>33,030</b> | <b>33,162</b> | <b>33,294</b> | <b>33,427</b> | <b>33,560</b> |
| <b>TOTAL POPULATION</b>                       | <b>82,360</b> | <b>82,688</b> | <b>83,017</b> | <b>83,348</b> | <b>83,679</b> |

Source: Center for Urban Transportation Research, University of South Florida, 2013 Model; U.S. Census, American Community Survey, 2022 Population Estimates. Data Compiled by the Health Council of South Florida, 2024

Table 5 depicts the daily and annual trip demand for the Critical Need TD population projected from 2024 through 2028. As presented, Monroe County’s annual trip demand has been estimated to range from 939,686 trips in 2024 to 1,006,419 trips in 2028.

**Table 5. Critical Need Transportation Disadvantaged Population, 2024-2028**

| <b>Critical Need TD Population Forecast</b>          | <b>2024</b>    | <b>2025</b>    | <b>2026</b>    | <b>2027</b>    | <b>2028</b>      |
|--|----------------|----------------|----------------|----------------|------------------|
| Total Critical TD Population                         |                |                |                |                |                  |
| Disabled   | 5,141          | 5,161          | 5,182          | 5,203          | 5,223            |
| Low Income Not Disabled No Auto/Transit              | 1,189          | 1,194          | 1,198          | 1,203          | 1,208            |
| <b>Total Critical Need TD Population</b>             | <b>6,330</b>   | <b>6,355</b>   | <b>6,380</b>   | <b>6,406</b>   | <b>6,431</b>     |
| <b>Daily Trips - Critical Need TD Population</b>     |                |                |                |                |                  |
| Severely Disabled                                    | 252            | 253            | 254            | 255            | 256              |
| Low Income - Not Disabled - No Access                | 2,258          | 2,267          | 2,276          | 2,285          | 2,294            |
| <b>Total Daily Trips Critical Need TD Population</b> | <b>2,574</b>   | <b>2,618</b>   | <b>2,662</b>   | <b>2,709</b>   | <b>2,757</b>     |
| <b>Annual Trips</b>                                  | <b>939,686</b> | <b>955,567</b> | <b>971,716</b> | <b>988,916</b> | <b>1,006,419</b> |

Source: Center for Urban Transportation Research, University of South Florida, 2013 Model; U.S. Census, American Community Survey, 2022 Population Estimates. Data Compiled by the Health Council of South Florida, 2024

## TRIP DEMAND AND SUPPLY

**Table 6. Critical Need – Severely Disabled Transportation Disadvantaged (TD) Population**

| Critical Need - Severely Disabled TD Population | Not Low Income | Low Income | Totals       |
|---|----------------|------------|--------------|
| Non-Elderly                                     | 365            | 146        | 512          |
| Elderly   | 4,052          | 537        | 4,589        |
| <b>Total</b>                                    | <b>4,417</b>   | <b>683</b> | <b>5,100</b> |

Source: Center for Urban Transportation Research, University of South Florida, 2013 Model; U.S. Census, American Community Survey, 2022 Population Estimates. Data Compiled by the Health Council of South Florida, 2024

**Table 7. Daily Trips for the Critical Need TD Population**

|   |        |                             |                   |
|---|--------|-----------------------------|-------------------|
| Low Income and Not Disabled                   | 10,324 |                             |                   |
| 27.2% without access to a vehicle             | 2,808  |                             |                   |
| 42.0% without access to a fixed transit route | 1,179  |                             |                   |
| Calculation of Daily Trips                    |        |                             |                   |
|   |        | Daily Trip Rates per Person | Total Daily Trips |
| Total Actual Critical TD Population           |        |                             |                   |
| Severely Disabled                             | 5,100  | 0.049                       | 250               |
| Low Income and Not Disabled                   | 1,179  | 1.899                       | 2,240             |
| Totals  | 6,280  |                             | 2,490             |

Source: Center for Urban Transportation Research, University of South Florida, 2013 Model; U.S. Census, American Community Survey, 2022 Population Estimates. Data Compiled by the Health Council of South Florida, 2024

Tables 6 and 7 depict trip demand for the critical need TD population based on the 2019 American Community Survey and the 2019 National Household Travel Survey (NHTS). Both sources were utilized by the Center for Urban Transportation Research (CUTR) during the development of the paratransit forecasting model.

According to the 2019 NHTS, the per capita trip rate for Florida households with zero vehicles available averaged 2.4 trips per day, of which 0.389 were made on transit, 0.063 on school buses, and 0.049 on special services for people with disabilities. Once these three modes of transportation are added, the result is then subtracted from the 2.4 daily trips; to arrive at the 1.899 daily trip rate for the low-income, non-disabled residents without access to automobiles or public transit represented on Table 7.

Based on rates from the 2019 NHTS in the United States, 27.2% of low-income, non-disabled residents in Monroe County (2,808) live in households without access to a vehicle (Table 7). Additionally, according to the City of Key West Department of Transportation, 42% of this population (low-income, non-disabled) do not have access to public transit

(1,179). The TD population with critical needs due to severe disabilities (5,100) is expected to make 250 daily paratransit trips, a figure which is expected to remain relatively stable through 2026 (Table 7).

It should be noted that the figures related to the demand and supply of TD general purpose trips in Monroe County include trips that will also fall under the category of ADA complementary paratransit services. The ADA provides for the unconstrained delivery of paratransit trips for persons who cannot use the fixed-route bus system due to the nature and/or extent of their disability. Persons may be certified as eligible for ADA paratransit trips, as well as TD general purpose trips. Therefore, any figures for unmet demand may reflect some duplication in the calculation of trip demand.

### Passenger One-Way Information

Tables 8 through 10 illustrate the distribution of passenger one-way trips by service type, trip purpose, passenger type and funding source for FY 2019-2020, 2020-2021, 2021-2022, 2022-2023, and 2023-2024. The trips by type of service for FY 2023-2024 shows a slight decrease in service trips overall, with variances in ambulatory trips (7% decrease) and non-ambulatory trips (38% increase) from the previous FY.

**Table 8. Passenger One-Way Trip Information by Type of Service, Monroe County, FY 2019-2020, 2020-2021, 2021-2022, 2022-2023, 2023-2024**

|                       | 2019-2020         |             | 2020-2021         |             | 2021-2022         |             | 2022-2023         |             | 2023-2024         |             |
|-----------------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|
| <b>Service</b>        | <b># of Trips</b> | <b>%</b>    | <b># of Trips</b> | <b>%</b>    | <b># of Trips</b> | <b>%</b>    | <b># of Trips</b> | <b>%</b>    | <b># of Trips</b> | <b>%</b>    |
| Ambulatory            | 35,419            | 87%         | 30,638            | 89%         | 30,990            | 80%         | 29,782            | 86%         | 27,684            | 80%         |
| Non-Ambulatory        | 5,129             | 13%         | 3,662             | 11%         | 7,663             | 20%         | 4,999             | 14%         | 6,899             | 20%         |
| Monthly Pass          | 36                | 0%          | 0                 | 0%          | 18                | 0.04%       | 0                 | 0%          | 0                 | 0%          |
| Deviated Fixed Route  | 0                 | N/A         | 0                 | N/A         | 0                 | N/A         | 0                 | N/A         | 0                 | N/A         |
| Stretcher             | 0                 | 0%          | 0                 | 0%          | 0                 | 0%          | 0                 | 0%          | 0                 | 0%          |
| School Board Services | 0                 | N/A         | 0                 | N/A         | 0                 | N/A         | 0                 | N/A         | 0                 | N/A         |
|                       | <b>40,584</b>     | <b>100%</b> | <b>34,300</b>     | <b>100%</b> | <b>38,671</b>     | <b>100%</b> | <b>34,781</b>     | <b>100%</b> | <b>34,583</b>     | <b>100%</b> |

During the FY 2023-2024, the breakdown of trips provided were as follows: Medical 29%; Life Sustaining/Other 12%; Education/Training/Daycare 50%; Nutritional 4%; and Employment 5%. These percentages show continuing transition to a post-pandemic environment; notably, an increase was observed for Education/Training/Daycare trips, while a decrease was seen for life-sustaining/other trips and medical trips. A look at Monroe County TD funding sources in Table 10 revealed that the bulk of trips in 2023-2024 were supported by the AHCA (38%) and Local Government (41%).<sup>6</sup>

**Table 9. Passenger One-Way Trip Information by Trip Purpose, Monroe County FY 2019-2020, 2020-2021, 2021-2022, 2022-2023, and 2023-2024**

|                            | 2019-2020         |             | 2020-2021         |             | 2021-2022         |             | 2022-2023         |             | 2023-2024         |             |
|----------------------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|
| <b>Trip Purpose</b>        | <b># of Trips</b> | <b>%</b>    | <b># of Trips</b> | <b>%</b>    | <b># of Trips</b> | <b>%</b>    | <b># of Trips</b> | <b>%</b>    | <b># of Trips</b> | <b>%</b>    |
| Life-Sustaining/Other      | 4,271             | 10%         | 9,700             | 28%         | 8,249             | 21%         | 5,302             | 15%         | 4,104             | 12%         |
| Medical                    | 12,405            | 31%         | 9,361             | 27%         | 9,403             | 24%         | 10,557            | 30%         | 9,951             | 29%         |
| Education/Training/Daycare | 19,048            | 47%         | 13,623            | 40%         | 18,255            | 48%         | 16,175            | 47%         | 17,229            | 50%         |
| Nutrition                  | 2,174             | 5%          | 68                | 0%          | 709               | 2%          | 876               | 3%          | 1,402             | 4%          |
| Employment                 | 2,686             | 7%          | 1,548             | 5%          | 2,055             | 5%          | 1,871             | 5%          | 1,897             | 5%          |
| <b>Total Trips</b>         | <b>40,584</b>     | <b>100%</b> | <b>34,300</b>     | <b>100%</b> | <b>38,671</b>     | <b>100%</b> | <b>34,781</b>     | <b>100%</b> | <b>34,583</b>     | <b>100%</b> |

<sup>6</sup> Source: Monroe County 19-20, 20-21, 21-22, 22-23, and 23-24 Annual Performance Report

**Table 10. Passenger One-Way Trip Information by Funding Source, Monroe County, FY 2023-2024**

|                       | 2021-2022         |             | 2022-2023         |             | 2023-2024         |             |
|-----------------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|
| <b>Funding Source</b> | <b># of Trips</b> | <b>%</b>    | <b># of Trips</b> | <b>%</b>    | <b># of Trips</b> | <b>%</b>    |
| CTD                   | 6,652             | 17%         | 4,286             | 12%         | 3,853             | 11%         |
| Local Govt./Non-Govt. | 14,603            | 38%         | 14,397            | 41%         | 14,173            | 41%         |
| AHCA                  | 13,011            | 34%         | 13,113            | 38%         | 13,224            | 38%         |
| DOT                   |                   |             |                   |             |                   |             |
| APD                   |                   |             |                   |             | 3,333             | 10%         |
| DCF                   | 4,405             | 11%         | 2,985             | 9%          |                   |             |
| <b>Total Trips</b>    | <b>38,671</b>     | <b>100%</b> | <b>34,781</b>     | <b>100%</b> | <b>34,583</b>     | <b>100%</b> |

Source: Monroe County 2023-2024 Annual Performance Report

## Barriers to Coordination

The initial barrier to coordination is the unique geography of the Florida Keys. The long, narrow shape of the county results in considerable distances between medical facilities. Monroe County has three community hospitals, located in Key West (Lower Keys Medical Center with two sister sites, the Kennedy Campus and College Campus), Marathon (Fisherman's Hospital), which is considered part of the Middle Keys, and Tavernier (Mariner's Hospital) at the northern end of the county. Due to the geography and hospital locations, more than one-third of the population lives at least five miles from a hospital. Only one road allows for travel through the Keys, complicating the planning and delivery of transportation services.

Another important barrier to coordination is the fact that there are few specialists practicing in Monroe County, particularly in the areas of pediatrics, obstetrics and gynecology, hematology, anesthesiology and diagnostic radiology. This specialist shortage is indicative of the lack of access to physicians for many health conditions, including optometry, allergy and immunology, gastroenterology, infectious disease, nephrology, and oncology. As a result, patients requiring specialty procedures or expertise are routinely referred to facilities in adjoining Miami-Dade County.

In Monroe County as well as across the state of Florida, there is more demand for TD services than supply. In recent years, fuel costs and inflation rates have increased, not to mention the rapid rate at which the population is aging, with 28.8% between the ages of 45-64 and 25.4% over the age of 65 (based on 2023 American Community Survey 1-year estimates). As noted from the Florida Health Department of Monroe County's 2020 Community Health Assessment<sup>7</sup>, access to healthcare remains #1 on the list for top issues affecting the community's health.

<sup>7</sup> [Monroe\\_CHA-2022.pdf \(floridahealth.gov\)](#)

Figure 8: Top Social and Economic Issues Viewed as Affecting Health in Monroe County among Survey Respondents



## GOALS, OBJECTIVES AND STRATEGIES

To support the overall goal of assuring the availability of efficient, cost-effective, and quality transportation services for transportation disadvantaged persons, the LCB has developed additional short- and long-term goals deemed necessary for enhancing local TD efforts to meet demand for trips. In 1998, the LCB and the CTC developed ongoing short- and long-term goals, which were updated in 2006 and 2010. The following are the short- and long-term goals as they were approved and reviewed in the LCB meetings.

### Goal 1: Bring information to all local governments.

**Objective 1.1:** Create an inventory and analysis of all resources including transportation providers, routes/services and funding streams

Strategy 1.1.1: Develop a set of maps of all providers

Strategy 1.1.2: Secure necessary information to analyze service levels

Strategy 1.1.3: Develop a resource guide to reflect the maps and analysis

**Time Frame:** Short-Term      **Responsible party:** CTC/DOPA/LCB

**Objective 1.2:** Educate and increase government officials' awareness and knowledge of the program

Strategy 1.2.1: Develop a list of target audiences

Strategy 1.2.2: Create necessary information packets and map displays

Strategy 1.2.3: Identify key trusted speakers to convey messages

Strategy 1.2.4: Invite local governments to become partners in the community education process



Strategy 1.2.5: Evaluate results and adjust presentations accordingly

**Time Frame:** Short-Term

**Responsible Party:** CTC/DOPA/LCB

## Goal 2: Expand and create a fully implemented Local Coordinating Board.

**Objective 2.1:** Garner the input and participation of new partners for current slots

Strategy 2.1.1: Develop a list of potential candidates from member recommended contacts

Strategy 2.1.2: Provide necessary information on roles and responsibilities and work with the LCB Chair to encourage leadership contact and extend an official invitation to participate

Strategy 2.1.3: Ensure formal appointments are made in a timely manner and maintain a current membership roster for website posting and quarterly board packets

**Time Frame:** Short-Term

**Responsible Party:** CTC/DOPA/LCB

**Objective 2.2:** Add stakeholder groups such as city, county, chambers of commerce, and policymakers

Strategy 2.2.1: Develop a list of other key stakeholder groups to provide a forum for interested parties, expert presentations, and a training ground for future board members

Strategy 2.2.2: Provide necessary information on potential roles and areas of contribution

**Time Frame:** Short-Term

**Responsible Party:** CTC/DOPA/LCB

## Goal 3: Explore development of a comprehensive transportation system that is both seamless and efficient.

**Objective 3.1:** Reduce the duplication of transportation disadvantaged services provided within and to areas outside the county

Strategy 3.1.1: Meet with transportation representatives from neighboring counties

Strategy 3.1.2: Pursue coordination with transportation providers in the municipalities within Monroe County and in other counties (e.g., Miami-Dade County, Broward County)

**Time Frame:** Short-Term

**Responsible Party:** CTC/DOPA/LCB

**Objective 3.2:** Create a countywide transportation system action plan

Strategy 3.2.1: Identify and recruit key stakeholders to participate the process

Strategy 3.2.2: Conduct research on existing MPO models

Strategy 3.2.4: Identify processes and strategies used by existing MPO models to ensure a seamless and efficient transportation system

Strategy 3.2.5: Develop a transportation action plan

Strategy 3.2.6: Submit to the Monroe County Government for consideration

**Time Frame:** Long-Term

**Responsible Party:** CTC/DOPA/LCB

**Objective 3.3:** Facilitate the adoption of the transportation system action plan by the Monroe County Government

Strategy 3.3.1: Educate the Monroe County Government about the need for a comprehensive transportation system

Strategy 3.3.2: Educate the community about the need for the transportation system

Strategy 3.3.3: Facilitate advocacy activities for the adoption of the transportation action plan by the Monroe County Government

**Time Frame:** Long-Term

**Responsible Party:** DOPA/LCB

## Goal 4: Foster strong inter- and intra-LCB communications and community education.

**Objective 4.1:** Conduct briefings with stakeholder groups, policymakers, and planners

Strategy 4.1.1: Develop a list of stakeholder groups

Strategy 4.1.2: Provide necessary information to each group

Strategy 4.1.3: Launch a series of targeted briefing papers to selected audiences

- Business Sector: a. Banks; b. Food stores; c. Hotel industry; d. Local chambers
- Non-Profits/Funders: a. Human Services Advisory Board (HSAB); b. Funded agencies; c. United Way

**Time Frame:** Long-Term

**Responsible Party:** DOPA/LCB/CTC

**Objective 4.2:** Create press releases and PSAs

Strategy 4.2.1: Develop media contact list and press releases for strategic plan, annual reports, analysis of gaps in services, and transportation service alerts

Strategy 4.2.2: Create video PSAs

**Time Frame:** Long-Term

**Responsible Party:** DOPA

**Objective 4.3:** Share minutes from LCB meetings

Strategy 4.3.1: Post on County website

Strategy 4.3.2: Disseminate to key stakeholders via email

**Time Frame:** Long-Term

**Responsible Party:** DOPA

**Objective 4.4:** Create working groups within the LCB

Strategy 4.4.1: Develop a working group focused on membership

Strategy 4.4.2: Create working group action plans

Strategy 4.4.3: Develop regular meeting schedule

Strategy 4.4.4: Make goal/objective assignments to working groups

**Time Frame:** Long-Term

**Responsible Party:** DOPA/LCB

**Objective 4.5:** Create a mechanism for educating the public on services available and how to access the system

Strategy 4.5.1: Develop a list of options, including but not limited to website, cable stations, and link to Monroe County website

Strategy 4.5.2: Perform qualitative research on most effective and cost beneficial means of communication

Strategy 4.5.3: Develop and implement a public awareness campaign; develop collateral materials

Strategy 4.5.4: Centralize the planning, promotion and reporting of transportation disadvantaged services projects to maximize their impact on the intended constituency

Strategy 4.5.5: Maintain records of community awareness contacts

Strategy 4.5.6: Promote positive relationships with local media to help increase coverage of Monroe's CTC

Strategy 4.5.7: Provide necessary information to LCB for approval

**Time Frame:** Long-Term

**Responsible Party:** CTC/DOPA/LCB

## Goal 5: Assure quality, cost-effective client services.

### **Objective 5.1:** Assess the needs of the population

Strategy 5.1.1: Collect transportation disadvantaged need data and projections

Strategy 5.1.2: Identify major trip generators and attractors in the County

Strategy 5.1.3: Develop a profile on transportation disadvantaged population

**Time Frame:** Short-Term

**Responsible Party:** DOPA/CTC

### **Objective 5.2:** Track service utilization patterns

Strategy 5.2.1: Develop a section in the profile on service utilization

Strategy 5.2.2: Create an on-line version of the profile with drill-down features on utilization

Strategy 5.2.3: Assess/quantify cost of “no shows” to the overall system in Monroe County and educate the public and clients on this issue.

**Time Frame:** Short-Term

**Responsible Party:** DOPA/CTC

### **Objective 5.3:** Measure client satisfaction

Strategy 5.3.1: Explore an annual, independent client satisfaction survey

Strategy 5.3.2: Seek funding to support the research

Strategy 5.3.3: Conduct analysis of results and post online

Strategy 5.3.4: Use customer satisfaction feedback to improve service quality

Strategy 5.3.5: Share results with stakeholder audiences

**Time Frame:** Short-Term

**Responsible Party:** LCB/DOPA/CTC

### **Objective 5.4:** Minimize costs required to operate and administer transportation disadvantaged services

Strategy 5.4.1: Inventory existing funding streams for CTC trips

Strategy 5.4.2: Involve all levels of staff in the identification of cost reducing and/or efficiency- increasing measures that can be implemented

Strategy 5.4.3: Determine additional data needs and submit request to CTC for analysis

Strategy 5.4.4: Select method for measuring future cost effectiveness and institute data collection process

Strategy 5.4.5: Include baseline results in profile

**Time Frame:** Short-Term

**Responsible Party:** DOPA/LCB/CTC

## Goal 6: Identify new funding opportunities and joint venture agreements.

**Objective 6.1:** Explore public/private partnerships

Strategy 6.1.1: Develop a list of possible options, including van pools

Strategy 6.1.2: Research the benefits and challenges of each approach

**Time Frame:** Long-Term

**Responsible Party:** DOPA

**Objective 6.2:** Identification of new grants or other funding sources that can be applied to coordinated systems

Strategy 6.2.1: Develop a list of potential grantees from HHSB

Strategy 6.2.2: Make personal visits to provide pitch

**Time Frame:** Long-Term

**Responsible Party:** DOPA

**Objective 6.3:** Increase involvement by FDOT

Strategy 6.3.1: Develop a list of potential participants

Strategy 6.3.2: Provide necessary information on responsibilities

**Time Frame:** Long-Term

**Responsible Party:** DOPA

**Objective 6.4:** Explore dedicated funding (1/2 cent sales tax)

Strategy 6.4.1: Research passage of 1/2 cent sales tax option for transportation disadvantaged

Strategy 6.4.2: Develop a report on the benefits and challenges

**Time Frame:** Long-Term

**Responsible Party:** LCB

**Objective 6.5:** Create 1-2 Transportation Disadvantaged policy briefs

Strategy 6.5.1: LCB carefully considers each research model

Strategy 6.5.2: LCB takes action on and develops a policy brief with action

Strategy 6.5.3: LCB assumes a leadership role in advancing and educating elected officials and the public on proposed transportation revenue enhancements

**Time Frame:** Long-Term

**Responsible Party:** CTC/LCB/DOPA

## Implementation Plan

Since the initial development of referenced goals and objectives, all the parties involved (LCB, CTC and DOPA) have worked towards their achievement. Efforts have been geared towards promoting awareness about the Transportation Disadvantaged Program in Monroe County through newspaper postings, brochures and word of mouth. The CTC has been actively distributing the Rider Handbook, which is not only informative about the various services provided within Monroe County but also promotes dollar contributions for the Trust Fund Program. Other advertisement venues have been explored (public television advertisement and ad placement in commercial vehicles).

While all parties are working hard to promote the local TD program, demand continues to surpass revenues. Concerning pursuing additional funding, the CTC and DOPA have been attending regional and local meetings that provide information on available grant opportunities (e.g., CTD regional meetings). The long-range objective of the CTC is to ensure that all existing unmet needs for transportation disadvantaged in Monroe County are addressed. LCB members are working towards facilitating an improved referral system and clearly defining service by each collaborating agency, enabling better coordination of transportation services and thus effectively and efficiently meeting the needs of the users. Please refer to the implementation timetables described within each section, which correlates with each of the goals established by the CTC and the LCB.



# SERVICE PLAN

## OPERATIONS ELEMENT

### Types, Hours, Days of Service

Passengers whose trips are within Key West are required, if they are physically and mentally capable, to use public transit as the preferred transportation choice. CTD funds may be used to provide bus passes. Outside of Key West, the coordinated system offers ambulatory and wheelchair services on an advanced reservation and subscription basis. With the exception of persons issued bus passes for Key West transit, the system tries to utilize transfer services where clients are picked up from their homes, dropped off at a transfer site, and then transferred to their final destination. The spokes-and-wheels program has been implemented for cost-effectiveness/efficiency, is in compliance with ADA guidelines, and makes accommodations for door-to-door services for clients when medical necessity is provided. The wait time is usually less than a total 20-minute window period, exceeding expectations of the 40-minute period originally calculated (see *Appendix B for GCC Transportation Fares*).

Scheduled intercommunity transportation is available between Marathon and the Lower Keys and between Marathon and the Upper Keys Monday through Friday. These trips begin at 6:30 a.m. and end at approximately 6:00 p.m. each day (see *Appendix C for Trip Schedule*). These trips, though regularly scheduled, offer door-to-door service and ambulatory and wheelchair transportation. With notice of at least 48 hours, trips on weekends or after regular hours may be available. Some coordinated contractors routinely provide transportation for their agency clients on evenings and weekends.

Inter-county and intra-county services are arranged by the coordinator, but other agencies also arrange both inter-county and intra-county transportation for eligible passengers. Objectives for this year include continued efforts to enhance coordination.

Advance reservations are required for all trips on paratransit vehicles. Forty-eight (48) hours' notice is required from passengers to assure the availability of seating for inter-county trips, and seventy-two (72) hours' notice is required for intra-county requests. Requests for transportation are accepted for same-day service, subject to the availability of service and seating. Service is not guaranteed for passengers attempting to reserve a trip the same day as the service is desired. Demand-response service is not available for non-ambulance emergencies on evenings, holidays or weekends. For subscription trips (regular scheduled use by the same person to the same destination at least once per week), one call to set up the service suffices until there is a change in schedule or destination.

### Accessing Services

At present, two agencies within Monroe County dispatch transportation to TD eligible persons (see *Appendix D for a detailed list of providers*). While there have been modest and moderately successful efforts at the coordination of services among organizations, this arrangement has been adequate to create effective access to transportation for individual users of the services. However, one of the goals for the upcoming year is a continued effort to improve coordination efforts, particularly in the areas of accessing and arranging rides.

***Subscription Service:*** As noted above individual passengers who make a trip to a particular destination at least once a week at a prearranged time may arrange such a service with a single phone call or written request. Transportation will be provided until such time as the passenger or sponsoring agency requests a change or cancellation. Subscription services must be arranged no later than forty-eight (48) hours before the requested service for in-county trips and no less than seventy-two (72) hours for out-of-county requests.

***Advance Reservation Service:*** Like the subscription service, reservations must be arranged no later than forty-eight (48) hours or seventy-two (72) hours before the requested ride. Some coordinated contractors may be able to provide transportation on a same day request, but such requests cannot always be met. Given the distances involved in intercommunity transport and the relative scarcity of transportation resources in Monroe County, it is not always possible to provide rides after normal operating hours or to provide rides at times other than those offered within the scheduled routes.

Individuals who regularly use the service of a particular coordinated contractor can work directly with that provider to reserve, change or cancel scheduled rides. Other individuals may schedule, change, or cancel rides by calling the CTC phone number (305) 434-7660 between 8:00 a.m. and 4:00 p.m. Monday through Friday. This phone number is attended by a 24 hour/7 days a week voicemail that may be used by riders to request and schedule trips; a dispatcher will return their call the next working day. Hearing impaired persons may call the Florida Relay Service at (800) 955-8771.

***No-Show Policy:*** A no-show policy is in place to discipline clients who make reservations and then do not make the trip when the vehicle arrives. Any passenger who “no-shows” more than three times in a one-month period is subject to a 30-day suspension of services. A written warning will be sent to the rider after the second no-show. After the first 30-day suspension, there is another 30-day suspension for each additional no-show. In 2023-2024, there were 45 passenger no-shows recorded and with each paratransit trip averaging \$53.78, we evaluate that the no-shows resulted in a loss of \$2,420.10.

***Pick-up and Drop-off Windows:*** On intercommunity scheduled routes, there is a 40-minute window. This means a pick-up or drop-off can be 20 minutes before or after the promised time. The long distances, lack of alternative routes, significant seasonal fluctuations in traffic, and unexpected events can affect the ability of all providers to provide timely service between communities. Local residents are asked to keep these potential challenges in mind and schedule their transportation needs with generous margins of error. Providers have different systems of tracking on-time performance, but all share common characteristics. Each provider tells passengers when to expect to be picked up, and that information is noted on the reservation form or driver manifest; driver logs or their equivalent note the actual time of the beginning and end of the trip.

Monitoring is accomplished through a sampling of the comparison between promised and actual times of service. This tracking does not apply to transportation to residents of congregate facilities when transportation is provided by the facility as a coordinated contractor.

***Eligibility:*** Transportation service under non-sponsored trip funds is available to all Monroe County residents who meet the criteria defined under F.S. 427 for transportation disadvantaged. Individuals are screened to determine if they qualify at the time of their first call. Consumers must provide proof of eligibility to receive transportation services, including the receipt of bus passes. All clients must have a current TD Eligibility Application Form on file.

Eligibility criteria is defined as any person meeting one of the following criteria: Elderly/senior, disabled, or low-income. Proof of eligibility is required to receive services. Elderly/senior defined as or any person 60 years or older. Disabled is defined as a person unable to utilize fixed route transportation and/or drive themselves as verified by a physician. Low-income households are those with incomes less than 1.5 times the Federal Poverty Level (FPL) for the number of persons in the household.

Elderly/Senior eligibility verification may include, but is not limited to, driver license, state-issued ID, or birth certificate or passport for proof of age. Disability eligibility requires TD Verification of Disability/Need form completed by a physician stating disability requiring door-to-door transportation and/or why the client is unable to drive themselves. Low-income households may supply bank statements, their most recent tax returns, paystubs, food stamps, SSI verification, SSDI verification, state program letter verifying eligibility for services due to low-income status, or TD Proof of Residence form completed by shelter programs.

Applications must be completed once per year for every client and prior to transportation being provided. Completed applications will be maintained by the Guidance Care/Center at 3000 41<sup>st</sup> Street Ocean, Marathon, Florida 33050 (phone: 305-434-7660; fax: 305-434-9046).

In 2006, under the advice of the Local Coordinating Board, the Guidance/Care Center developed priorities for community transportation in Monroe County as follows: (1) Medical, (2) Education/Training/Day Care, (3) Employment, and (4) Life-Sustaining and Other. The LCB and CTC are continuously seeking ways to better meet the needs of the Transportation Disadvantaged residing in Monroe County. During 2023-2024, Education/Training/Day Care Trips comprised 50% of all trips. Medical trips ranked second, reflecting 29% of total trips.

## Transportation Operations and Coordination Contractors

The current contracted providers are those who operated under the previous CTC entity. They were chosen on the basis of their response to a Request for Qualifications (RFQ) from the previous CTC. The Guidance/Care Center chose to continue with those existing providers under the same terms to promote a smooth transition, with the understanding that changes in the fare structure and in the prioritization of trips may likely occur in the future, as the CTC and the LCB continue a systematic analysis of the coordinated system. The Guidance/Care Center as CTC currently contracts with two transportation providers, both of which bill the CTC for the provision of trips. These organizations are:

- *The Monroe County Social Services Transportation (MCT)* provides sponsored trips throughout the keys with vans located in Key West, Big Pine, Marathon and Tavernier. Residents are transported within these areas, but not between them. The contact person is Sheryl Graham, and she can be reached at (305) 292- 4510 for all areas. The address is 1100 Simonton Street, Room 1-181, Key West, Florida 33040. Hours of operation: Monday through Friday from 8:00 a.m. to 5:00 p.m. (Transportation and reservations are available between these hours.)
- *MARC House* is a non-profit organization that serves the disabled. It provides trips to clients, and the contact person is Diana Flenard. She can be reached at (305) 294-9526. The address is 812 Southard Street, Key West, Florida 33040. Hours of operation: Monday through Friday, from 8:00 a.m. to 4:00 p.m.
- *The Guidance/Care Center* is an entity that provides both outpatient and inpatient mental health and substance abuse services. The Guidance/Care Center (as Middle Keys Transportation) in Marathon conducts sponsored and non-sponsored trips for both agency clients and any eligible person needing transportation, primarily those needing to go between Monroe County communities. The contact person is Lisa Marciniak, and she can be reached at (305) 434-7660. The address is 3000 41st Street, Ocean, Marathon, Florida 33050. The Guidance/Care Center provides transportation to the disadvantaged Monday through Friday from 8:00 a.m. to 4:00 p.m. (answering machine 24 hours a day). Hours of transportation: Monday through Friday from 6:30 a.m. to 6:00 p.m.

The CTC and the LCB must complete the sequence of identifying unmet transportation needs, determining an equitable fare structure, and developing a plan to allocate resources before determining which contracting entities might suitably be added to the overall system. The addition of new entities is through an RFQ or direct negotiation process. In most cases, the number of entities qualifying to meet a particular need is small. The LCB may choose to add other criteria, but minimum performance criteria for contracted operators will certainly include the following:

- Organizational capacity to meet the financial, safety, reporting and quality requirements of service provision and contract compliance.
- Ability to provide transportation services to populations or areas identified in the LCB's service plan.
- Organizational experience with the populations to be served.

### **Public Transit Utilization**

Monroe County has public transit in the city of Key West. When possible, the CTC will use that transit system, require its use for particular riders, and form linkages when feasible to enhance the overall transportation system within the County. A representative of Key West transit sits on the LCB, and this individual is regarded as a key resource in developing linkages.

### **School Bus Utilization**

The CTC has no agreement with the Monroe County School District that describes school bus availability or potential utilization. While the LCB has discussed this option on occasion, a practical use of these buses has not yet been devised.

### **Vehicle Inventory**

The vehicle inventory for the Guidance/Care Center, the CTC, in conjunction with its transportation providers was 46 in the year 2023-2024. All vehicles are currently in use.

### **System Safety Program Plan**

The System Safety Program Plan was reviewed by the CTC in May (*see Appendix E*). The plan describes safety standards that apply to all coordinated contracts operating vehicles under the coordinated transportation disadvantaged system with Monroe County, Florida. The purpose of the plan is to assure the riding public that the drivers, vehicles, and overall management of the coordinated transportation system incorporate the highest standards of safety performance possible.

### **Intercounty Services**

Miami-Dade County Transit currently operates a fixed bus route from Miami-Dade County to mile marker 50. Funding transit from Miami-Dade County to mile marker 50 in the Florida Keys will fully benefit the employment of trip makers from and to the Keys. The Key West Department of Transportation has also worked to extend this bus service route to Key West. This route is operated as the Lower Keys Shuttle. This shuttle operates bus service between Key West and Marathon, connecting with American Coach in Marathon to provide bus service from Key West to Florida City (mainland Miami). Scheduled stops are made in Key West, Boca Chica, Big Coppitt, Bay Point, Sugarloaf, Cudjoe Key, Summerland Key, Big Pine Key, and Marathon.

### **Natural Disaster/ Emergency Preparedness**

The CTC system is not specifically included in the Monroe County disaster response plan. However, the CTC is working towards being included in the Monroe County disaster response plan as a collaborative entity and resource to the community. The Monroe County Department of Social Services maintains an updated roster of individuals with special needs in the event of an evacuation. For hurricane evacuation, the overall vehicle capacity appears likely to suffice only to transport a limited number of program clients, and even that capacity may be diluted if drivers are unavailable. For disasters of more limited scope, CTC coordinated vehicles, while not included in the county response plan, would be available in many cases.

### **Marketing and Customer Satisfaction**

Neither the CTC entity nor individual providers have undertaken extensive marketing, having found that the distribution of a brochure and word of mouth have succeeded in generating demand sufficient to use most available resources. The CTC conducts an annual survey of customer satisfaction with a random sample of riders. A rider survey will be completed for the upcoming fiscal year.

### **Acceptable Alternatives**

Whenever feasible, the CTC entity encourages the use of natural supports to provide transportation. There will continue to be certain situations where transportation alternatives represent a preferred method of transportation for certain individuals. These instances conform with F.S. 427.1016(1) (a) and with F.A.C. 41-2.015(2-3). Such instances include the transportation of foster children or children being removed from parental custody by staff of Department of Children and Families, juveniles being transported by the Department of Juvenile Justice, individuals being transported for involuntary psychiatric commitment, or non-emergency stretcher transportation that is being provided by Monroe County EMS. In each of these cases, issues of safety and confidentiality appear to outweigh the benefits of using transportation disadvantaged modalities to provide transportation.

# Service Standards

## Commission Service Standards

### **Drug and Alcohol Standards**

All coordinated contractors agree to abide by the Drug Free Workplace standards; therefore, all safety-sensitive job positions may be randomly screened for drug or alcohol use. Providers retain discretion as to the timing and selection of random screenings, but the CTC strongly recommends drug screens after any reportable accident.

### **Transport of Escorts and Dependent Children**

Passengers 18 and younger and individuals requiring special loading assistance are required to be accompanied by an escort. Escorts must be provided by the passenger and be at least 21 years of age. Escorts shall be transported at no cost.

### **Use, Responsibility and Cost of Child Restraint Devices**

All passengers under the age of four and/or under 45 pounds shall be required to use a child restraint device. This device shall be provided by the entity providing the transportation if necessary.

### **Passenger Property**

Passengers shall be allowed to have personal property that can be safely stowed so as not to present a hazard to passengers in the event of an impact or sudden stop. Passengers must be able to independently carry all items brought onto the vehicle. Drivers shall be allowed to carry packages as individually needed by the passenger. Passenger property does not include wheelchairs, child seats, stretchers, secured oxygen, personal assistive devices, or intravenous devices.

### **Vehicle Transfer Points**

Vehicle transfer points shall be located in a safe and secure place that provides shelter.

### **Local Toll-Free Telephone Number**

A local CTC number, (305) 434-7660, shall be posted in all vehicles transporting TD clients within the transportation system. Customers may call this number to offer comments, compliments, or complaints.

### **Out-of-Service Area Trips**

When available, the CTC will provide out-of-service area trips, at a minimum, Monday through Friday according to a prearranged schedule.

### **Vehicle Cleanliness**

The interior of all vehicles shall be free of dirt, grime, oil, trash, torn upholstery, damaged or broken seats, protruding metal or other objects or materials that could soil items placed in the vehicle or provide discomfort for the passenger. All vehicles shall be cleaned (interior and exterior) on a regular schedule.



### **Billing Requirements**

The CTC shall pay all bills within 7 days to subcontractors after receipt of said payment by the CTD.

### **Passenger/ Trip Database**

The individual coordination contractors shall collect the name, telephone number, address, funding source eligibility, and special requirements in a database regarding each passenger. This shall be available to the CTC and the CTD upon request.

### **Adequate Seating**

Vehicle seating shall not exceed the manufacturer's recommended capacity.

### **Driver Identification**

Drivers shall be required to announce and identify themselves by name and company in a manner that is conducive to communications with the specific passenger upon pickup except in situations in which the driver regularly transports the rider on a recurring basis. All drivers shall have a picture identification and/or name badge displayed at all times when transporting passengers.

### **Passenger (Boarding) Assistance**

All drivers shall assist all passengers on and off the vehicles, if necessary or requested, to the seating portion of the vehicle. This assistance shall include the following: opening the vehicle door, fastening the seat belt or wheelchair safety devices, storing mobility devices, and closing the door. Assistance must be provided in a dignified manner. Drivers may not assist wheelchairs up or down more than three steps.

### **Smoking, Eating and Drinking**

There shall be no smoking or the use of tobacco products on any vehicle in the transportation system. Eating and drinking on board the vehicle is the decision of the organization providing the transportation and the driver. Stops will be made to accommodate the needs of the passengers as predetermined by the dispatcher. Comfort stops will be determined by the driver.

### **Passenger No-Shows**

A no-show policy is in place to discipline clients who make reservations and then do not make the trip when the vehicle arrives. Any passenger who "no-shows" more than three times in a one-month period is subject to a 30-day suspension of services. A written warning will be sent to the rider after the second no-show. After the first 30-day suspension, there will be another 30-day suspension for each additional no-show.

### **Communication Devices**

All vehicles have communication devices in good working order and be audible to the driver at all times to the base. All CTC vehicles are equipped with 2-way radio/cell phones for its drivers.

### **Air Conditioning/Heating**

All vehicles in the coordinated system shall have working air conditioning and heating. Vehicles that do not have a working air conditioner or heater shall be scheduled for repair or replacement as soon as possible.

### **Cardio-Pulmonary Resuscitation (CPR) Training**

All drivers shall be certified in CPR.

### **First Aid Training**

All drivers shall be certified in First Aid.

## **Local Service Standards**

### **Driver Criminal Background Screening**

Coordinated contractors should be in compliance with the guidelines established by the Department of Children and Families.

### **Service Effectiveness**

Service effectiveness will be evaluated quarterly by the Monroe County Local Coordinating Board using the criteria set forth in the CTD manuals.

### **Public Transit Ridership**

Public transportation in Monroe County is limited to the City of Key West. For trips within Key West, people who are capable of riding the Key West City Bus are not eligible for Transportation Disadvantaged funds for paratransit.

### **Contract Monitoring**

The CTC shall perform an annual evaluation of the coordinated contractors using applicable portions of the CTD evaluation process.

### **Pick-up and Drop-off Windows**

There is a forty-minute window on intercommunity scheduled routes, which means that pick up or drop off can be 20 minutes before or after the promised time.

### **On-Time Performance**

The coordinated system shall have a 95% on-time performance rate for all completed trips.

### **Advance Reservation Requirement**

There shall be a minimum of 48-hour notice requirement for all trips scheduled within the coordinated system except under special circumstances.

### **Accidents**

Two chargeable accidents per 100,000 vehicle miles shall be the maximum allowable number of accidents for an evaluation period. An accident is defined as more than \$1,000 worth of vehicle damage.

### **Road Calls**

There should be no less than 10,000 vehicle miles between each road call.

## Call-Hold Time

At this time, the CTC's telephone system is not equipped to time calls on hold. Voicemail answers incoming calls when someone is not available to pick up the phone. Callers are not placed on hold.

## Insurance Requirements

As required under FAC 41-2.006, transportation disadvantaged providers shall ensure compliance with the minimum liability insurance requirement of \$200,000 per person and \$300,000 per incident. The CTC shall be listed on the providers' auto insurance policy as "Additional Insured".

## Local Grievance Procedure/Process

For Monroe County TD services, the CTC follows the complaint and grievance procedures originally developed by the LCB's Grievance Committee and approved by the full board in May 1996. Subsequently, the procedures were reviewed and approved at the September 2011 LCB meeting to include the Medicaid grievance process. The procedures provide guidance to individuals wishing to report grievances regarding any aspect of the TD system.

The Monroe County Grievance Procedures incorporates a multi-level approach to problem resolution. Grievances may take the form of service complaints or formal grievances. The procedures begin with an attempt to resolve the complaint at the provider and/or CTC level. All complaints received by the CTC must be recorded and reported to the LCB and, if applicable, to the provider in question (*see Appendix G for the Grievance Report Form*). If the complainant remains dissatisfied, progressive steps involve the Grievance Committee conducting a review. An appeal to the LCB would follow, if needed, and ultimately, an appeal to the CTD at the statewide level is the final recourse. (*See Appendix H for the full Grievance Procedures document.*) Calls can also be placed directly to the nationally designed Ombudsman helpline at (800) 983-2435 or TDD line (800) 648-6084. These numbers are posted in all vehicles and are also included in the Rider's Guide. In 2023-2024, 0 complaints were reported.

## Evaluation Process

### 1. CTC Evaluation Process

A formal evaluation of the CTC is performed annually by the Evaluation Committee of the Local Coordinating Board and the DOPA. The evaluation materials utilized are the *Commission for the Transportation Disadvantaged Evaluation Workbook for Community Transportation Coordinators and Providers in Florida*. The LCB and DOPA may also request additional information from the CTC for the evaluations if necessary.

### 2. CTC Monitoring Procedures of Operators and Coordination Contractors

The CTC performs quarterly reports and a comprehensive annual evaluation of its coordination contractors using the below listed criteria. Quarterly operating reports including trip and financial information are required to be completed by each coordination contractor and provided to the CTC so that the CTC can complete its quarterly evaluation worksheets. The annual evaluation of coordination contractors strives to ensure compliance with the System Safety Program Plan, locally approved

standards, CTD standards, annual operating data, and insurance requirements. The reports and annual evaluation are presented to the LCB for review and recommendations.

### 3. Planning Agency Evaluation Process

The DOPA is evaluated by the CTD. The CTD utilizes the *Planning Agency Review Workbook* to conduct scheduled meetings with the DOPA to review planning deliverables. Evaluation of deliverables includes quarterly reports of planning activities with the LCB, CTC evaluation worksheet completion, TDSP development and implementation, and annual budget/expenditure reports.

## 4. COST/REVENUE ALLOCATION AND RATE STRUCTURE JUSTIFICATION

### A. Cost/Revenue Allocation Plan

Assumptions: There are forty-six (46) vehicles among Monroe County's Transportation Disadvantaged Coordinated system and two (2) Contracted Coordinators, which together provided 34,583 trips from July 1, 2023, to June 30, 2024.

Funding: Sponsored trips are those paid for by organizations on behalf of specific transportation disadvantaged individuals. These include Medicaid-funded trips.

Non-sponsored trips are those paid for with Transportation Disadvantaged funds (90%) and local matches (10%) and are not otherwise sponsored by any organization. The CTC received a coordination fee of \$3.99 per mile for each ambulatory trip, \$6.84 per mile for each non-ambulatory trip, and \$1.76 for group per person.

### B. Services

1. Passengers who use transportation services on a regular basis need only make one call to arrange the service, but the service is not otherwise distinguishable from single trips. Similarly, non-ambulatory passengers are served within the overall range of transportation services without additional charge.
2. Out-of-county trips are available when resources permit at the same rates as below.
3. For residents of Key West, CTC funds are used to purchase monthly transit passes for eligible persons able to use the transit system unless a disability prevents them. Non-emergency stretcher transportation is not currently available through the CTC system.

### C. Fare Structure

CTC funds purchase passes according to the following rates: Key West transit passes: \$15.00 monthly pass, \$5.00 weekly pass; shuttle passes: \$45.00 monthly pass, \$15.00 weekly pass, and \$2.00 single ride. Receiving participants must be eligible and have a current application.

For paratransit services in the 2024-2025 fiscal year, there was an ambulatory trip rate \$3.99 per mile for each ambulatory trip, \$6.84 per mile for each non-ambulatory trip, and \$10.48 per group. Client co-pays are \$2.00 each way for in-county trips and \$5.00 each way for out-of-county trips, for each passenger (escorts ride free). This fare applies to all services irrespective of whether a trip has a single passenger or is multi-loaded, whether or not a passenger is non-ambulatory, and whether or not the trip extends outside of the county.

1. Rates for non-emergency stretcher transportation will be set differently due to the need for an attendant and for specialized loading.
2. Coordination fees cover the following activities:
  - Contracting, certification and compliance monitoring of contracted providers
  - Dispatching of countywide transportation requests
  - Eligibility screening for all passengers, sponsored or non-sponsored
  - Scheduling of passengers
  - Completion of all quarterly and annual TD reports
  - Arranging or provision of system wide driver training
  - Billing reconciliation
  - Marketing, complaints, surveys

Approximately 1.2 FTE positions are required to complete these tasks (without Medicaid coordination). A coordination budget is incorporated in this service plan (please refer back to Part A). Office hours are Monday through Friday, from 8:00 a.m. to 4:00 p.m.

#### D. Fare Structure Study

As reported in the Annual Operating Report (July 1, 2023– June 30, 2024), the overall coordinated system’s revenues of \$2,199,927 purchased 34,586 trips for a system-wide average cost of \$70.06 per trip (*see Appendix H*). The summary of financial data on revenue and expenses from the Annual Operating Report is shown below.

| Transportation Disadvantaged Program<br>Financial Summary (7/1/23 – 6/30/24) |                     |
|--|---------------------|
| Revenue Source   | Amount              |
| Local Non-Government   | \$27,814            |
| Local Government   | \$1,357,900         |
| Commission for the Transportation Disadvantaged                              | \$385,278           |
| Department of Transportation   | \$0                 |
| Agency for Health Care Administration (Medicaid Non-Emergency)               | \$390,533           |
| Agency for Persons with Disabilities   | \$38,402            |
| Department of Children and Families  | \$0                 |
| <b>Total Revenue</b>   | <b>\$2,199,927</b>  |
| <b>Total Expenses</b>  | <b>\$ 2,422,743</b> |
| <b>Net Difference</b>  | <b>\$-222,816</b>   |

## APPENDIX A. LOCAL COORDINATING BOARD ROSTER (2023-2024)

### **Commissioner David Rice**

Monroe County, BOCC District 4

9400 Overseas Highway, Ste. 210

Florida Keys Marathon International Airport

Marathon, FL 33050

Tel: 305.289.6000 (*Tamara Lamarche– Exec. Assistant*)

Email: [Rice-David@MonroeCounty-FL.Gov](mailto:Rice-David@MonroeCounty-FL.Gov)

*Tamara Lamarche– Exec. Assistant:* [Lamarche-tamara@monroecounty-fl.gov](mailto:Lamarche-tamara@monroecounty-fl.gov)

**Slot: Chairman**

### **John Dick**

Monroe County School Board

58346 Overseas Highway, Marathon, FL 33050

Tel: 305-289-1553

Email: [ccaps97@aol.com](mailto:ccaps97@aol.com)

**Slot: Vice-Chair, Public Education Community**

### **Raymond Freeman**

Transit Programs Administrator Modal Development Office

Florida Department of Transportation District Six

1000 NW 111 Avenue, RM 6108

Miami, FL 33172

Phone: 305-470-5255

Email: [Raymond.Freeman@dot.state.fl.us](mailto:Raymond.Freeman@dot.state.fl.us)

**Slot: FL Dept. of Transportation**

### **Lyllian Mena**

Passenger Operations Specialist IV - FTA 5310 Program

Florida Department of Transportation District Six

1000 NW 111 Avenue, RM 6108

Miami, FL 33172

Phone: 305-640-7566

Email: [Lyllian.Mena@dot.state.fl.us](mailto:Lyllian.Mena@dot.state.fl.us)

**Slot: FL Dept. of Transportation (Alternative)**



**Cathy Crane**

Director of Veterans Affairs  
Monroe County Veterans Affairs 1200 Truman Avenue  
Suite 204 Key West, FL 33040  
Phone: Key West Office 305-295-5150  
Phone: Key Largo Office 305-453-8777  
Email: [crane-cathy@monroecounty-fl.gov](mailto:crane-cathy@monroecounty-fl.gov)  
**Slot: Veteran Services**

**Rogelio Hernandez**

Director of Transportation, City of Key West  
5701 College Rd Stock Island, FL 33040 Tel:  
305-809-3915  
Email: [rhernandez@cityofkeywest-fl.gov](mailto:rhernandez@cityofkeywest-fl.gov)  
**Slot: Mass/Public Transportation**

**Carolyn Haia**

Key West Transit  
305-809-3918  
Email: [chaia@cityofkeywest-fl.gov](mailto:chaia@cityofkeywest-fl.gov)  
**Slot: Mass/Public Transportation (Alternative)**

**Marielisa Amador**

OMC I  
Medicaid, Bureau of Recipient Provider Assistance (RPA) Miami Field Office 11  
8333 N.W. 53rd Street Suite 200  
Doral, FL 33166  
Tel: 305-593-3031  
Fax: 305-718-5945  
Email: [Maria.Hernandez@ahca.myflorida.com](mailto:Maria.Hernandez@ahca.myflorida.com)  
**Slot: Agency for Health Care Administration (AHCA)**

**Jerome Hill**

Program Administrator – SES  
Doral Rm 2061 - BUREAU OF MEDICAID RPA - MIAMI  
305-593-3079 (Office) - (Fax)  
[Jerome.Hill@ahca.myflorida.com](mailto:Jerome.Hill@ahca.myflorida.com)

**Slot: Agency for Health Care Administration (AHCA) (Alternative)**

**Eddie Dutton**

12550 Biscayne Blvd, Suite 800

Miami, FL 33181

Tel: 786-319-6912

Fax: 901-339-6912

[edutton@sflca.org](mailto:edutton@sflca.org)

**Slot: Private Transportation**

**Anna Marie Haskins**

Special Needs Coordinator Monroe County BOCC Transportation

1100 Simonton St, Rm 1-191 Key West, FL 33040

Tel: 305-292-4591

Email: [Haskins-Anna@monroecounty-fl.gov](mailto:Haskins-Anna@monroecounty-fl.gov)

**Slot: Citizen Advocate**

**Cindy McKnight**

Grassy Key, FL 33050

Tel: 305-434-7660 Fax: (305) 434-9041

**Slot: Citizen Advocate/User**

**Stan Darczuk**

575 52nd Street Gulf Marathon, FL 33050

Cell: 305-731-6488

Email: [darczuk\\_s@comcast.net](mailto:darczuk_s@comcast.net)

**Slot: Citizen Advocate for People with Disabilities**

**Marianne L. Finizio, MBA**

Vice President of Community Relations and Business Development

Office phone (305) 252-4820

Cell phone number (305) 546-3716

Email: [mfinizio@chisouthfl.org](mailto:mfinizio@chisouthfl.org)

**Slot: Medical/Health Community**

**Ja Good**

Chief Operating Officer, Florida Keys Healthy Start Coalition, Inc.

PO Box 6166  
Key West, FL, 33041  
Office: 305-293-8424  
Email: [coo@keyshealthystart.org](mailto:coo@keyshealthystart.org)  
**Slot: Economically Disadvantaged Families**

**Kenneth E. Williams**  
CBC Manager  
Wesley House Family Services  
99451 Overseas Hwy, Suite 200 Key Largo, FL, 33037  
Office: 305-809-5000 | Fax: 305-309-5010  
Cell: 305-395-8930  
Email: [ken.williams@wesleyhouse.org](mailto:ken.williams@wesleyhouse.org)  
**Slot: Children at Risk**

**\*\*Current Vacant Positions Include:**

- **Florida Division of Vocational Rehab/Division of Blind Services**
- **Regional Workforce Development Board Rep**
- **FL Department of Elder Affairs**

**COMMUNITY TRANSPORTATION DIRECTOR (CTC) STAFF**

**Lisa Marciniak**  
Guidance/Care Center  
3000 41 Street Ocean  
Marathon, FL 33050  
Tel: 305-434-7660 | Fax: 305-434-9040  
Email: [lisa.marciniak@westcare.com](mailto:lisa.marciniak@westcare.com)

**COMMISSION FOR TRANSPORTATION DISADVANTAGED STAFF**

**John Irvine**  
**Project Manager - Area 6**  
**Florida Commission for the Transportation Disadvantaged**  
605 Suwannee Street, MS 49  
Tallahassee, FL 32399-0450  
Tel: 850-410-5712  
Toll Free (800) 983-2435  
TTY (850) 410-5708

Email: [john.irvine@dot.state.fl.us](mailto:john.irvine@dot.state.fl.us)

**DESIGNATED OFFICIAL PLANNING AGENCY STAFF**

The Health Council of South Florida, Inc.  
7855 N.W. 12th Street, Suite 117  
Miami, Florida 33126  
Tel: (305) 592-1452  
Fax: (305) 592-0589

**Nicole Marriott, MBA**

President & CEO

[NMarriott@healthcouncil.org](mailto:NMarriott@healthcouncil.org)

**Vanessa Naranjo**

Director of Operations

[VNaranjo@healthcouncil.org](mailto:VNaranjo@healthcouncil.org)

**Ricardo Jaramillo, MPH**

Director of Community Health & Data

[rjaramillo@healthcouncil.org](mailto:rjaramillo@healthcouncil.org)

**Anjana Morris, PhD, MPH**

Senior Community Health and Data Analyst

[amadanmorris@healthcouncil.org](mailto:amadanmorris@healthcouncil.org)

## APPENDIX B: MIDDLE KEYS TRANSPORTATION FARES

### **Middle Keys Transportation FARES**

| <b><u>City</u></b> | <b><u>Mile Marker</u></b> | <b><u>Miles From Miami</u></b> |
|--------------------|---------------------------|--------------------------------|
| Key Largo          | 110-89                    | 58                             |
| Islamorada         | 88-66                     | 76                             |
| Marathon           | 65-40                     | 111                            |
| Big Pine           | 39-9                      | 128                            |
| Key West           | 8-0                       | 159                            |

***\*\*Remember to donate \$1 to the Transportation Disadvantaged Trust  
Fund the next time you renew your car tag!***

In-County: \$2.00 per trip

Out-of-County: \$5.00 per trip

## APPENDIX C: CTC SCHEDULE

|                       | Departure | Arrival  |
|-----------------------|-----------|----------|
| <b>Monday</b>         |           |          |
| Marathon to Key West  | 6:30 AM   | 8:30 AM  |
|                       | 7:30 AM   | 2:00 PM  |
|                       | 1:30 PM   | 3:00 PM  |
|                       |           |          |
| Key West to Marathon  | 8:30 AM   | 10:00 AM |
|                       | 2:30 AM   | 4:00 PM  |
|                       | 3:30 PM   | 5:00 PM  |
|                       |           |          |
| Marathon to Key Largo | 10:00 AM  | 1:00 PM  |
| Key Largo to Marathon | 1:00 PM   | 2:30 PM  |
|                       |           |          |
| <b>Tuesday</b>        |           |          |
| Key West to Miami     | 4:00 AM   | 8:00 AM  |
|                       | 8:00 PM   | 12:00 PM |
|                       |           |          |
| Miami to Key West     | 12:00 PM  | 4:00 PM  |
|                       | 4:00 PM   | 8:00 PM  |
|                       |           |          |
| <b>Wednesday</b>      |           |          |
| Marathon to Key West  | 6:30 AM   | 8:30 AM  |
|                       | 7:30 AM   | 2:00 PM  |
|                       | 1:30 PM   | 3:00 PM  |
|                       |           |          |
| Key West to Marathon  | 8:30 AM   | 10:00 AM |
|                       | 1:30 AM   | 3:00 PM  |
|                       | 3:30 PM   | 5:00 PM  |
|                       |           |          |
| Marathon to Key Largo | 10:00 AM  | 1:00 PM  |
| Key Largo to Marathon | 1:00 PM   | 2:30 PM  |
|                       |           |          |
| <b>Thursday</b>       |           |          |
| Key West to Miami     | 4:00 AM   | 8:00 AM  |
|                       | 8:00 PM   | 12:00 PM |

|                       |          |          |
|-----------------------|----------|----------|
| Miami to Key West     | 12:00 PM | 4:00 PM  |
|                       | 4:00 PM  | 8:00 PM  |
| <b>Friday</b>         |          |          |
| Marathon to Key West  | 6:30 AM  | 8:30 AM  |
|                       | 7:30 AM  | 2:00 PM  |
|                       | 1:30 PM  | 3:00 PM  |
| Key West to Marathon  | 8:30 AM  | 10:00 AM |
|                       | 2:30 AM  | 3:00 PM  |
|                       | 3:30 PM  | 5:00 PM  |
| Marathon to Key Largo | 10:00 AM | 1:00 PM  |
| Key Largo to Marathon | 1:00 PM  | 2:30 PM  |

#### Set Stops Between:

##### Marathon & Key West

- Guidance/Care Center
- Peacock Apts.
- Dion's Quick mart – BPK
- VA Clinic
- Burger King – Stock Island
- Waterfront Market
- Corner of Truman & White Streets
- St. Clare's
- Searstown

##### Marathon & Key Largo

- Islamorada Library
- San Pedro's Church – MM 89
- Guidance/Care Center

*The Guidance/Care Center (G/CC) provides daily transportation service throughout Monroe County under the name of Middle Keys Transportation. This service combines funding under the Florida Commission for the Transportation Disadvantaged Program and other sources to transport Monroe County residents with unmet transportation needs.*

## APPENDIX D: MONROE COUNTY CTC PROVIDERS

|  |  |
|--|--|
| <u><b>Guidance/Care Center (G/CC)</b></u><br>Marathon                                  | Community Transportation Coordinator<br>Intra-Community Transportation (Marathon to Key Largo and Marathon to Key West) – Elderly/Senior, Low Income or Disabled   |
| <u><b>Monroe County Social Services (MCT)</b></u><br>Key West                          | Demand trip – transportation for all Monroe County residents<br>Inter-Community Transportation   |
| <u><b>Monroe Association for ReMARCable Citizens Inc.</b></u> (MARC House)<br>Key West | Transport of facility-registered clients - adult clients within Monroe County who have developmental disabilities that include mental retardation (I.Q. 69 or below), cerebral palsy, spina bifida, Prader-Willi Syndrome, and traumatic brain injury sustained prior to age 18. |



## APPENDIX E: CTC SYSTEM SAFETY PLAN



Guidance/Care Center, Inc.

Middle Keys Transportation

### **System Safety Program Plan**

For information on the System Safety Program Plan (SSPP), please contact Lisa Marciniak at the Guidance Care Center:

Tel: 305-434-7660

Email: [lisa.marciniak@westcare.com](mailto:lisa.marciniak@westcare.com)

## APPENDIX F: GRIEVANCE REPORT FORM

MONROE COUNTY LOCAL COORDINATING  
BOARD FOR THE TRANSPORTATION  
DISADVANTAGED SERVICES  
GRIEVANCE REPORT

**CALL (305) 434-7660 ext. 31127 IF YOU NEED ASSISTANCE**

(PLEASE PRINT CLEARLY)

NAME: \_\_\_\_\_

\_\_\_\_\_

ADDRESS: \_\_\_\_\_

\_\_\_\_\_

HOME PHONE: \_\_\_\_\_ ALTERNATE PHONE:

\_\_\_\_\_

DATE OF TRIP: \_\_\_\_\_ TIME OF TRIP:

\_\_\_\_\_

TRIP DESTINATION: \_\_\_\_\_

AGENCY PROVIDING TRANSPORTATION: \_\_\_\_\_

DESCRIBE YOUR PROBLEM: \_\_\_\_\_

ACTION TAKEN: \_\_\_\_\_

\_\_\_\_\_

REVIEW FINDINGS: \_\_\_\_\_

\_\_\_\_\_

RESOLUTION: \_\_\_\_\_

\_\_\_\_\_

Date Resolution: \_\_\_\_\_ Complainant Resolution: \_\_\_\_\_

\_\_\_\_\_  
(Signature acknowledges satisfaction of resolution)

MONROE COUNTY TRANSPORTATION DISADVANTAGED SERVICES  
LOCAL COORDINATING BOARD

REQUEST FOR GRIEVANCE COMMITTEE REVIEW

MESSAGE \_\_\_\_\_

I am not satisfied with the response provided by the Contracted Transportation Disadvantaged Provider and would like the Grievance Committee to hear my complaint.

COMPLAINANT SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

COMPLAINT RECEIPT SIGNATURE: \_\_\_\_\_

# APPENDIX G: GRIEVANCE POLICY (2024-2025 APPROVED)

## Section 1. GRIEVANCE SUBCOMMITTEE

The following sets forth the grievance procedures which shall serve to guide the Monroe County Transportation Disadvantaged Local Coordinating Board, as specified by the Transportation Disadvantaged Commission pursuant to Chapter 427, Florida Statute and Rule 41-2.012, Florida Administrative Code. In accordance with this process, there is hereby created and established as needed a subcommittee, hereinafter referred to as the Grievance Committee, to resolve problems according to the following guidelines.

The primary purpose of the Grievance Committee is to process, investigate and resolve complaints, and to make recommendations to the Local Coordinating Board for improvements in service from agencies, transportation operators, users or potential users of the system in Monroe County.

## Section 2. DEFINITIONS

As used in these Procedures, the following words and terms shall have the meanings assigned therein. Additional program definitions can be found in Chapter 427, Florida Statutes and Rule 41- 4, Florida Administrative Codes.

- a) Community Transportation Coordinator (CTC): A transportation entity recommended by a Metropolitan Planning Organization, or by the appropriate designated official agency as provided for in Section 427.015(1), Florida Statutes, in an area outside the purview of a Metropolitan Planning Organization and approved by the Commission, to ensure that coordinated transportation services are provided to serve the transportation disadvantaged population in a designated service area. The current CTC for Monroe County is Guidance/Care Center Inc.
- b) Designated Official Planning Agency (DOPA): The official body or agency designated by the Commission to fulfill the functions of transportation disadvantaged planning. The current DOPA for Monroe County is the Health Council of South Florida.
- c) Transportation Disadvantaged (TD) (user): “Those persons who, because of physical or mental disability, income status, or age or who for other reasons are unable to transport themselves or to purchase transportation and are, therefore, dependent on 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 or at-risk as defined in Section 411.202, Florida Statutes.” (rule 41-2.002, Florida Administrative Code)
- d) Agency: An official, officer, commission, authority, council, committee, department, division, bureau, board, section, or any other unit or entity of the state or of a city, town, municipality, county, or other local governing body or a private nonprofit entity providing transportation services as all or part of its charter.
- e) Transportation Operator: One or more public, private-for-profit or private nonprofit entities engaged by the community transportation coordinator to provide service to transportation disadvantaged persons pursuant

to a coordinated transportation development plan.

- f) Grievance: A circumstance or condition thought to be unjust and ground for complaint or resentment. Grievance classifications:

#### Transportation Disadvantaged Program

- 1) Service Complaint: Incidents that may occur on a daily basis and are reported to the driver or dispatcher or to other individuals involved with the daily operations, which are resolved within the course of a reasonable time period suitable to the complainant. Local service complaints are driven by the inability of the CTC or transportation operators to meet local service standards established by the CTC and LCB. All service complaints should be recorded and reported to the LCB by the CTC. If the CTC is also an operator, statistics on service complaints should be included.
- 2) Formal Grievance: A written complaint to document and concerns or an unresolved service complaint regarding the operation or administration or TD services by the Transportation Operator, CTC, DOPA, or LCB.
- 3) Referral to CTD Ombudsman: Once a grievance has been addressed by the LCB, then the Commission would consider hearing the grievance. In some cases, the local procedures will have a referral to the CTD's Ombudsman Program/TD Helpline as the last step in the complaint procedures. In these cases, the Ombudsman Staff would attempt to assist the grievant; however, the grievance would not be heard by the CTD until the grievance had been addressed by the LCB.

## Section 3a. GRIEVANCE PROCEDURES – TRANSPORTATION DISADVANTAGED

The following procedures are established to provide regular opportunities for grievances to be brought before Grievance Committee.

Service Complaints: A complainant should direct any initial concern to the Transportation Provider to initiate the Grievance Procedure. The Provider must document the complaint in its records and report the complaint and its resolution to the CTC. If the Provider fails to correct the problem, the complainant should be advised by the Provider to bring it to the attention of the CTC. The initial point of contact for complaints may be the provider, the CTC, or both. These complaints shall be addressed by the CTC according to its complaint resolution procedures. The CTC and its service operators and other subcontractors must post the contract person's name and telephone number in each vehicle regarding the reporting of complaints, and each vehicle must have available self-addressed postcards for written comments. All service complaints received by the CTC shall be recorded and reported to the Local Coordinating Board. Service complaints may include but are not limited to:

- Late trips (late pickup and/or drop-off)
- No-show by transportation operator
- No-show by client
- Client behavior
- Driver behavior
- Passenger discomfort

- Service denial (refused service to client without explanation)
- Other, as deemed appropriate by the Grievance Committee

Formal Grievance: Should an interested party wish to file a formal grievance in order to receive improved service from the Transportation Disadvantaged Program, that grievance must be filed in writing to the CTC and the CTC should acknowledge receipt of the grievance in writing. The grievance should be demonstrated or expressed as clearly as possible. Formal grievances may include but are not limited to:

- Recurring or unresolved service complaints
- Violations of specific laws governing the provision of TD Services
- Contract disputes
- Coordination disputes
- Bidding disputes
- Agency compliance
- Conflicts of interest
- Supplanting of funds
- Billing and/or accounting procedures
- Other, as deemed appropriate by the Grievance Committee

The Grievance Committee shall endeavor to resolve any formal grievance referred by the CTC or addressed directly to the Committee. The Grievance procedures established by the Monroe County Local Coordinating Board are for the purpose of fact-finding and not exercising adjudicative powers, therefore it should be understood that these procedures are for the purpose of “hearing,” “advising,” and “resolving” issues. All decisions of the Grievance Committee shall be reported to the LCB.

Written Decision: Written decisions shall include: a) an opinion and reasons for the decision based on information presented, and b) a recommendation based on the investigation and findings.

Filing a Formal Grievance: Complaints may use the Grievance Card and should follow the steps below:

Complainant receives written notice from the CTC or the Grievance Committee regarding its decision. Once an appeal has been received, the LCB shall meet and render its decision at its next regularly scheduled meeting. The Complainant shall be notified in writing of the date, time and location of the LCB meeting where the appeal shall be heard. This written notice shall be mailed at least ten (10) days in advance of the meeting. A written copy of the decision made by the LCB shall be mailed to all parties involved within ten (10) working days of the date of the decision.

Appeal to the State Transportation Disadvantaged Commission Ombudsman Program/TD Helpline: Should the complainant remain dissatisfied with the decision of the Monroe County Local Coordinating Board, the grievance may be made in writing to the Transportation Disadvantaged Commission Ombudsman Program.

All grievances must be submitted to the CTC in writing. Upon request of the customer, the Commission will provide the customer with an accessible copy of the Commission’s Grievance Procedures.

Administrative Hearing Process: Apart from the complaint/grievance procedures outlined above, aggrieved parties with proper standing may also have recourse through the Chapter 120, F.S., administrative hearings process or the judicial court system.

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## Section 4. RULES

These Coordinating Board Grievance Procedures must be formally adopted by the Local Coordinating Board.

The Grievance Procedures may be amended by a simple majority of members present, if a quorum exists.

Quorum: At all meetings of the Local Coordinating Board, the presence of one-third the voting members shall be necessary and sufficient to constitute a quorum for the transaction of business.

### Transportation Disadvantaged Rules

The Complainant shall complete a Grievance Card, noting his/her name address, the date and destination of the trip during which the problem occurred, and a clear statement of the complaint. The Complaint may request assistance in completing the card from the Community Transportation Coordinator. The card is only the vehicle for following procedure and should not prevent the Complainant from following through with necessary action. Cards should be mailed to:

Guidance/Care-Center Inc. 3000  
41<sup>st</sup> Street, Ocean Marathon  
Florida, 33050

The CTC shall forward all initial complaints for review by the Transportation Disadvantaged Provider. The Provider must respond in writing no later than ten (10) working days from the date the grievance is received.

The CTC shall endeavor to resolve the grievance. The CTC shall notify the Complainant of the resolution, and it shall provide a copy of the Grievance Card with Provider response to the LCB and to the Complainant. The CTC shall also provide information to the Complainant regarding rights and procedures to request a review by the Grievance Committee in the event that the Complainant is not satisfied with the resolution. A card is included with this information for such requests.

If the Complainant is not satisfied with the resolution at the CTC level, he/she can forward issues for review and consideration to the Grievance Committee by completing the Request for Review card and returning it to the Grievance Committee. Within ten (10) working days of receipt of the request, the Grievance Committee will then schedule a meeting to review the issue. The meeting will be scheduled at the earliest convenience of the Committee members, allowing at least ten (10) days' advance notice. Staff shall notify the complainant of the meeting date, time and location. Requests for Grievance Committee review should be mailed to:

TD Grievance Committee  
c/o Health Council of South Florida 7855 NW  
12 Street, Suite 117

The Complainant shall be notified in writing of the Grievance Committee decision within ten (10) working days of that decision. The decision shall be mailed to the Complainant via Certified Mail, signature required.

Appeal to the Local Coordinating Board: If the complainant is not satisfied with the decision of the Grievance Committee, the decision may be appealed in writing to the Local Coordinating Board (LCB) within five (5) working days from the date when the Complainant receives written notice from the Grievance Committee regarding its decision. Once an appeal has been received, the LCB shall meet and render its decision at its next scheduled meeting. The Complainant shall be notified in writing of the date, time and location of the LCB meeting where the appeal shall be heard. This written notice shall be mailed at least ten (10) days in advance of the meeting. A written copy of the decision made by the LCB shall be mailed to all parties involved within ten (10) working days of the date of the decision.

Appeal to the State Transportation Disadvantaged Commission Ombudsman Program: Should the complainant remain dissatisfied with the decision of the Monroe County Local Coordinating Board, the grievance may be referred to the Transportation Disadvantaged Commission Ombudsman. The customer may begin this process by:

1. All grievances submitted to the CTD must have first been submitted to and responded to by the local complaint and grievance processes.
2. All grievances must be submitted to the CTD in writing. The customer may begin this process by contacting the Commission through the CTD Helpline at (800) 983-2435 or via mail at: Florida Commission for the Transportation Disadvantaged; 605 Suwannee St., MS- 49; Tallahassee, FL 32399-0450 or by email at [www.fdot.gov/ctd](http://www.fdot.gov/ctd). Upon request of the customer, the Commission will provide the customer with an accessible copy of the Commission's Grievance Procedures.
3. An acknowledgement of having received the grievance will be sent out immediately by the CTD. The official response to the grievance by the CTD will be in writing within 30 days. Depending upon the factors involving resolving the grievance this deadline could be extended with notice to the grievant by the CTD.
4. All grievances submitted to the CTD will be forwarded to the Ombudsman Staff, who will research the grievance and notify the CTD Executive Director and Ombudsman Committee Chair, who will make recommendations on how the CTD will proceed.
5. The grievant and local representatives will be notified the Committee will be discussing the grievance at a certain time and place. If they so choose, they may attend the Ombudsman Committee meeting where they will be provided an opportunity to present information. CTD's legal counsel may be requested to attend. The Committee may conduct meetings/reviews at the local level or by conference call for the convenience of the consumer, as needed. The CTC, LCB Members, and others who are involved in the local transportation system may be requested to participate.
6. The decisions rendered by the Ombudsman Committee concerning a grievance will be reported to the Commission at the next scheduled meeting.
7. The Ombudsman Committee Chair may choose to bring the grievance directly to the Commission.



8. As a result of the grievance, Special Reviews, Operational Studies, and Legal Reviews may be conducted by the CTD, or authorized agents, in effort to address or resolve issues.
9. The customer also has the right to file a formal grievance with the Office of Administrative Appeals or other venues.

Apart from the complaint/grievance procedures outlined above, aggrieved parties with proper standing may also have recourse through the Chapter 120, F.S., Administrative hearings process or the judicial court system.

## APPENDIX H: ANNUAL PERFORMANCE REPORT (2023-2024)

County: Monroe  
 CTC: Guidance/Care Center  
 Contact: Lisa Marciniak  
 3000 41st St., Ocean  
 Marathon, FL 33050  
 305-434-7660  
 Email: lisa.marciniak@westcare.com

| Demographics            | Number |
|-------------------------|--------|
| Total County Population | 0      |
| Unduplicated Head Count | 974    |



| Trips By Type of Service  | 2022          | 2023          | 2024          |
|---------------------------|---------------|---------------|---------------|
| Fixed Route (FR)          | 18            | 0             | 0             |
| Deviated FR               | 0             | 0             | 0             |
| Complementary ADA         | 0             | 0             | 0             |
| Paratransit               | 38,653        | 34,781        | 34,583        |
| TNC                       | 0             | 0             | 0             |
| Taxi                      | 0             | 0             | 0             |
| School Board (School Bus) | 0             | 0             | 0             |
| Volunteers                | 0             | 0             | 0             |
| <b>TOTAL TRIPS</b>        | <b>38,671</b> | <b>34,781</b> | <b>34,583</b> |

| Passenger Trips By Trip Purpose | 2022          | 2023          | 2024          |
|---------------------------------|---------------|---------------|---------------|
| Medical                         | 9,403         | 10,557        | 9,951         |
| Employment                      | 2,055         | 1,871         | 1,897         |
| Ed/Train/DayCare                | 18,255        | 16,175        | 17,229        |
| Nutritional                     | 709           | 876           | 1,402         |
| Life-Sustaining/Other           | 8,249         | 5,302         | 4,104         |
| <b>TOTAL TRIPS</b>              | <b>38,671</b> | <b>34,781</b> | <b>34,583</b> |

| Passenger Trips By Revenue Source | 2022          | 2023          | 2024          |
|-----------------------------------|---------------|---------------|---------------|
| CTD                               | 6,652         | 4,286         | 3,853         |
| AHCA                              | 13,011        | 13,113        | 13,224        |
| APD                               | 0             | 0             | 3,333         |
| DOEA                              | 0             | 0             | 0             |
| DOE                               | 0             | 0             | 0             |
| Other                             | 19,008        | 17,382        | 14,173        |
| <b>TOTAL TRIPS</b>                | <b>38,671</b> | <b>34,781</b> | <b>34,583</b> |

| Trips by Provider Type  | 2022          | 2023          | 2024          |
|-------------------------|---------------|---------------|---------------|
| CTC                     | 3,411         | 4,286         | 3,853         |
| Transportation Operator | 3,241         | 0             | 0             |
| Coordination Contractor | 32,019        | 30,495        | 30,730        |
| <b>TOTAL TRIPS</b>      | <b>38,671</b> | <b>34,781</b> | <b>34,583</b> |

| Vehicle Data  | 2022    | 2023    | 2024    |
|---------------|---------|---------|---------|
| Vehicle Miles | 327,436 | 296,118 | 267,285 |
| Roadcalls     | 24      | 13      | 9       |
| Accidents     | 0       | 0       | 2       |
| Vehicles      | 50      | 44      | 46      |
| Drivers       | 52      | 30      | 33      |

| Financial and General Data | 2022        | 2023        | 2024        |
|----------------------------|-------------|-------------|-------------|
| Expenses                   | \$2,078,887 | \$2,156,300 | \$2,422,743 |
| Revenues                   | \$1,894,527 | \$1,994,182 | \$2,199,927 |
| Commendations              | 0           | 0           | 0           |
| Complaints                 | 0           | 0           | 0           |
| Passenger No-Shows         | 45          | 71          | 91          |
| Unmet Trip Requests        | 137         | 217         | 131         |

| Performance Measures        | 2022    | 2023    | 2024    |
|-----------------------------|---------|---------|---------|
| Accidents per 100,000 Miles | 0       | 0       | 0.75    |
| Miles between Roadcalls     | 13,643  | 22,778  | 29,698  |
| Avg. Trips per Passenger    | 47.57   | 46.44   | 35.51   |
| Cost per Trip               | \$53.76 | \$62.00 | \$70.06 |
| Cost per Paratransit Trip   | \$53.78 | \$61.99 | \$70.06 |
| Cost per Total Mile         | \$6.35  | \$7.28  | \$9.06  |
| Cost per Paratransit Mile   | \$6.35  | \$7.28  | \$9.06  |

# APPENDIX I: TD POPULATION FORECASTING METHOD

## Sources:

Center for Urban Transportation Research, University of South Florida, National Center for Transit Research(NCTR), 2013; [https://fdotwww.blob.core.windows.net/sitefinity/docs/default-source/ctd/docs/doingbusinessdocs/20130513\\_paratransitdemandfinalreport.pdf?sfvrsn=e2497c90\\_2](https://fdotwww.blob.core.windows.net/sitefinity/docs/default-source/ctd/docs/doingbusinessdocs/20130513_paratransitdemandfinalreport.pdf?sfvrsn=e2497c90_2).

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US Census Bureau (2024). Quick Facts: Monroe County. Retrieved from <https://www.census.gov/quickfacts/fact/table/monroecountyflorida,US/PST045224>.