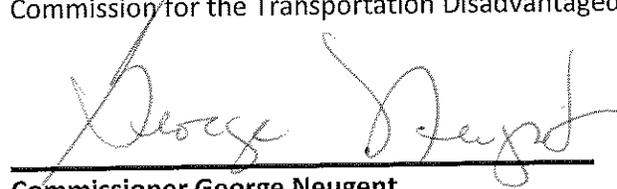


**Monroe County
Transportation Disadvantaged Service Plan
2015-2016**



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.



Commissioner George Neugent

Chairperson, Monroe County Local Coordinating Board for the Transportation Disadvantaged

Date: March 24, 2016

Contact Information:



Commission for Transportation Disadvantaged (CTD)

John Irvine, Area 6 Project Manager
605 Suwannee Street, MS-49
Tallahassee, FL 32399-0450
Tel: (850) 410-5712
Fax: (850) 410-5752



Community Transportation Coordinator (CTC)

Gretchen Brock, Westcare Transportation Coordinator
3000 41st Street, Ocean
Marathon, FL 33050
Tel: (305) 434-7660
Fax: Marathon (305) 434-9040



Designated Official Planning Agency (DOPA)

Marisel Losa, MHSA, President and CEO
Anjana M. Morris, Community Health Specialist
Ricardo A. Jaramillo, MPH, Community Health Data Analyst
Health Council of South Florida, Inc.
8095 NW 12th Street, Suite 300
Miami, FL 33126
Tel: (305) 592-1452
Fax: (305) 592-0589

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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 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, 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 has served as 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.) was reinstated as CTC effective July 1, 2014 for five years, has served as Monroe County’s CTC since the fall of 1997 and provides majority of Transportation Disadvantaged (TD) trips in Monroe County. The remainder of trips are offered by six 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.

I. Development Plan

A. Introduction to the Service Area

1. 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, 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 Center for Urban Transportation Research 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 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 more just over \$338 million, ensured over 51.6 million transportation trips to about 827,000 Floridians; 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 43% 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.

2. 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 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, Inc.) being recommended and appointed as Monroe CTC in October 1997 and served until 2009 when the CTD mandated RFP process be implemented to establish a new 5-year term for the CTC. The Guidance Care Center has served in the capacity of CTC since then. In March 2014, the Health Council of South Florida issued a Request for proposals to which one respondent, The Guidance/Care Center, Inc. submitted a proposal. The Selection Committee reviewed and evaluated their application and the LCB recommended that Guidance/Care, Inc. be designated as the CTC for Monroe County for next five years. The Guidance/Care Inc. signed a Memorandum of Agreement (MOA) with the CTD on in June 2014 to serve as Monroe County CTC from 2014 to 2019.

The Guidance/Care-Center Inc. (GCC) founded in 1973, is a private non-profit organization. It responds to the need identified by community leaders for a community facility to provide mental health services to local residents. GCC began operation 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, day treatment and case management services as well as transportation services. It has a staff of over 100, and of these 6 are full or part-time drivers. GCC has an annual budget of \$6 million funded by state and county grants, client fees, third party payers and grants.

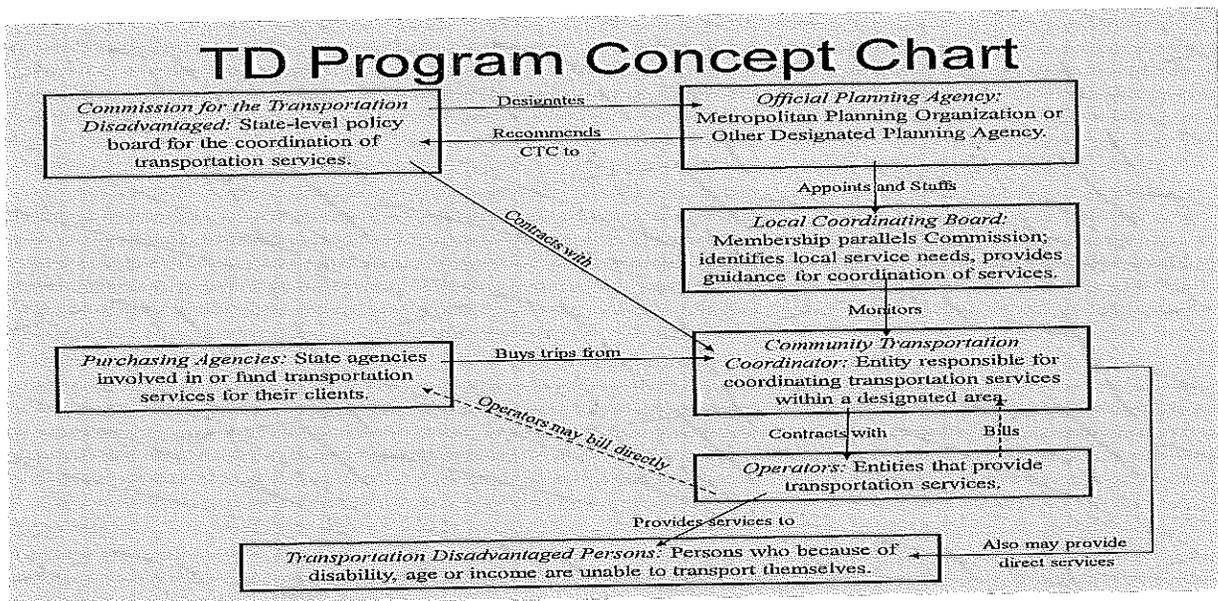
As CTC, GCC is responsible for working with many agencies to provide the best and most cost-efficient services it can deliver to the public it serves. Middle Keys Transportation, a GCC program,

is a van service that operates between Marathon and the Lower Keys as well as between Marathon and the Upper Keys. As the CTC, GCC also coordinates trips to Miami-Dade County with two of the local taxi companies. During the past 17 years, GCC, the CTC has executed Standard Coordination/Operator Contracts with six other agencies in Monroe County to deliver services.

3. TD Program Organization Chart

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

Figure 1.



Source: Florida Commission for the Transportation Disadvantaged

4. 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 2010 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 "to provide a coordinated surface transportation system for transportation disadvantaged people within Monroe County and to encourage such a system for all residents and guests." The TDSP is also consistent with the goals of the Key West 2010-2019 Transit Development Plan and the CTD's 5 Year/20 Year Plan.

Monroe County does not have any Metropolitan Planning Organization (MPO) Long Range Transportation Plan(s) due to a low population density. However on December 6, 2001, Miami-Dade County adopted its Long Range Transportation Plan (LRTP) to the year 2025. Miami-Dade County's

L RTP contains the objective of enhancing evacuation travel corridors in its goal to improve transportation systems and travel.³ 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 (SRPP), developed by the South Florida Regional Planning Council, originally adopted in 1995 with recent updates in 2004, 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 which are consistent with the Monroe County TDSP.⁴

5. 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 participation on the board and provide additional information or guidance. However, these stakeholders do not have voting privileges.

³ Transportation Plan for the Year 2025. Metropolitan Planning Organization for the Miami Urbanized Area. December 2001.

⁴The Strategic Regional Policy Plan: <http://www.sfrpc.com/ftp/pub/srpp/SRPP%2006-07-04.pdf>

B. Service Area Profile/Demographics

1. Service Area Description

According to the U.S. Census Bureau, the county has a total area of 9,679 km² (3,737 mi²) of which 2,582 km² (997 mi²) is land and 7,097 km² (2,740 mi²) 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 start 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 via US-1.

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

2. Demographics

a) Land Use

According to the Monroe County Year 2010 Comprehensive Plan, the total area of Monroe County is approximately 2.4sq million 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 2010 Comprehensive Plan to manage a safe and efficient transportation system (policies under 2010 Comprehensive Plan Objectives 301.1-301.8, 401.1-401.3) while maintaining its community and protecting the environment through the regulation of land use (policies found under 2010 Comprehensive Plan Objective 101.4). According to the Monroe County Year 2010 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 Highway 1. The most common residential type in the Keys is single-family detached homes 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 development (which includes apartments, condominiums and cooperatives) accounts for about 6.0% of the developed residential land area. Mixed residential areas comprise the smallest share of the developed residential land category with 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 mariculture 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) contain eight private schools and twelve public schools, comprised of three high schools (grades 9-12), one middle school (grades 6-8), three middle/elementary 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 Florida Keys Community College, located in Key West.

Public Buildings/Grounds

All government offices such as county, state and federal offices, post offices, sheriff and jail facilities, Coast Guard stations, fire stations, community clubs and lodges, and cemeteries/crematories are contained in this category. 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 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.

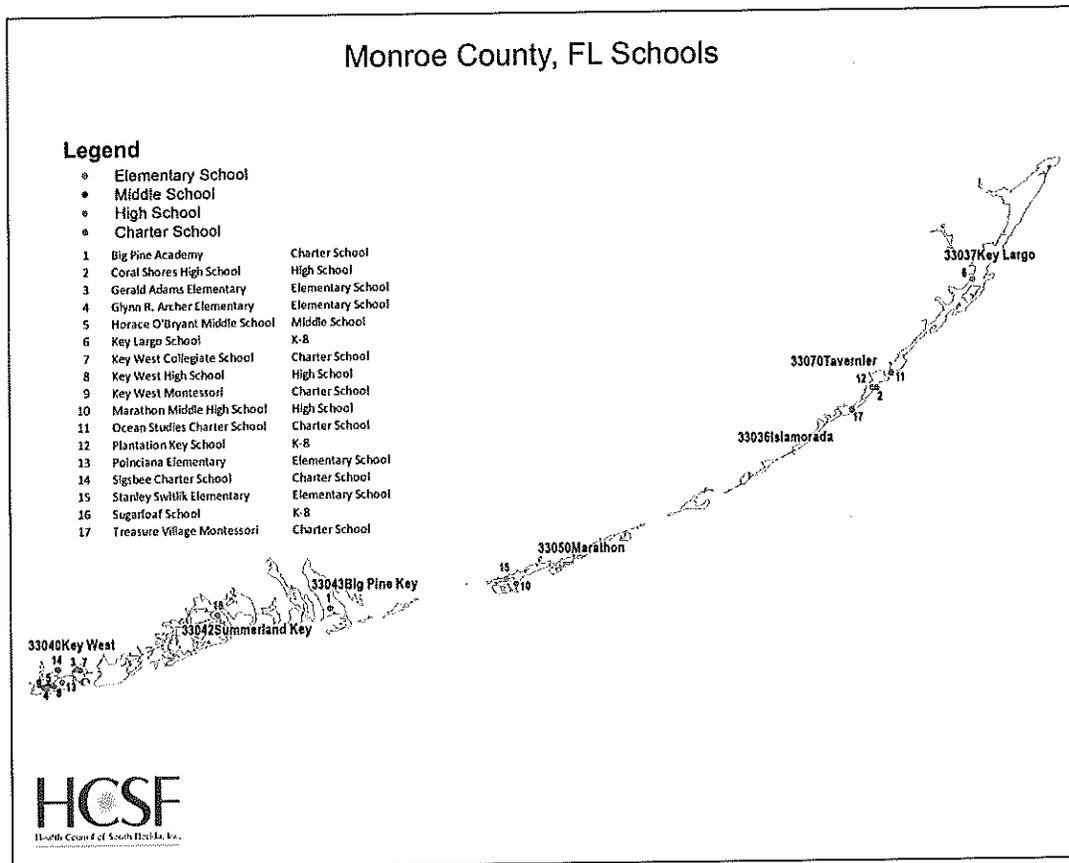
Conservation Lands

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 Lower Keys.

Figure 2.



b) Population Composition

Population Size

According to Nielsen/Claritas 2016 data estimates extracted from www.miamidadematters.org (HCSF), Monroe County’s population size is 77,812 (Table I). Between 2010 and 2016, the total population in Monroe County increased at a rate of 1.1% annually. Positive growth in the Middle Keys region had the greatest impact in the total county population increase. The Lower Keys and Upper Keys regions experienced a positive growth of 1.1% and 1.1%, respectively.

The majority of Monroe County residents typically reside in the Lower Keys region. In 2016, the total population in the Lower Keys region was 45,930 representing 59.0% of the total county population, with majority (76%) of residents in the region residing in Key West. The Upper Keys region has the second largest population. In 2016, the total population in the Upper Keys was 21,285 representing more than one quarter (27%) of the total county population with majority (59%) of residents in the region residing in Key Largo.

Table I. Monroe County 2016 Estimated Population Growth by Zip Code

Zip Code	Area	Population 2010	Population 2016	Annual Population Growth Rate 10-16 (%)	% of Total Population 2016
Monroe County Total Population		73,090	77,812	1.1	100.0%
Lower Keys Total Population		43,033	45,930	1.1	59.0%
33040	Key West	32,891	34,864	1.0	44.8%
33042	Summerland Key	5,829	6,476	1.9	8.3%
33043	Big Pine Key	4,313	4,590	1.1	5.9%
Middle Keys Total Population		8,922	10,589	3.1	13.6%
33050	Marathon	8,922	10,589	3.1	13.6%
Upper Keys Total Population		19,991	21,285	1.1	27.4%
33037	Key Largo	11,612	12,511	1.3	16.1%
33070	Tavernier	5,344	5,418	0.2	7.0%
33036	Islamorada	3,035	3,356	1.8	4.3%

Sources: U.S. Census Data 2010; Nielsen/Claritas 2016 data estimates, extracted from 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 have recently shifted to Nielsen/Claritas data due to more frequent real-time updates.

Population Age and Gender

According to Nielsen/Claritas 2016 data estimates extracted from www.miamidadematters.org (HCSF), more than three fourths (78%) of Monroe County’s population is 25 years of age or older (Table II). Approximately 33% of the county population falls in the 45-64 age group; while approximately 21% is 65 years of age and older. A similar trend can be seen in individual cities within the county. Countywide, males make up 53% of the population, a trend that is mirrored by individual cities across the county.

Key West has the largest proportion of residents ages 0-44 (53%), compared to 46% countywide in the same age group. In particular, Key West depicts an accentuated difference when compared to the county in the 21-44 age category (34% compared to 28% at the county level).

While the County median age for males and females is 48 years of age, Islamorada has the highest median age for males and females (57 and 56 years of age, respectively). This is not surprising since the proportions of the population that fall in the 45-64 age-group and the 65-84 age group are noticeably higher in Islamorada than the county average (38.3% and 27.3%, respectively). On the other hand, the median age in Key West for males and females is noticeably lower than the county average (43 years age for males and 42 years of age for females, compared to 48 years of age countywide for both groups). As described above, the Key West population is comprised of a larger proportion of children and young to middle-aged adults compared to countywide averages.

Table II. Population Age and Gender Distribution, Monroe County, 2016 Estimates

Area	Age (%)									Median Age Male	Median Age Female	% Males	% Females
	0-4	5-9	10-14	15-20	21-24	25-44	45-64	65-84	85+				
Monroe County	4.4%	4.3%	3.9%	5.1%	4.0%	24.1%	33.1%	19.0%	2.1%	47.7	47.8	52.7%	47.4%
Lower Keys													
Key West	5.1%	4.9%	4.1%	5.0%	4.1%	30.1%	30.7%	14.4%	1.6%	43.0	42.4	54.2%	45.8%
Summerland Key	3.5%	3.6%	3.5%	4.6%	3.3%	19.0%	37.2%	23.0%	2.2%	53.9	52.2	52.2%	47.8%
Big Pine Key	4.2%	4.4%	3.5%	4.1%	3.8%	20.2%	38.3%	19.7%	2.0%	51.0	51.3	52.9%	47.1%
Middle Keys													
Marathon	4.4%	4.2%	3.9%	5.0%	3.5%	20.6%	32.8%	23.1%	2.5%	51.7	50.5	51.2%	48.8%
Upper Keys													
Key Largo	3.7%	3.6%	4.1%	5.8%	4.6%	19.0%	33.0%	23.5%	2.8%	51.3	51.5	50.9%	49.1%
Tavernier	3.7%	3.8%	4.0%	6.1%	4.9%	18.3%	36.9%	19.5%	2.8%	50.1	50.7	50.5%	49.5%
Islamorada	2.8%	2.8%	3.0%	4.5%	3.0%	15.8%	38.3%	27.3%	2.5%	56.7	56.0	52.3%	47.7%

Source: Nielsen/Claritas 2016 data estimates extracted from www.miamidadematters.org (HCSF).

Race and Ethnicity

According to Nielsen/Claritas 2016 data estimates extracted from www.miamidadematters.org (HCSF), the Monroe County population is predominantly white (87.0%); and 23% are of Hispanic origin (Table III). The data shows that between 2010 and 2016 there has been a slight change in the racial and ethnic composition of the county. In particular, the county has experienced a 2.0% increase among Hispanic residents, the largest growth compared to other racial and ethnic groups in the county. Similar trends can be seen in individual cities across the county. Compared to other Monroe County cities, Key West has the least homogeneous racial and ethnic mix: the proportion of Whites is lower than the county average with concurrently higher proportions of all other groups, except for the White population. In particular, the proportion of Blacks is almost twice that of the county (12.6% compared to 7.5%). Similar to Key West, Marathon also has a higher Hispanic population than the county average (25.6% vs. 22.6%). On the other hand, Islamorada is the most homogeneous city in the county; with approximately 96.1% White Population residing in this area.

Number of Households and Families

According to Nielsen/Claritas 2016 data estimates extracted from www.miamidadematters.org (HCSF), Monroe County has a total of 35,118 households (HH), which has been increasing since 2010 at an annual rate of 1.3% (Table IV). In addition, 55.9% of HHs are occupied by families residing in Monroe County; and, Countywide, the average household size is 2.16 people. A large proportion of the households (43.3%) in Monroe County are located in Key West; and likewise, a large proportion (39.5%) of Monroe County families reside in Key West. Between 2010 and 2016, Big Pine Key, Marathon, Key Largo, and Islamorada experienced a positive rate of growth with respect to the number of households observed; in addition, all cities in Monroe County experienced an increase in number of families.

Household Income

According to Nielsen/Claritas 2016 data estimates extracted from www.miamidadematters.org (HCSF), 100% of Monroe County households reported income earnings in 2016 (Table V). The median household income in Monroe County was \$53,112; which has increased at a rate of 8.2% when compared to the median household income observed in 2015. In addition, approximately 25% of households reported earnings of less than \$25,000 per year; 52% between \$25,000 and \$99,999; and lastly, 24% claimed earnings of \$100,000 or more.

Key West constitutes a large proportion (43.3%) of those reporting household income; with a median household income slightly higher than the countywide figure for 2016 (\$53,291,940 compared to \$53,112). The Key West annual household income distribution closely mirrored that at the county level.

Figure 3:

Monroe County, Florida Household Income Less than \$15,000, 2016 Estimate, by Zip Code

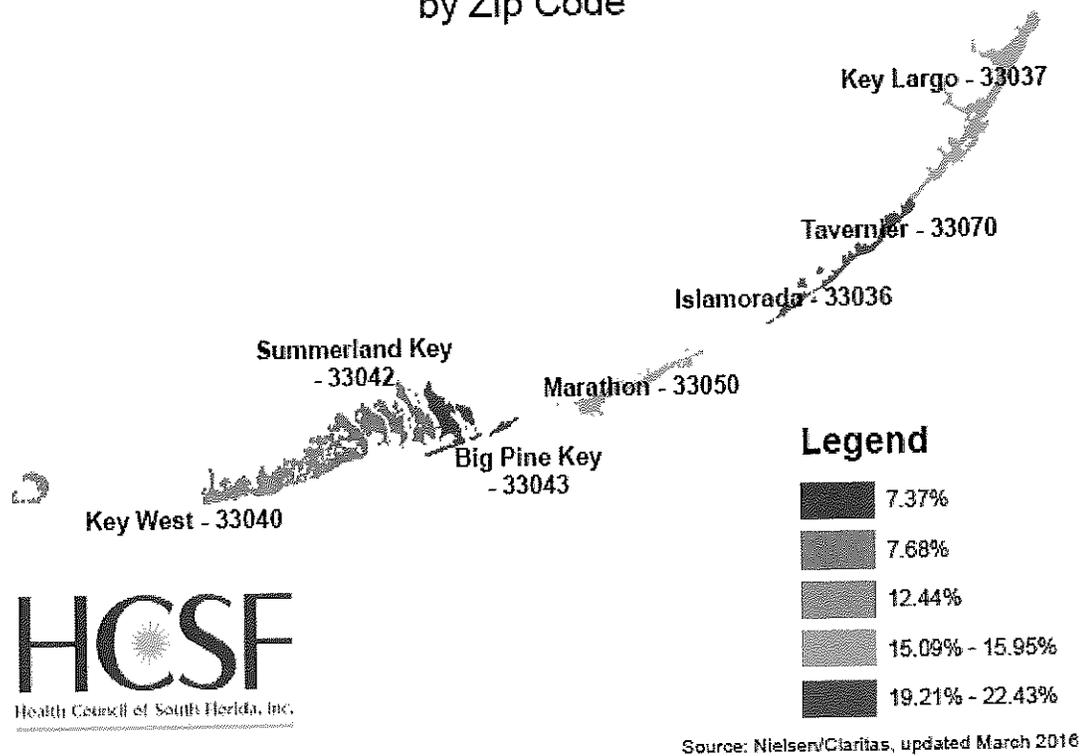
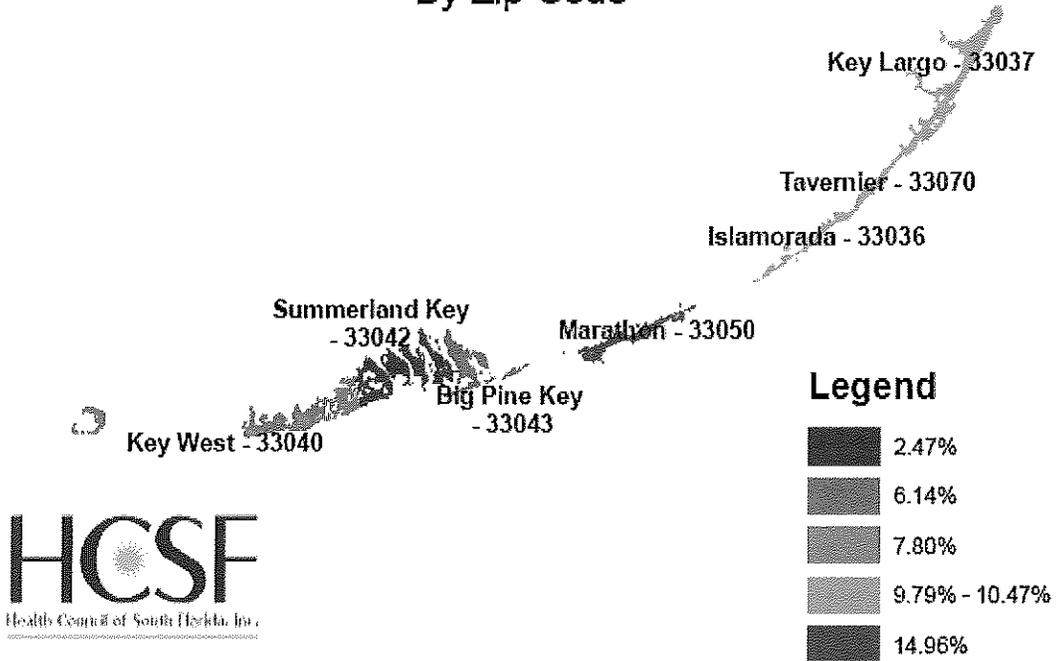


Figure 4

Monroe County, Florida

Percentage of Families Below Poverty, 2016 Estimate By Zip Code



Source: Nielsen/Claritas, updated March 2016

Table III. Racial and Ethnic Distribution and Growth, Monroe County, 2016 Estimates

Area	% White 2016	% Black 2016	% Black 2010	% AM IND 2016	% AM IND 2010	% Asian 2016	% Asian 2010	% Native HI/PI 2016	% Native HI/PI 2010	% Other 2016	% Other 2010	% 2+ Races 2016	% 2+ Races 2010	% Hispanic 2016	% Hispanic 2010
Monroe County	89.5%	5.7%	7.5%	0.4%	0.4%	1.1%	1.1%	0.1%	0.1%	1.4%	1.4%	1.8%	1.8%	20.6%	20.6%
Lower Keys															
Key West	84.3%	9.8%	12.6%	0.4%	0.4%	1.5%	1.8%	0.1%	0.1%	1.9%	1.9%	2.1%	2.1%	24.5%	24.5%
Summerland Key	95.9%	1.0%	1.1%	0.4%	0.4%	0.8%	1.1%	0.1%	0.1%	0.3%	0.3%	1.5%	1.5%	8.4%	10.2%
Big Pine Key	94.6%	1.7%	2.4%	0.4%	0.4%	0.8%	1.1%	0.0%	0.0%	0.6%	0.6%	1.8%	1.8%	10.2%	12.2%
Middle Keys															
Marathon	90.0%	5.4%	6.7%	0.3%	0.3%	1.0%	1.4%	0.0%	0.0%	1.5%	1.5%	1.7%	1.7%	25.4%	25.6%
Upper Keys															
Key Largo	93.4%	2.4%	3.2%	0.5%	0.5%	0.8%	1.1%	0.1%	0.1%	1.3%	1.3%	1.6%	1.6%	21.7%	24.7%
Tavernier	95.2%	1.3%	1.9%	0.4%	0.4%	0.7%	0.7%	0.1%	0.1%	0.7%	0.7%	1.0%	1.5%	18.4%	21.9%
Islamorada	97.1%	0.4%	0.8%	0.4%	0.4%	0.4%	0.7%	0.1%	0.1%	0.8%	0.8%	0.9%	0.9%	8.5%	9.9%

Source: US Census data 2010; Nielsen/Claritas 2016 data estimates extracted from www.miamidadematters.org (HCSF).

Table IV. Number of Households and Families, Monroe County, 2016 Estimates

Area	HHs 2010	HHs 2016	Annual HH Rate 10-16 (%)	Average HH Size 2016	Families 2010	Families 2016	Annual Fam Rate 10-16 (%)
Monroe County	32,629	35,118	1.3%	2.16	18,219	19,639	1.3%
Lower Keys							
Key West	14,160	15,200	1.2%	2.21	7,206	7,760	1.3%
Summerland Key	2,720	3,034	1.9%	2.13	1,719	1,905	1.8%
Big Pine Key	1,991	2,186	1.6%	2.05	1,155	1,270	1.7%
Middle Keys							
Marathon	3,981	4,810	3.5%	2.15	2,370	2,828	3.2%
Upper Keys							
Key Largo	5,240	5,719	1.5%	2.14	3,156	3,457	1.6%
Tavernier	2,350	2,452	0.7%	2.15	1,423	1,481	0.7%
Islamorada	1,559	1,713	1.6%	1.94	843	936	1.8%

Source: US Census 2010 data; Nielsen/Claritas 2016 data estimates extracted from www.miamidadematters.org (HCSF).

Summerland Key reported the highest median household income in the county, with \$67,804 per year. Furthermore, approximately 30% of Summerland Key residents reported earnings of \$50,000 to \$99,999 per year, and 30.7% of households received earnings of \$100,000 or more per year.

Compared to the rest of the county, Islamorada and Tavernier reported the lowest median household incomes (\$41,151 and \$42,500 per year, respectively). In fact, compared to any other city in Monroe County, a larger proportion of households in Tavernier received earnings of less than \$25,000 per year (34.8% compared to 24.7% countywide). In addition, compared to the countywide average, a smaller proportion of households located in Marathon reported income earnings of \$100,000 or more (20.4% vs. 23.5%). In contrast, a large proportion of Key Largo residents reported income earnings of \$150,000 or more per year (17.6% vs. the county average of 11.9%).

Table V. Household Income Information, Monroe County, 2016 Estimates

Area	Med HH Inc 2015	Med HH Inc 2016	% HHs <\$25K 2016	% HHs \$25K-49,999 2016	% HHs \$50K-99,999 2016	% HHs \$100K-149,999 2016	% HHs \$150K+ 2016
Monroe County	\$49,066	\$53,112	24.7%	23.1%	28.7%	11.6%	11.9%
Lower Keys							
Key West	\$47,940	\$53,291	23.6%	23.9%	31.2%	11.4%	10.1%
Summerland Key	\$62,412	\$67,804	15.7%	23.3%	30.3%	16.6%	14.1%
Big Pine Key	\$57,586	\$61,776	17.5%	24.0%	36.8%	13.6%	8.2%
Middle Keys							
Marathon	\$42,998	\$45,210	28.8%	24.7%	26.2%	8.9%	11.5%
Upper Keys							
Key Largo	\$49,342	\$57,309	26.4%	18.9%	26.0%	11.1%	17.6%
Tavernier	\$49,063	\$42,500	34.8%	20.4%	22.1%	10.9%	11.8%
Islamorada	\$49,949	\$41,151	28.3%	28.3%	19.8%	12.4%	11.3%

Source: Nielsen/Claritas 2015 and 2016 data estimates extracted from www.miamidadematters.org (HCSF).

Owner Occupied Household Units

According to Nielsen/Claritas 2016 data estimates extracted from www.miamidadematters.org (HCSF), Monroe County has 19,928 owner occupied household units (HU) (Table VI). The majority (81.4%) of the owner occupied HUs in Monroe County are valued at \$200,000 or more; while 46.8% are valued at \$400,000 or more. Countywide, the median owner occupied HU value is \$380,279, attributable to the large proportion of high owner occupied HU values.

Approximately 34% of Monroe County's owner occupied HUs are located in Key West. Similar to countywide averages, the majority of Key West owner occupied HUs are valued at \$200,000 or more; with 48% of the occupied HUs valued at \$400,000 or higher, which mirrors the county's rate under this category.

Summerland Key, Islamorada, and Key West have higher median owner occupied HU values when compared to the county, (\$394,808, \$584,353, and \$389,548, compared to \$380,279 respectively). In Islamorada, 89.5% of owner occupied HU are valued at \$200,000 or more.

The owner occupied HU distribution in Islamorada is unique compared to the rest of the county. Islamorada has the largest proportion of owner occupied HUs valued at \$400,000 or more (approximately 70%); the highest median owner occupied HU value (\$584,353); and the smallest proportion of HUs valued between \$100,000 and \$199,999 (4.0%). Summerland Key has second largest proportion of owner occupied HUs valued at \$400,000 or more (48.8%), and the lowest proportion of HUs valued at less than \$60,000 (3.4%). It is worth mentioning that Key Largo is listed with the second highest median owner occupied HU value in the county, as well as boasting the highest proportion of HUs valued between \$100,000 and \$199,999 (14.2%).

Table VI. Owner Occupied Household Units, Monroe County, 2016 Estimates

Area	Number of Owner Occupied Hus	Median Owner Occupied HU Value	Average Owner Occupied HU Value	% Owner Occupied HUs <\$60K	% Owner Occupied HUs \$60K-\$99,999	% Owner Occupied HUs \$100K-\$199,999	% Owner Occupied HUs \$200K-\$399,999	% Owner Occupied HUs \$400K+
Monroe County	19,928	\$380,279	\$481,618	4.8%	2.9%	10.9%	34.6%	46.8%
Lower Keys								
Key West	6,727	\$389,548	\$492,838	4.1%	1.3%	10.0%	36.6%	48.1%
Summerland Key	2,208	\$394,808	\$442,675	3.4%	3.5%	10.3%	34.0%	48.8%
Big Pine Key	1,524	\$300,000	\$338,607	4.6%	4.3%	7.4%	60.8%	22.9%
Middle Keys								
Marathon	2,801	\$344,678	\$426,833	8.0%	4.4%	12.4%	33.1%	42.1%
Upper Keys								
Key Largo	3,939	\$432,250	\$508,465	5.4%	3.9%	14.2%	29.9%	46.6%
Tavernier	1,611	\$369,451	\$525,216	4.2%	1.7%	12.7%	27.4%	54.0%
Islamorada	1,115	\$584,353	\$629,628	3.6%	3.0%	4.0%	19.4%	70.1%

Source: Nielsen/Claritas 2016 data estimates extracted from www.miamidadematters.org (HCSF).

c) Employment

Employment Status

According to the State of Florida Department of Economic Opportunity, the total civilian labor force in Monroe County for 2014 was 45,263 of which 43,386 were employed and 1,877 were unemployed; resulting in an unemployment rate of 4.1% (down from 4.8% in 2013)(Table VII). In addition, the Florida Labor Market Statistics, Quarterly Census of Employment and Wages Program reports that the average annual wage for Monroe County in 2013 was \$36,788 per year, assuming a 40-hour week worked the year around.

Table VII. Not Seasonally Adjusted Labor Force, Employment and Unemployment data, Monroe County

Time Period	Civilian Labor Force	Employed	Unemployed	Unemployment Rate (%)
Annual 2014	45,263	43,386	1,877	4.1
Annual 2013	44,639	42,501	2,138	4.8

Source: Labor Market Statistics, Local Area Unemployment Statistics Program, 2014

Employment by Industry

According to the Nielsen Claritas 2016 data estimates extracted from www.miamidadematters.org, the total number of employees residing in Monroe County from the top 5 industries was 20,728 (Table VIII); which represents 56.5% of total employment in every industry. The largest major industry sector was Accommodations and Food Services, with approximately 35% of the

employment observed in the top 5 industries depicted on the table; followed by Retail Trade with 23%; and Health Care/Soc Asst with 16%.

**Table VIII. Top 5 Industry Distributions in Monroe County
According to the Employed Civilian 16+ Population, 2016 Estimates**

Industry Group	Employees
Accommodation/Food Service	7,175
Retail Trade	4,781
Health Care/Soc Asst	3,299
Construction	2,746
Prof/Sci/Tech/Admin	2,727
Total	20,728

Source: Nielsen/Claritas 2016 data estimates extracted from www.miamidadematters.org (HCSF)

Occupations and Type of Employer

According to Nielsen/Claritas 2016 data estimates extracted from www.miamidadematters.org (HCSF), the top 5 occupations in Monroe County are: White Collar occupations (59.9%), Service and Farm (27.4%), Sales/Related occupations (13.2%), Office and Administrative Support (12.1%), and Management (11.7%).

Travel to work

According to Nielsen/Claritas 2016 data estimates extracted from www.miamidadematters.org (HCSF), the majority of Monroe County workers (65.6%) drove alone; followed by those who carpooled (9.4%); bicycle (7.9%); worked at home (5.5%); utilized other type of transportation (4.8%); walked (4.5%); and lastly, utilized public transportation (2.3%). Among workers who commuted to work, approximately 50% arrived at their work destination in less than 15 minutes; and 5% of the workers had a commute to work lasting for 60 minutes or more.

d) Major Trip Generators/Attractors

Major trip generators in Monroe County include local hospitals, medical facilities and convalescent centers including Lower Keys Medical Center on College Road, Mariners Hospital, Fishermen’s Hospital in Marathon, Depoo Hospital, the Veteran’s Clinic in Key West, the Guidance/Care Center (Key Largo, Marathon, and Key West), The Heron House, Bay Shore Manor, and the comprehensive care centers in Key West and Plantation Key. Other trip generators include the Social Security Administration Office; the Monroe County Social Services Program Offices on Stock Island; Rural Health Network of Monroe County; Monroe County Health Department; local doctors; dialysis centers (Key West and Homestead); and the American Cancer Society. Additional trip generators include educational and training facilities and local grocery and department stores.

C. Service Analysis

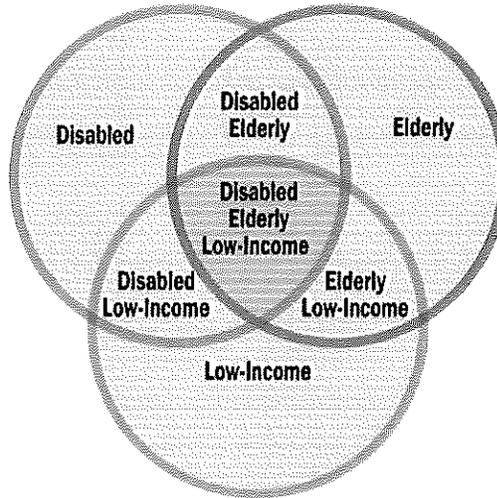
Public transportation in the Middle Keys, Lower Keys and Key West areas of Monroe County is provided by the City of Key West Department of Transportation via Inter Local Agreement between City of Marathon, City of Key West and Monroe County. The services consist of City of Key West Bus Service operating four (4) fixed routes six days per week, and two (2) routes on Sunday and holidays; as well as the Lower Keys Shuttle Bus Service, with routes along U.S. Highway # 1 between Key West and Marathon, 7 days per week.

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

In the last two decades, the TD population has been experiencing several changes, such as the accommodation of transportation disadvantaged trips by a community's fixed-route transit services; availability of reliable population and demographic data pertaining to the elderly, low-income, and disabled population; and the projected increase of the elderly population in the next few years. In an effort 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 and low-income people and children who are at "high-risk or "at-risk" (Figure 1). Additionally, this population is further refined 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 on other people to access health care facilities, employment, education, shopping, social activities, among others.

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 is based on the assumption 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".

Figure 1- TD Population



1. Forecasts for TD Population

Table IX. Five-Year Forecast of TD Populations in Monroe County, 2014-2018

	2014	2015	2016	2017	2018
General TD Population	26,364	26,277	26,188	26,101	26,013
Critical Need TD Population	2,796	2,786	2,777	2,768	2,758

Source: Health Council of South Florida, 2014

Table IX illustrates Monroe County TD population projections from 2014 through 2018. According to these projections, in 2014 approximately 36% of the county’s population (26,364) comprised the general TD population; compared to 4% of the critical need TD population of the same year.

Tables X reflects 2014-2018 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 (Table X). According to Table X, the general TD population (all disabled, elderly and low-income people and children who are at “high-risk or “at-risk) is projected to decrease to 26,013 in 2018; which mirrors the pattern also observed among the total critical need TD population* forecasted to decrease to 2,758 at a negative growth rate of -0.34% (Tables IX and XI).

Table X- General Transportation Disadvantaged Population, 2014-2018

General TD Population Forecast	2014	2015	2016	2017	2018
Estimate non-elderly/disabled/ low income	913	910	907	904	901
Estimate non-elderly/ disabled/not low income	3,575	3,563	3,551	3,539	3,527
Estimate elderly/disabled/low income	314	313	312	311	310
Estimate elderly/ disabled/not low income	3,055	3,045	3,035	3,025	3,014
Estimate elderly/non-disabled/low income	967	964	961	958	955
Estimate elderly/non-disabled/not low income	9,406	9,375	9,343	9,312	9,281
Estimate low income/not elderly/not disabled	8,134	8,107	8,079	8,052	8,025
TOTAL GENERAL TD POPULATION	26,364	26,277	26,188	26,101	26,013
TOTAL POPULATION*	72,722	72,477	72,234	71,991	71,749

Source: Center for Urban Transportation Research, University of South Florida, 2013

*Note: the total population data presented in this table are estimates populated using the Center for Urban Transportation Research Base Model; as such, the 2014 population estimate provided in this table varies from the figure presented on Table I of this document, which derived from Nielsen Claritas, 2014.

Table XI - Critical Need Transportation Disadvantaged Population, 2014-2018

Critical Need TD Population Forecast	2014	2015	2016	2017	2018
Total Critical TD Population					
Disabled	1,756	1,750	1,744	1,738	1,732
Low Income Not Disabled No Auto/Transit	1,040	1,036	1,033	1,029	1,026
Total Critical Need TD Population	2,796	2,786	2,777	2,768	2,758
Daily Trips - Critical Need TD Population					
Severely Disabled	86	86	85	85	85
Low Income - Not Disabled - No Access	1,974	1,968	1,961	1,955	1,948
Total Daily Trips Critical Need TD Population	2,145	2,181	2,218	2,258	2,298
Annual Trips	776,551	789,674	803,020	817,233	831,698

Source: Center for Urban Transportation Research, University of South Florida, 2013

Table XI depicts the daily and annual trip demand for the critical Need TD population projected from 2014 through 2018. As presented in Table XI, the demand for critical need TD trips outweighs the supply of trips forecasted from 2014 through 2018; additionally, Monroe County's annual trip demand is estimated to increase from 776,551 in 2014 to 831,698 in 2018 at an annual growth rate of 1.8%.

2. Trip Demand and Supply

Table XII- Critical Need- Severely Disabled Transportation Disadvantaged (TD) Population

Critical Need - Severely Disabled TD Population	Not Low Income	Low Income	Totals
Non-Elderly	374	150	524
Elderly	1,098	146	1,244
Total	1,472	295	1,768

Source: Center for Urban Transportation Research, University of South Florida, 2013

Table XIII - Daily Trips for the Critical Need TD Population

Low Income and Not Disabled	9,163		
27.2% without access to a vehicle	2,492		
42.0% without access to a fixed transit route	1,047		
	Calculation of Daily Trips		
		Daily Trip Rates per Person	Total Daily Trips
Total Actual Critical TD Population			
Severely Disabled	1,768	0.049	87
Low Income and Not Disabled	1,047	1.899	1,988
Totals	2,815		2,074

Source: Center for Urban Transportation Research, University of South Florida, 2013

Tables XII and XIII depict trip demand for the critical need TD population based on the 2012 American Community Survey and the 2009 National Household Travel Survey (NHTS). Both sources were utilized by the Center for Urban Transportation Research during the development of the paratransit forecasting model.

According to the 2009 NHTS, the per capita trip rate for Florida households with zero vehicles available averaged 2.4 trips per day; in 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 XIII.

Based on rates from the 2009 NHTS in the United States, 27.2% of low-income, non-disabled residents in Monroe County (2,492) live in households without access to a vehicle (Table XIII). 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 (1,047). The TD population with critical needs due to severe disabilities (1,768) is expected to make 87 daily paratransit trips; a figure which is expected to remain relatively stable through 2018 (Table XI).

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 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, the figures for unmet demand included in Table XII may reflect some duplication in the calculation of trip demand.

3. Passenger One Way Trip Information

Tables XVI through XIX illustrate the distribution of passenger one-way trips by service type, trip purpose, passenger type and funding source for FY 2010-2011, 2011-2012, and 2012-2013. The trips by type of service in FY 2012-2013 varied significantly from the FY 2011-2012 figures (Table XVI). For instance, a 23.8% decrease was observed in the FY 2012-2013 when compared to the previous year. In addition, of the total number of trips observed (by type of service) in the FY 2012-2013, the majority (70%) were “Ambulatory” trips.

During the FY 2013-2014, the majority of trips provided was for Medical, with approximately 35%; followed by Life Sustaining/Other (29%); Education/Daycare (25%); Nutritional (8%); and lastly, Employment (3%). In addition, during the FY 2013-2014, a 2% increase was observed in Medical trips from the previous year; and surpassed the number of Life Sustaining/Other trips, which had the greatest purpose type last year. Elderly passengers accounted for majority of trips made, followed by low income persons and low income disabled persons. A look at Monroe County TD funding sources (Table XVIII) revealed that the bulk of trips in 2013-2014 were supported by the CTD funds (34%) and Local Government (34%).

Table XVI: Passenger One-Way Trip Information by Type of Service, Monroe County, FY 2011-2012, 2012-2013, 2013-2014, and 2014-2015

Service	2011-2012		2012-2013		2013-2014		2014-2015	
	# of Trips	%	# of Trips	%	# of Trips	%	# of Trips	%
Ambulatory	77,351	68.7%	72,239	70.3%	70,273	77.07%	58,319	75%
Non-Ambulatory	6,201	5.5%	8,380	8.2%	10,190	11.18%	9,848	13%
Monthly Pass	29,038	25.8%	22,140	21.5%	10,712	11.75%	9,712	12%
Deviated Fixed	0	N/A	0	N/A	0	N/A	0	0%
Stretcher	0	0	2	0%	2	0%	0	0%
School Board	0	0	0	N/A	0	N/A	0	0%
Total Trips	112,590	100.0%	102,761	100.0%	91,177	100.0%	77,879	100.0%

Source: Monroe County 11-12, 12-13, 13-14, and 14-15 Annual Performance Report** (Calculation model for counting bus passes changed)**

**Table XVII: Passenger One-Way Trip Information by Trip Purpose,
Monroe County, FY 2014-2015**

Trip Purpose	2011-2012		2012-2013		2013-2014		2014-2015	
	# of Trips	%	# of Trips	%	# of Trips	%	# of Trips	%
Life-Sustaining/Other	45,894	40.8%	37,620	36.6%	26,593	29%	24,402	31%
Medical	35,394	31.4%	31,672	30.8%	32,167	35%	22,578	29%
Education/Training/Daycare	20,741	18.4%	22,421	21.8%	22,503	25%	22,800	29%
Nutritional	7,240	6.4%	7,453	7.3%	6,986	8%	5,598	7%
Employment	3,321	2.9%	3,595	3.5%	2,928	3%	2,501	3%
Total Trips	112,590	100%	102,761	100.0%	91,177	100%	77,879	100%

Source: Monroe County 2011-2012, 2012-2013, 2013-2014, and 2014-2015 Annual Performance Report

**Table XVIII: Passenger One-Way Trip Information by Funding Source,
Monroe County, FY 2014-2015**

Funding Source	2014-2015	
	# of Trips	%
CTD	28,340	36%
Local Govt./Non-Govt.	29,622	38%
AHCA	12,664	16%
DOT	2,411	3%
DCF	0	0%
Department of Health	4,842	6%
Total Trips	77,879	100%

Source: Monroe County 2014-2015 Annual Performance Report

4. 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 which are 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 a part of the Middle Keys, and Tavernier (Mariner's Hospital) at the northern end of the county. As a result of the geography and hospital location, more than one-third of the population lives a distance of five or more 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 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 across the State, there is more demand for TD services than supply. In recent years, fuel costs and inflation rates have soared, not to mention the fast rate at which the population is aging, with 33.1 % between the ages of 45-64 and 21.1% of the population over the age of 65.

D. 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 appear in the LCB' *Strategic Plan 2011-2014*.

Strategic Plan 2011-2014 - Goals and Objectives

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 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 policy makers

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 Adoption of the transportation system action plan by 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, policy makers, 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

1. Business Sector: a. Banks; b. Food stores; c. Hotel industry; d. Local chambers

2. Non-Profits/Funders: a. 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 release for strategic plan, annual reports, services needs gaps analysis, 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 objectives 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 to include but not limited to website, cable stations, 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 Board 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 on-line

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

E. 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 postings, brochures and taglines on correspondence. The CTC has been actively distributing the Rider Handbook that 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 the 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 of the 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 meet the needs of the users. Please refer to the implementation timetables described within the each section, which correlates with each of the goals established by the CTC and the LCB.

II. SERVICE PLAN

A. Operations Element

1. 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 G/CC 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 offer ambulatory and wheelchair transportation. With notice of at least 48-hours, trips on weekends or after regular hours may be available. Some coordinator contractors routinely provide transportation for their agency clients on evenings and weekends.

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

Advance reservations are required for all trips on paratransit vehicles. Forty-eight (48) hours' notice is required from passengers in order to assure availability of seating for inter-county trips and seventy-two (72) hours for intra-county requests. Requests for transportation are accepted for same day service, subject to availability of service and seating. Service is not guaranteed for passengers attempting to reserve a trip the same day as 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.

2. Accessing Services

At present, seven 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 coordination of services among the organizations, this arrangement has been adequate to create effective access to transportation for individual users of the services.

However, improved coordination efforts, particularly in the area of access and arranging of rides, is among the goals of the CTC for the coming year.

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, 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 8:30 and 4:00 Monday through Friday. This phone number is attended by a 24 hour/ 7days a week voice mail 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 2013-2014, 836 passenger no-shows were recorded and with each paratransit trip averaging \$24.88, we evaluate that the no shows resulted in a loss of \$20,800.

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 and significant seasonal fluctuations in traffic as well as unexpected events, challenge the ability of all providers to provide timely service between communities. Local residents appreciate the difficulties and schedule their transportation needs with generous margins of error. Providers have different systems to track 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 by the dispatcher to determine if they qualify at the time of their first call and if their trip may be eligible for funding under other sources. 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 planning and seeking ways to better meet the needs of the Transportation Disadvantaged residing in Monroe County. During 2014-2015, Life Sustaining Trips comprised 31% of all trips. Medical trips and Education/Training/Day Care trips ranked second, each reflecting 29% of total trips. This is in accordance to the guidelines currently promulgated by the CTD.

3. 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 in order to affect a smooth transition, though with the understanding that changes in the fare structure and in 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 seven transportation providers, four of whom bill the CTC for provision of trips. These organizations are:

- *Florida Keys Homeless Outreach Coalition in Key West* provides homeless outreach and residential services. It utilizes TD funds to purchase monthly bus passes on Key West transit for residents of the Coalition's transitional residential facility. The contact person is Stephen Braddock and he can be reached at (305) 293-8189. The address is 2221 Patterson Road, Key West, Florida 33040.

Hours of operation: Monday through Friday from 8:30 a.m. to 5:30 p.m.

- *The Children's Shelter in Tavernier* serves at-risk children and families and offers a community-based counseling program. It contracts with the CTC and provides sponsored trips to the residents of its facility. The contact person is David Bley and she can be reached at (305) 852-4246. The address is 73 High Point Road, Tavernier, Florida 33070.

Hours of operation: 24 hours a day.

- *The Monroe County Social Services Transportation* 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 three 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 can be made 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.

- *Center for Independent Living* is a non-profit organization that provides supportive services to the elderly and disabled. The contact person is Sherry Brewer. She can be reached at (305) 453-3491. The address is 103400 Overseas Highway, Suite 243, Key Largo, Florida 33036.

Hours of operation: Monday through Friday, from 8:30 a.m. to 5:00 p.m.

- *Samuel's House* operates an emergency shelter for woman and children. It provides trips to clients and the contact person is Elmira Leo. The address is 1614 Truesdell Court, Key West, Florida 33040. Agency phone number is (305)296-0240.

Hours of operation: Monday through Friday, from 8:00 a.m. to 5:00 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 Gretchen Brock 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 8:30 a.m. to 5:00 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, developing 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.
4. 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.

5. 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 did discuss this option on occasion, a practical use of these buses has not yet been devised.

6. Vehicle Inventory

The vehicle inventory for the Guidance/Care Center, the CTC, in conjunction with its transportation providers is 59 in the year 2014-2015. All vehicles are currently in use.

7. System Safety Program Plan

The System Safety Program Plan was updated 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, vehicle, and overall management of the coordinated transportation system incorporate the highest standards of safety performance possible.

8. 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.

9. 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 in many cases be available.

10. 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 was conducted in 2011/2012 with an estimated 120 clients surveyed which showed positive feedback on all levels. Customer satisfaction for the Coordinated Transpirations System, expressed through an on-board survey done 2011/2012 posted a 99% plus satisfaction rating.

11. 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.

A. Service Standards

1. Commission Service Standards

a) Drug and Alcohol Standards

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

b) 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.

c) 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

d) 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.

e) Vehicle Transfer Points

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

f) 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.

g) Out-of-Service Area Trips

The CTC will provide out-of-service area trips, at a minimum, Monday through Friday as per prearranged schedule when available.

h) Vehicle Cleanliness

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 which 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.

i) Billing Requirements

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

j) 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.

k) Adequate Seating

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

l) 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 where 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.

m) 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: opening the vehicle door, fastening the seat belt or wheelchair safety devices, storage of mobility devices and closing the door. Assistance must be in a dignified manner. Drivers may not assist wheelchairs up or down more than three steps.

n) 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.

o) 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.

p) 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.

q) 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.

r) Cardio-Pulmonary Resuscitation (CPR) Training

All drivers shall be certified in CPR.

s) First Aid Training

All drivers shall be certified in First Aid.

2. Local Service Standards

a) Driver Criminal Background Screening

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

b) Service Effectiveness

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

c) 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.

d) Contract Monitoring

The CTC shall perform an annual evaluation of the Coordinated Contractors using applicable portions of the CTD evaluation process.

e) 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.

f) On-Time Performance

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

g) 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.

h) 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.

i) Roadcalls

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

j) Call-Hold Time

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

k.) Insurance requirements

As required under FAC 41-2.006 transportation disadvantaged providers shall ensure compliance with the minimum liability insurance requirement of \$100,000 per person and \$200,000 per incident. The CTC shall be listed on the providers' auto insurance policy as "Additional Insured".

B. 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 with regard to 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*). In the event that 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 2014-2015, no complaints were reported in comparison to 17 in 2009-2010.

C. 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 in order for the CTC to 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

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.

IV. COST/REVENUE ALLOCATION AND RATE STRUCTURE JUSTIFICATION

A. Cost/ Revenue Allocation Plan

Assumptions: As of 2014-2015, there are fifty-nine (59) vehicles among Monroe County's Transportation Disadvantaged Coordinated system and seven (7) Contracted Coordinators, which together provided approximately 77,879 trips from July 1, 2014 to June 30, 2015.

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 (90%) for with Transportation Disadvantaged funds and (10%) local match is not otherwise sponsored by any organization. In 2014-2015, the CTC received a coordination fee of \$10.00 for each ambulatory trip, and \$20.00 for each non-ambulatory trip (plus an additional mileage charge of \$1.44 for extended trips beyond core service), 90% from the TD funds, and 10% from provider furnished local match.

This cost proposal covers coordination costs only. The Guidance Clinic intends to continue operating as a transportation provider as well. Its accounting system will enable them to avoid commingling the functions of coordination and direct services.

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

1. CTC funds purchase Key West transit monthly passes for \$15.00 for eligible participants.

For paratransit services in the 2015-2016 fiscal year, there is an ambulatory flat trip rate of \$48.05 and a non-ambulatory flat trip rate of \$82.37 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, and irrespective of whether a passenger

- is non-ambulatory and irrespective of whether the trip extends out of county.
2. Rates for non-emergency stretcher transportation will be set differently due to the need for attendant and for specialized loading.
 3. Coordination fees cover the following activities:
 - Contracting, certification and compliance monitoring of contracted providers
 - Dispatching of county wide 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 8:30 a.m. to 4:00 p.m.

D. Fare Structure Study

As reported in the Annual Operating Report (July 1, 2014– June 30, 2015), the overall Coordinated system’s revenues of \$1,671,787 purchased 91,177 trips for a system-wide average cost of \$24.88 per trip (*see Appendix H*). The summary of financial data on revenue and expenses from the Annual Operating Report is shown below. The difference in total expenses surpassing total revenue is predominately attributed to the operating expenses of TD contractors.

Transportation Disadvantaged Program Financial Summary (7/1/14 – 6/30/15)	
Revenue Source	Amount
Local Non-Government	\$40,636.00
Local Government	\$980,942.00
Commission for the Transportation Disadvantaged	\$372,898.00
Department of Transportation	\$0.00
Agency for Health Care Administration (Medicaid Non-Emergency)	\$245,468.00
Department of Children and Families	\$0.00
Department of Health	\$31,843.00
Total Revenue	\$1,671,787.00
Total Expenses	\$1,709,990.00
Net Difference	-\$38,203.00

V. APPENDICES

Appendix A –LCB Roster

The Hon. George Neugent
District 2
25 Ships Way
Big Pine Key, FL 33043
Tel: 305-872-1678 (Terri – assistant)
Fax: 305-872-9195
Email: neugent-george@monroecounty-fl.gov
Assistant: marble-terri@monroecounty-fl.gov
Slot: Chair

John Dick
Monroe County School Board
58346 Overseas Highway
Marathon, FL 33050
Tel: 305-289-1553
Email: ccaps97@aol.com
Slot: Vice-Chair, Public Education Community

Dionne Richardson
Freight Logistic & Passenger Operation Unit Manager
Intermodal Systems Development Office
Florida Department of Transportation
District Six
1000 NW 111 Avenue, Room 6111
Miami, FL 33172
Tel: 305-470-5292
Email: dionne.richardson@dot.state.fl.us
Slot: FL Dept. of Transportation

Alternate: Raymond Freeman
Email: Raymond.freeman@dot.state.fl.us
Phone: 305-470-5255

George R. Brentnall
Office of Veteran Affairs
1200 Truman Avenue
Key West, FL 33040
Tel: 305-295-5150
Email: Brentnall-George@monroecounty-fl.gov
Slot: Veteran Services
Alternate: Peggy Ricciuto
Email: Ricciuto-Peggy@monroecounty-fl.gov
Tel: 305-289-6009

Stan Darczuk
575 52nd Street Gulf
Marathon, FL 33050
Tel: 305-289-0741
Cell: 305-731-6488
Email: wolfhead1@comcast.net
Slot: Citizen Advocate for People with Disabilities

Maria Hernandez
OMCI
Area 11 Medicaid
8333 N.W. 53rd Street
Suite 200
Doral, FL 33166
Tel: 305-593-3031
Fax: 305-718-5945
Email: Maria.Hernandez@ahca.myflorida.com
Slot: Agency for Health Care Administration (AHCA)

Eddie Dutton
12550 Biscayne Blvd, Suite 800
Miami, FL 33181
Tel: 786-319-6912
Fax: 901-339-6912
Email: edutton@sfica.org
Slot: Private Transportation

Sheryl Graham
Monroe County Social Services
Gato Building
1100 Simonton Street Room 1-179,
Key West, FL 33040
Tel: 305-292-4510
Fax:
Email: graham-sheryl@monroecounty-fl.gov
Slot: Citizen Advocate
Alternate: Marlene Steckley
Email: steckley-marlene@monroecounty-fl.gov
Tel: 305-292-4510

Second Alternate: Anna Haskins
Email: haskins-anna@monroecounty-fl.gov
1100 Simonton St.
Suite 1-187
Key West, FL 33040
Phone: 305-292-4591

Deneen Bullard-Barriere, M.Ed.
Vocational Rehabilitation Supervisor
Florida Department of Education
Division of Vocational Rehabilitation
11285 SW 211 Street Suite, 305
Miami, FL 33189
Tel: (305)256-6200
Email: Deneen.Bullard-Barriere@vr.fldoe.org
Slot: Division of Vocational Rehabilitation

Alternate: Jay Glover
Email: jay.glover@vr.fldoe.org
Tel: 305-289-6174

Cindy McKnight
264 Orange Avenue
Grassy Key, FL 33050
Tel: 305-434-7660
Fax: (305) 434-9041
Slot: Citizen Advocate/User

The Honorable Mayor David Rice
133 Mockingbird Lane
Marathon, FL 33050
Tel: (305) 360-3538
Email: dricekeys@yahoo.com

Slot: Person over 60 representing
Monroe County (Elderly)

Norman Whitaker
Director
Key West Dept. of Transportation
627 Palm Avenue
Key West, FL 33040
Tel: 305-809-3918
Fax: 305-292-8285
Email: Nwhitaker@keywestcity.com
Slot: Mass/Public Transportation

Alternate: Regina Scott
Email: rscottb@keywestcity.com
Phone: 305-809-3911

**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

**COMMUNITY TRANSPORTATION COORDINATOR
(CTC) STAFF**

Gretchen Brock
Guidance Clinic of the Middle Keys
3000 41 Street, Ocean
Marathon, FL 33050
Tel: 305-434-7660
Fax: 305-434-9040
Email: gretchen.brock@westcare.com

DESIGNATED OFFICIAL PLANNING AGENCY STAFF

Health Council of South Florida, Inc.

Marisel Losa
President & CEO
mlosa@healthcouncil.org

Anjana M. Morris
Community Health Specialist
amorris@healthcouncil.org

Ricardo A. Jaramillo, MPH
Senior Community Research and Data Analyst
rjaramillo@healthcouncil.org

8095 N.W. 12th Street, Suite 300
Miami, Florida 33126
Tel: (305) 592-1452
Fax: (305) 592-0589

Appendix B - Fares

Middle Keys Transportation FARES

In County: \$2.00 per trip

Out-of-County: \$5.00 per trip

<u>City</u>	<u>Mile Marker</u>	<u>Miles From Miami</u>
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!***

Appendix C – CTC Schedule

MIDDLE KEYS TRANSPORTATION

	<i>Departure</i>	<i>Returning Trip</i>
Monday		
Middle to Upper Keys <i>(Up to Key Largo)</i>	6:30 am 2:30 pm	8:30 am 4:00 pm
Middle to Lower Keys	6:30 am 7:30 am 2:30 pm	8:30 am 2:00 pm 4:00 pm
Tuesday		
Middle to Upper Keys <i>(Marathon to Marathon)</i>	9:30 am 2:30 pm	10:00 am 4:00 pm
Middle to Lower Keys	6:30 am 2:30 pm	8:30 am 4:00 pm
Wednesday		
Middle to Upper Keys <i>(Up to Key Largo)</i>	6:30 am 2:30 pm	8:30 am 4:00 pm
Middle to Lower Keys	6:30 am 7:30 am 2:30 pm	8:30 am 2:00 pm 4:00 pm
Thursday		
Middle to Upper Keys <i>(Marathon to Marathon)</i>	9:30 am 2:30 pm	10:00 am 4:00 pm
Middle to Lower Keys	6:30 am 2:30 pm	8:30 am 4:00 pm
Friday		
Middle to Upper Keys <i>(Up to Key Largo)</i>	6:30 am 2:30 pm	8:30 am 4:00 pm
Middle to Lower Keys	6:30 am 7:30 am 2:30 pm	8:30 am 2:00 pm 4:00 pm

Set stops between Marathon & Key West:

Guidance/Care Center
 Burger King – Stock Island
 Corner of Truman & White Streets
 Peacock Apts.
 VA Clinic

Set stops between Marathon & Key Largo:

Guidance/Care Center

Appendix D – CTC Providers

MONROE COUNTY CTC PROVIDERS

<p><u>Guidance/Care Center (G/CC)</u> Marathon</p>	<p>Community Transportation Coordinator Intra-Community Transportation (Deviated Fixed Route – Marathon to Key Largo and Marathon to Key West)</p>
<p><u>Florida Keys Outreach Coalition (FKOC)</u> Key West</p>	<p>Transport of own clients - provide homeless individuals and families with the resources and opportunities by which to attain residential, financial and personal stability and self-sufficiency.</p>
<p><u>Florida Keys Children's Shelter (FKCS)</u> Tavernier</p>	<p>Transport of own clients - children</p>
<p><u>Monroe County Social Services (MCT)</u> Key West</p>	<p>Demand trip Inter-Community Transportation</p>
<p><u>Center for Independent Living (CIL)</u> Key Largo</p>	<p>Transport of own clients - elderly</p>
<p><u>Monroe Association for ReMARCable Citizens Inc.</u> (MARC House) Key West</p>	<p>Transport of own 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.</p>
<p><u>Samuels House</u> Key West</p>	<p>Transport of own clients – emergency shelter for women and children</p>

Appendix E -System Safety Plan

**Community Transportation Coordinator
Monroe County, Florida**



Guidance/Care Center, Inc.

Middle Keys Transportation

System Safety Program Plan



SSPP.pdf

Appendix F – Grievance Report Form

MONROE COUNTY LOCAL COORDINATING BOARD
FOR TRANSPORTATION DISADVANTAGED SERVICES

GRIEVANCE REPORT

CALL (305) 434-7660 ext. 31117 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: _____

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: _____

DATE: _____

REVIEW FINDINGS: _____

RESOLUTION: _____

Date Resolution: _____ Complainant Resolution: _____
(Signature acknowledges satisfaction of resolution)

Appendix G – Grievance Procedures

GRIEVANCE PROCEDURES FOR THE MONROE COUNTY TRANSPORTATION DISADVANTAGED LOCAL COORDINATING BOARD

FY 2015 – 2016

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 of 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.

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.

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 41st 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
8095 NW 12 Street, Suite 300
Miami, FL 33126

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.dot.state.fl.us/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

County:	Monroe	Demographics	Number
CTC:	Guidance/Care Center	Total County Population	77,136
Contact:	Maureen Gyniewicz 3000 41st Street, Ocean Marathon, FL 33050 305-434-7660	Potential TD Population	42,005
Email:	maureen.gyniewicz@westcare.com	UDPHC	1,473

Florida Commission for the



**Transportation
Disadvantaged**

Trips By Type of Service	2013	2014	2015	Vehicle Data	2013	2014	2015
Fixed Route (FR)	22,140	10,712	9,712	Vehicle Miles	1,126,310	1,078,879	637,799
Deviated FR	0	0	0	Revenue Miles	931,067	936,254	327,976
Ambulatory	72,239	70,273	58,319	Roadcalls	4	2	5
Non-Ambulatory	8,382	10,192	9,848	Accidents	5	1	6
Stretcher	0	0	0	Vehicles	45	47	59
School Board	0	0	0	Driver Hours	87,360	93,600	70,720
TOTAL TRIPS	102,761	91,177	77,879				

Passenger Trips By Trip Purpose

Medical	31,672	32,167	22,578
Employment	3,595	2,928	2,501
Ed/Train/DayCare	22,421	22,503	22,800
Nutritional	7,453	6,986	5,598
Life-Sustaining/Other	37,620	26,593	24,402
TOTAL TRIPS	102,761	91,177	77,879

Financial and General Data

Expenses	\$2,181,889	\$2,329,610	\$1,709,990
Revenues	\$2,070,401	\$2,268,757	\$1,671,807
Comments	0	0	0
Complaints	0	0	0
Passenger No-Shows	728	836	426
Unmet Trip Requests	0	0	0

Passenger Trips By Funding Source

CTD	43,052	30,819	28,340
AHCA	20,444	20,417	12,664
APD	2,689	0	0
DCEA	0	0	0
DOE	0	0	0
Other	36,576	39,941	36,875
TOTAL TRIPS	102,761	91,177	77,879

Performance Measures

Accidents per 100,000 Miles	0.44	0.09	0.94
Miles between Roadcalls	281,578	539,440	127,560
Avg. Trips per Driver Hour	0.92	0.86	0.96
Avg. Trips per Para Pass.	49.46	37.17	50.83
Cost per Trip	21.23	25.55	21.96
Cost per Paratransit Trip	27.01	28.92	25.04
Cost per Driver Hour	24.93	24.86	24.13
Cost per Total Mile	1.93	2.16	2.68

Appendix I - TD Population Forecasting Methodology

Sources:

1. American Community Survey. Retrieved from http://factfinder2.census.gov/faces/tableservices/isf/pages/productview.xhtml?pid=ACS_10_3YR_DP05&prodType=table
2. Planning Analysis: Calculating Growth Rates, 2002; retrieved from <http://pages.uoregon.edu/rgp/PPPM613/class8a.htm>
3. American community Survey; retrieved from http://factfinder2.census.gov/faces/tableservices/isf/pages/productview.xhtml?pid=ACS_10_3YR_S1810&prodType=table
4. 2012 American Community Survey 1-year Estimates; <http://factfinder2.census.gov/faces/nav/isf/pages/index.xhtml>
5. Center for Urban Transportation Research, University of South Florida, National Center for Transit Research (NCTR), 2013; <http://www.dot.state.fl.us/ctd/docs/2013%20Updates/Paratransit%20Demand%20-%20Final%20Report%2005-31-13%20FINAL.pdf>
6. Florida Commission for the Transportation Disadvantaged (CTD), Program Development, Population Forecasting, n.d.; <http://www.dot.state.fl.us/ctd/programinfo/programdevelopmentsection/programdevelopmenthome.htm>
7. U.S. Department of Transportation, Bureau of Statistics. (2002). National Transportation Availability and Use Survey. Retrieved from http://www.bts.gov/publications/freedom_to_travel/pdf/entire.pdf
8. Nielsen/Claritas 2016; retrieved from www.miamidadematters.org
9. Florida Department of Economic Opportunity, Local Area Unemployment Statistics, 2013; retrieved from <http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/local-area-unemployment-statistics>
10. Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, Quarterly Census of Employment and Wages Program (QCEW), 2012; retrieved from <http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/quarterly-census-of-employment-and-wages>