



KEY WEST TRANSIT DEPARTMENT

2015 - 2024 Transit Development Plan Major Update

July 2014



Tindale-Oliver
&
Associates, Inc.
Planning and Engineering

Table of Contents

| | |
|---|-----------|
| Section 1: Introduction..... | 1 |
| Background | 1 |
| Report Organization..... | 3 |
| Section 2: Study Area Conditions and Demographic Characteristics. | 4 |
| Service Area Description | 4 |
| City of Key West History | 4 |
| Population Profile | 6 |
| Demographic and Journey To Work Characteristics..... | 13 |
| Labor Force and Employment..... | 17 |
| Roadway Level of Service..... | 17 |
| Commuting Patterns..... | 17 |
| Major Employers..... | 19 |
| Development Activities..... | 19 |
| Regional Trends In Transit | 23 |
| Section 3: Existing Transportation Services | 24 |
| Inventory of Fixed-Route Service..... | 24 |
| Vehicle Inventory | 24 |
| Other Capital Equipment | 24 |
| Paratransit Service | 26 |
| Private Transportation Providers..... | 27 |
| Fixed-Route Trend Analysis..... | 27 |
| Performance Indicators | 28 |
| Effectiveness Measures | 29 |
| Efficiency Measures | 30 |
| Summary Results of the Trend Analysis..... | 31 |
| Peer Review Analysis | 32 |
| Peer System Selection Methodology | 32 |
| Performance Indicators | 34 |
| Effectiveness Measures | 36 |
| Efficiency Measures | 38 |
| Summary Results of Peer Review Analysis | 40 |
| Section 4: Public Involvement..... | 41 |
| Review Committee..... | 41 |
| Stakeholder Interviews | 45 |
| Public Workshops..... | 49 |
| On-Board Discussion Groups | 52 |
| Operator Interviews..... | 53 |
| On-Board Survey | 54 |
| Survey Approach..... | 55 |
| On-Board Survey Results..... | 55 |

| | |
|--|-----------|
| On Board Survey General Conclusions | 68 |
| Section 5: Review Of Plans, Studies, and Policies | 69 |
| Local Plans..... | 69 |
| Comprehensive Plans..... | 69 |
| Transit Plans..... | 69 |
| Regional Plans | 69 |
| State Plans..... | 69 |
| Federal Plans | 69 |
| Summary Of Plans and Studies Review..... | 69 |
| Section 6: Situation Appraisal..... | 73 |
| Regional Transportation Issues..... | 73 |
| Workforce Commute and Affordable Housing | 73 |
| Evacuation Route | 74 |
| Regional Fares Payment..... | 74 |
| Transportation Planning Process | 75 |
| Socioeconomic Trends | 75 |
| Cruise Ship Passengers and Tourism..... | 76 |
| Homelessness | 76 |
| Travel Behavior | 76 |
| Bike Share Program..... | 77 |
| Land Use..... | 77 |
| Parking Supply..... | 78 |
| Historic Architectural Review Commission | 78 |
| Organizational..... | 79 |
| Technology..... | 79 |
| Service and Operational Trends..... | 80 |
| New Transportation Facility..... | 80 |
| Vehicle Replacement Needs | 80 |
| Fare Structure | 80 |
| Funding | 81 |
| Section 7: Transit Demand And Mobility Needs | 82 |
| Market Assessment..... | 82 |
| Ridership Forecasting Analysis..... | 87 |
| Model Inputs/Assumptions and Limitations..... | 88 |
| Section 8: Goals, Objectives, and Initiatives | 92 |
| Kwdot's Mission and Vision Statements..... | 92 |
| Goals and Objectives..... | 92 |
| Section 9: Transit Alternatives | 96 |
| Development of Alternatives..... | 96 |
| Operations Priorities..... | 97 |
| Capital and Infrastructure Priorities | 98 |
| Planning Priorities..... | 99 |

| | |
|---|------------|
| Policy and Other Priorities | 99 |
| Ridership Projections | 105 |
| Section 10: Financial Plan | 107 |
| Ten-Year TDP Financial Plan..... | 107 |
| Cost Assumptions..... | 107 |
| Revenue Assumptions..... | 108 |
| Potential Revenue Sources | 112 |

| | |
|---|-----|
| Appendix A: Private Provider Transportation Survey | 114 |
| Appendix B: TDP Public Involvement Plan & FDOT Approval | 118 |
| Appendix C: Public Workshop Materials..... | 130 |
| Appendix D: Relevant Plans Review & Summary..... | 161 |
| Appendix E: Supplemental Mapping Analysis..... | 181 |
| Appendix F: 10-Year Potential Transit Alternatives | 190 |
| Appendix G: Farebox Recovery Ratio Report..... | 200 |
| Appendix H: Recommended Key West Transit Monitoring Program | 203 |

List of Figures

| | |
|---|----|
| Figure 1: Demographic Characteristics, Key West (2000 and 2012)..... | 15 |
| Figure 2: Journey-to-Work Characteristics, Key West (2000 and 2012) | 16 |
| Figure 3: New Transit Facility Site | 26 |
| Figure 4: Passenger Trips | 28 |
| Figure 5: Revenue Miles..... | 28 |
| Figure 6: Total Operating Expense | 28 |
| Figure 7: Passenger Fare Revenue | 28 |
| Figure 8: Passenger Trips per Revenue Mile | 29 |
| Figure 9: Passenger Trips per Revenue Hour | 29 |
| Figure 10: Operating Expense per Passenger Trip | 30 |
| Figure 11: Operating Expense per Revenue Mile | 30 |
| Figure 12: Farebox Recovery Ratio | 31 |
| Figure 13: Service Area Population..... | 35 |
| Figure 14: Service Area Population Density (persons/square mile) | 35 |
| Figure 15: Passenger Trips (000) | 35 |
| Figure 16: Revenue Miles (000) | 35 |
| Figure 17: Revenue Hours (000) | 36 |
| Figure 18: Operating Expense (000)..... | 36 |
| Figure 19: Vehicles Available for Maximum Service | 36 |
| Figure 20: Gallons of Fuel Consumed (000) | 36 |
| Figure 21: Passenger Trips per Revenue Mile..... | 37 |
| Figure 22: Passenger Trips per Revenue Hour | 37 |
| Figure 23: Weekday Span of Service..... | 37 |

| | |
|---|----|
| Figure 24: Average Speed (MPH) | 37 |
| Figure 25: Operating Expense per Passenger Trip | 39 |
| Figure 26: Operating Expense per Revenue Mile | 39 |
| Figure 27: Operating Expense per Revenue Hour..... | 39 |
| Figure 28: Farebox Recovery (%) | 39 |
| Figure 29: Average Fare | 39 |
| Figure 30: Trip Origin | 56 |
| Figure 31: Trip Destination..... | 56 |
| Figure 32: Transit Access..... | 57 |
| Figure 33: Transit Station Egress..... | 57 |
| Figure 34: Frequency of Use | 58 |
| Figure 35: History of Use..... | 58 |
| Figure 36: Fare Payment Method | 59 |
| Figure 37: Day Pass Interest..... | 59 |
| Figure 38: Reasons for Using Key West Transit | 60 |
| Figure 39: Rider Gender | 61 |
| Figure 40: Rider Ethnic Heritage | 61 |
| Figure 41: Rider Age..... | 62 |
| Figure 42: Rider Household Income..... | 62 |
| Figure 43: Rider Satisfaction with Driver Courtesy | 63 |
| Figure 44: Rider Satisfaction with Bus Timeliness | 63 |
| Figure 45: Rider Satisfaction with Bus Cleanliness | 64 |
| Figure 46: Rider Satisfaction with Key West Transit Dependability | 64 |
| Figure 47: Rider Satisfaction with Fares | 65 |
| Figure 48: Rider Satisfaction with Convenience of the Routes..... | 65 |
| Figure 49: Rider Satisfaction with Convenience of Schedules | 66 |
| Figure 50: Satisfaction with Cleanliness of Shelters | 66 |
| Figure 51: Rider Satisfaction with Safety on the Bus | 67 |
| Figure 52: Rider Satisfaction with Overall Performance..... | 67 |

List of Maps

| | |
|--|----|
| Map 1: Study Area | 5 |
| Map 2: 2012 Population Densities..... | 7 |
| Map 3: 2024 Population Densities..... | 8 |
| Map 4: 2012 Employment Densities..... | 9 |
| Map 5: 2024 Employment Densities..... | 10 |
| Map 6: 2012 Dwelling Unit Densities..... | 11 |
| Map 7: 2024 Dwelling Unit Densities..... | 12 |
| Map 8: City of Key West Existing Land Use..... | 21 |
| Map 9: City of Key West 2030 Future Land Use Map | 22 |
| Map 10: 2012 Density Threshold Assessment..... | 84 |

| | |
|--|-----|
| Map 11: 2024 Density Threshold Assessment | 85 |
| Map 12: 2012 Transit Orientation Index..... | 86 |
| Map 13: 10-Year Potential Transit Improvements | 103 |
| Map 14: 10-Year Potential Transit Improvements (Lower Keys)..... | 104 |

List of Tables

| | |
|---|-----|
| Table 1: TDP Checklist | 2 |
| Table 2: Population Characteristics | 6 |
| Table 3: Population for Major Cities and Census-Designated Places | 13 |
| Table 4: Labor Force Statistics (February 2014)..... | 17 |
| Table 5: Where City of Key West Residents Work, by City and Census-Designated Place (2011)..... | 18 |
| Table 6: Where the City of Key West Workers Live, by City and Census-Designated Place (2011)..... | 19 |
| Table 7: Top 12 Public and Private Employers for the City of Key West | 19 |
| Table 8: Major Developments..... | 20 |
| Table 9: Summary of Transit Service Operating Characteristics..... | 25 |
| Table 10: Summary of Fixed-Route Performance Statistics (FY 2013) | 26 |
| Table 11: Key West Transit Vehicles | 26 |
| Table 12: Performance Review Measures, Key West Transit (2009-2013) | 27 |
| Table 13: General Performance Indicators, Key West Transit (2009-2013) | 28 |
| Table 14: Effectiveness Measures, Key West Transit Trend Analysis (2009-2013) | 29 |
| Table 15: Efficiency Measures, Key West Transit Trend Analysis (2009-2013) | 30 |
| Table 16: Key West Transit Trend Analysis Summary (2009-2013) | 32 |
| Table 17: Selected Peer Systems, Key West Transit Peer Review Analysis (2012) | 33 |
| Table 18: Performance Indicators, Key West Transit Peer Review (2012) | 34 |
| Table 19: Effectiveness Measures, Key West Transit Peer Review (2012) | 37 |
| Table 20: Efficiency Measures, Key West Transit Peer Review (2012) | 38 |
| Table 21: Key West Transit Peer Review Analysis Summary (2012)..... | 40 |
| Table 22: Review Committee Prioritization Exercise Results..... | 45 |
| Table 23: Public Workshop Prioritization Exercise Results | 52 |
| Table 24: Average Key West Transit Bus Rider (2014)..... | 60 |
| Table 25: Key West Plans and Studies Review Summary | 71 |
| Table 26: Transit Density Threshold | 83 |
| Table 27: KWT Average Weekday Ridership and Growth Rates with No Improvements, 2015-2024 | 90 |
| Table 28: KWT Average Saturday Ridership and Growth Rates with No Improvements, 2015-2024 | 90 |
| Table 29: KWT Average Sunday Ridership and Growth Rates with No Improvements, 2015-2024..... | 90 |
| Table 30: Ten-Year TDP Operating Implementation Plan | 101 |
| Table 31: Ten-Year TDP Capital Implementation Plan..... | 102 |
| Table 32: Average Weekday Daily Ridership and Growth Rates for the TDP 10-Year Alternatives | 105 |
| Table 33: Average Saturday Daily Ridership and Growth Rates for TDP 10-Year Alternatives | 106 |
| Table 34: Average Sunday Daily Ridership and Growth Rates for TDP 10-Year Alternatives..... | 106 |
| Table 35: Status Quo Financial Plan..... | 110 |

Table 36: Vision Financial Plan..... 111

Section 1: Introduction

The Key West City Commission operates as the governing board of the Key West Department of Transportation (KWDoT) also known as the Key West Transit (KWT) system and has initiated a major update of the Transit Development Plan (TDP). The TDP will serve as the vision for transit in Key West and the lower keys over the next 10 years.

Background

The State of Florida Public Transit Block Grant Program was enacted by the Florida Legislature to provide a stable source of State funding for public transportation. The Block Grant Program requires public transit service providers to develop and adopt a 10-year TDP. Major updates must be submitted to the Florida Department of Transportation (FDOT) by September 1 of the year they are due. The KWT 2015-2024 TDP is a major update, which is required every five years for KWT to continue using Block Grant funds from FDOT for operating expenses. Each interim year, public transit providers report TDP achievements to FDOT through the submittal of annual progress reports.

The TDP is the guiding document for the FDOT Five-Year Work Program concerning public transportation in Key West. The TDP must be consistent with the approved local government comprehensive plan. This TDP major update meets the requirements for a major TDP update in accordance with Rule Chapter 14-73, Florida Administrative Code (F.A.C.). Table 1 is a list of TDP requirements from Rule 14-73.0001.

Identification of Submitting Entity

| | |
|------------------------------------|--|
| Agency: | Key West Department of Transportation / Key West Transit |
| Telephone Number: | (305) 809-3910 |
| Mailing Address: | 627 Palm Avenue, Key West, FL 33040 P.O. Box 1078, Key West, FL 33040 |
| Authorizing Agency Representative: | Norman Whitaker |

For further information about this plan, please contact:

Norman Whitaker, Director of Transportation, Key West Department of Transportation, 627 Palm Avenue, Key West, FL 33040

Table 1: TDP Checklist

| | |
|--|-------------------------------------|
| Public Participation Process | |
| Public Involvement Plan (PIP) drafted, submitted, and approved by FDOT at TDP initiation. | <input checked="" type="checkbox"/> |
| Comments solicited from Regional Workforce Board. | <input checked="" type="checkbox"/> |
| Notification provided to FDOT and Regional Workforce Board of TDP-related public meetings. | <input checked="" type="checkbox"/> |
| FDOT and Regional Workforce Board provided opportunity to review and comment during development of mission, goals, objectives, alternatives, and 10-year implementation program. | <input checked="" type="checkbox"/> |
| Time limit established for receipt of comments. | <input checked="" type="checkbox"/> |
| PIP and description of public involvement process documented in TDP. | <input checked="" type="checkbox"/> |
| Situation Appraisal | |
| Consideration of land use/development forecasts. | <input checked="" type="checkbox"/> |
| Consideration of state, regional, and local transportation plans. | <input checked="" type="checkbox"/> |
| Consideration of actions in areas such as parking, development, transit supportive design, etc. | <input checked="" type="checkbox"/> |
| Other governmental actions and policies. | <input checked="" type="checkbox"/> |
| Socioeconomic trends. | <input checked="" type="checkbox"/> |
| Organizational issues. | <input checked="" type="checkbox"/> |
| Technology. | <input checked="" type="checkbox"/> |
| 10-year annual projections of transit ridership using approved model. | <input checked="" type="checkbox"/> |
| Assessment of whether land uses and urban design patterns support/hinder transit service provision. | <input checked="" type="checkbox"/> |
| Documentation of performance analysis (NTD data and peer review). | <input checked="" type="checkbox"/> |
| Documentation of feedback from community (on-board surveys and other communication). | <input checked="" type="checkbox"/> |
| Calculation of farebox recovery. | <input checked="" type="checkbox"/> |
| Mission and Goals | |
| Provider's vision. | <input checked="" type="checkbox"/> |
| Provider's mission. | <input checked="" type="checkbox"/> |
| Provider's goals. | <input checked="" type="checkbox"/> |
| Provider's objectives. | <input checked="" type="checkbox"/> |
| Alternative Courses of Action | |
| Development and evaluation of alternative strategies and actions. | <input checked="" type="checkbox"/> |
| Benefits and costs of each alternative. | <input checked="" type="checkbox"/> |
| Examination of financial alternatives. | <input checked="" type="checkbox"/> |
| Implementation Program | |
| 10-Year implementation program | <input checked="" type="checkbox"/> |
| Maps indicating areas to be served | <input checked="" type="checkbox"/> |
| Maps indicating types and levels of service | <input checked="" type="checkbox"/> |
| Monitoring program to track performance measures | <input checked="" type="checkbox"/> |
| 10-year financial plan listing operating and capital expenses | <input checked="" type="checkbox"/> |
| Capital acquisition or construction schedule | <input checked="" type="checkbox"/> |
| Anticipated revenues by source | <input checked="" type="checkbox"/> |
| Relationship to Other Plans | |
| TDP consistent with Florida Transportation Plan | <input checked="" type="checkbox"/> |
| TDP consistent with local government plan | <input checked="" type="checkbox"/> |
| TDP Consistent with regional transportation goals and objectives | <input checked="" type="checkbox"/> |
| Submission | |
| Adopted by the Key West City Commission | <input type="checkbox"/> |
| Submitted to FDOT by September 1, 2014, or at a later date with FDOT approval | <input type="checkbox"/> |

Report Organization

In addition to this introduction, this document includes the following sections:

- Section 2:** A review of the study area population, demographics, travel behavior, commuting patterns, demographic activities, land use, and roadway considerations for the City of Key West is presented in this section.
- Section 3:** This section summarizes the operating performance of all the transit services in the City of Key West and the lower keys and includes an inventory of transit facilities. A trend analysis and a peer review analysis are also included in this section.
- Section 4:** The public outreach activities conducted for the TDP Major Update are presented in this section. A description of each activity and results from public feedback received at those activities are included.
- Section 5:** Relevant plans, studies, and policies were reviewed and summarized in this section. The purpose of this effort is to provide information to support an understanding of transit planning issues in the City of Key West and the lower keys and support the performance of a situation appraisal, which is an assessment of the operating environment for the transit system.
- Section 6:** This section presents the situation appraisal for the TDP. The requirements for a major update of a TDP include the need for a situation appraisal of the environment in which the transit agency operates. The purpose of this appraisal is to help develop an understanding of the KWT operating environment in the context of specific elements, including regional issues, socioeconomics, travel behavior, existing and future land use, service and operational trends, and revenue and policy environment.
- Section 7:** A review and evaluation of transit demand and mobility needs regarding transit services in the City of Key West is included in this section. The evaluation was completed by reviewing ridership forecasting and a transit market assessment.
- Section 8:** The transit mission for the City of Key West and the goals, objectives, and initiatives that were developed to accomplish the mission are presented in this section. The mission, goals, objectives, and initiatives were developed based on a review of the existing goals, objectives, and initiatives and input from the KWT staff, the TDP Review Committee, input through the public involvement process, and the results of technical evaluations.
- Section 9:** The potential future transit services developed as part of the 10-year planning horizon of this TDP Major Update are summarized in this section. The future alternatives were developed based on input from the public, Review Committee, and KWT staff and the results of various demand analyses.
- Section 10** The 10-year financial and phased-implementation plan for the City of Key West is presented in this section.

Section 2: Study Area Conditions and Demographic Characteristics.

This section summarizes the existing conditions and demographic characteristic within KWT's service area. A service area description, demographic characteristics, land use information, commuting patterns data, and roadway conditions are included. Information and data presented reflect the most recent data available. This review provides the background information needed to help understand KWT's operating environment and the characteristics of the service area population.

SERVICE AREA DESCRIPTION

The City of Key West is located in the southern portion of Monroe County and is the southernmost city in the continental United States. Key West has a land area of 5.9 square miles and is the county seat in Monroe County. The southern tip of Key West is located approximately 90 miles from Cuba. Stock Island is located immediately to the east of Key West. The portion of Stock Island that is north of US 1 is considered part of Key West, while the portion south of US 1 is a Census Designated Place in Monroe County. In addition to Key West, the Florida Keys are divided into three other sections: the Upper Keys, the Middle Keys, and the Lower Keys. Map 1 provides a physical depiction of the boundaries of the City of Key West.

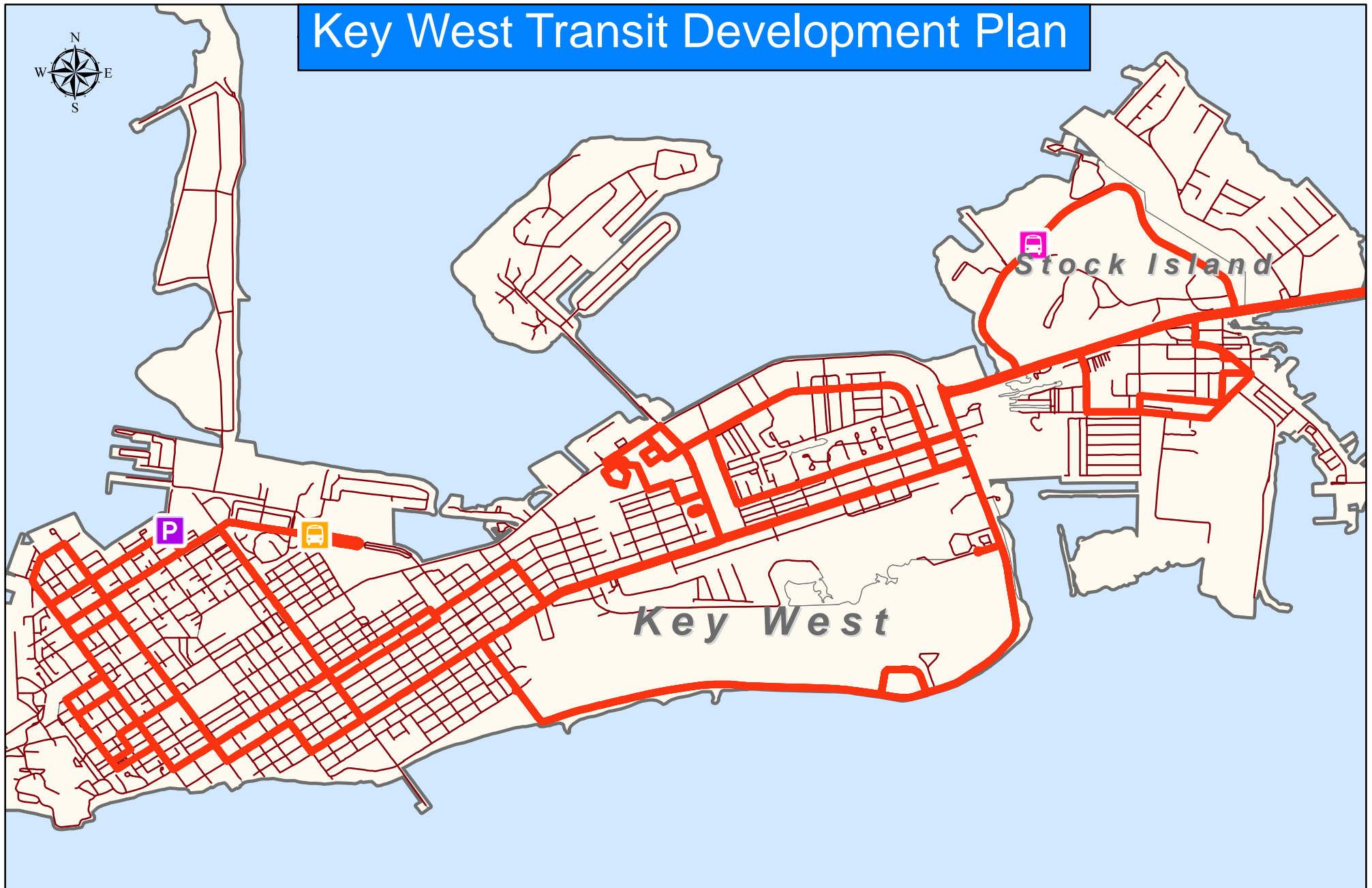
CITY OF KEY WEST HISTORY

Prior to the 1820's, Key West as well as the majority of the Florida Keys were largely inhabited by Native Americans. Europeans would use the islands as sanctuary from shipwrecks, for lumber, and for fishing; however, there were few permanent settlers until after Florida became a United States territory in 1821. Due to Key West's natural deep water port, it quickly became an important trading and economic center in Florida.

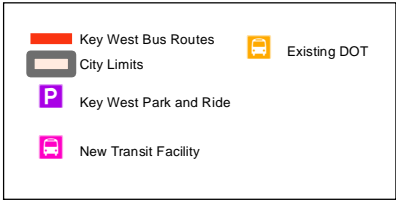
In 1815 the island of Key West was given as a gift to Juan Pablo Salas for his service to the then Spanish governor of Florida. Salas then sold the island to John Simonton who later sold the island off in quarters to American businessmen John Whitehead, John Fleming and Pardon Greene who are largely responsible for the rapid development of the island and the opening of a United States Navy base in order to combat a large pirating problem in the waters surrounding Key West.

Key West relied largely on ship salvaging after ship wrecks, fishing, cigar making, and salt manufacturing up until Henry Flagler built the Overseas Railroad in 1905, which connected the Florida Keys to the rest of Florida. This railroad allowed for the fast shipment of trading goods and provided Key West with greater connectivity to the rest of the nation. After the railroad was destroyed by a hurricane in the 1930's, the Overseas Highway was constructed providing Key West even greater connectivity to the rest of the nation. The City of Key West has been home to several notable United States citizens including Tennessee Williams, Ernest Hemingway, and briefly to US presidents such as Jimmy Carter, Harry S Truman, Franklin Delano Roosevelt, and John F Kennedy.

Key West Transit Development Plan



Map 1: Study Area



POPULATION PROFILE

The City of Key West has a population of approximately 24,657 according to the 2008-2012 American Community Survey (ACS) estimates. The 2000 US Census population for the City was 25,259. The 2012 ACS population data compared to the 2000 US Census data shows a population decrease of approximately 2.3 percent. The 2010 US Census ranked the City of Key West as the 139th most populated city in the State of Florida.

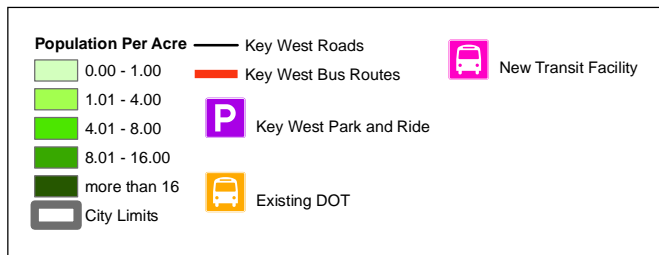
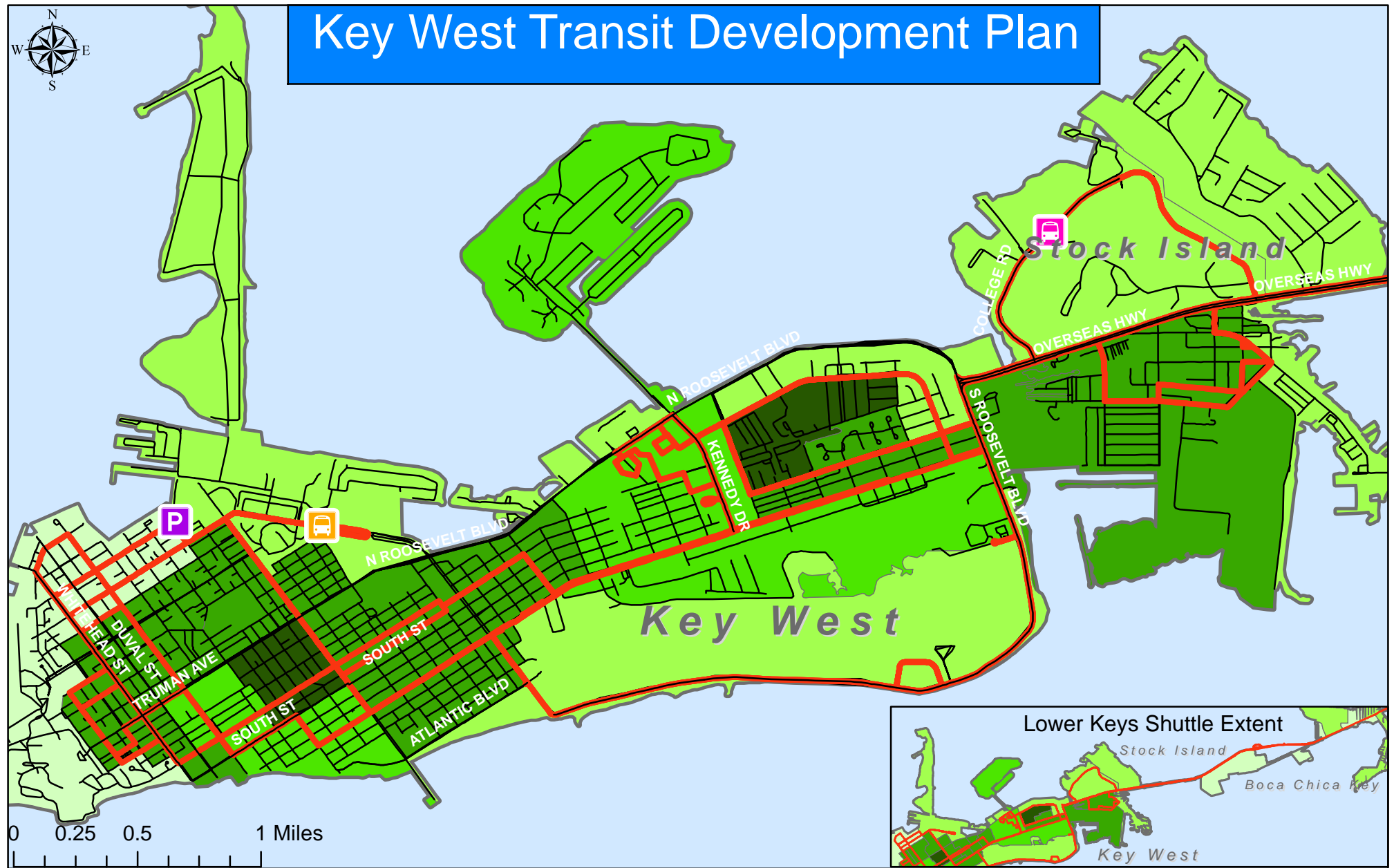
Maps 2 through 7 depict the 2012 and 2024 projected population, employment, and dwelling unit densities by Census block groups. Existing population densities are highest in block groups located in the southwest portion of the city along Duval Street and South Street, as well as just east of Kennedy Drive. As a result of the population trend decreasing by 2.3 percent from 2000 to 2012, the population prediction shows minor changes in population densities in 2024. Existing employment densities are highest in block groups in the southwest portion of the city along Duval Street and South Street, as well as just east of Kennedy Drive. Based on a slight decrease of only 1.7 percent over the 12 year period between 2000 and 2012, employment density is not projected to change significantly. Existing dwelling unit densities are highest in block groups along Duval Street and Whitehead Street, block groups between South Street and Truman Avenue, and block groups just east of Kennedy Drive.

Table 2 presents the population and population change data between 2000 and 2012.

Table 2: Population Characteristics

| Population data | 2000 Census | | 2012 ACS | | % Change 2000-2012 | |
|----------------------------------|-------------|------------|----------|------------|--------------------|---------|
| | Key West | Florida | Key West | Florida | Key West | Florida |
| Persons | 25,259 | 15,982,378 | 24,657 | 18,885,152 | -2.38 | 18.16 |
| Housing Units | 13,306 | 7,302,947 | 14,016 | 8,983,414 | 5.34 | 23.01 |
| Number of Workers | 15,270 | 7,471,977 | 15,007 | 9,329,439 | -1.72 | 24.86 |
| Land Area (Square Miles) | 5.9 | 53,927 | 5.9 | 53,624 | 0 | -0.56 |
| Water Area Square Miles | 1.5 | 11,828 | 1.5 | 11,828 | 0 | 0 |
| Persons Per Housing Unit | 1.90 | 2.19 | 1.76 | 2.10 | -7.29 | -4.11 |
| Workers Per Housing Unit | 1.15 | 1.02 | 1.07 | 1.04 | -6.70 | 1.50 |
| Persons Per Sq Mile of Land Area | 4,281.19 | 296 | 4,179.15 | 352.18 | -2.38 | 18.82 |
| Workers Per Sq Mile of Land Area | 2,588.14 | 139 | 2,543.56 | 173.98 | -1.72 | 25.53 |

Source: 2000 Census and 2008-2012 ACS.

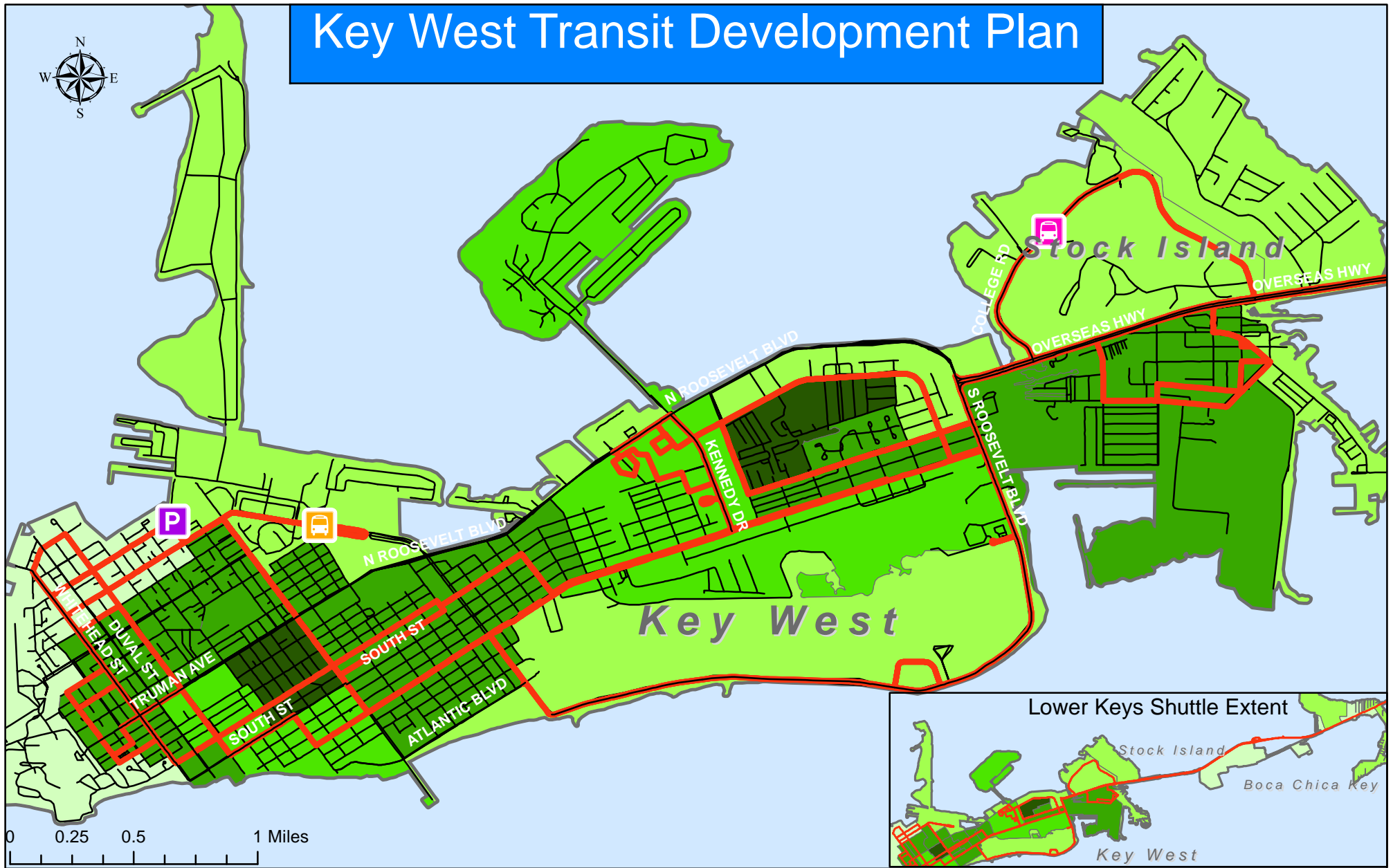


Map 2: 2012 Population Density



Source: City of Key West, Monroe County, 2012 American Community Survey

Key West Transit Development Plan

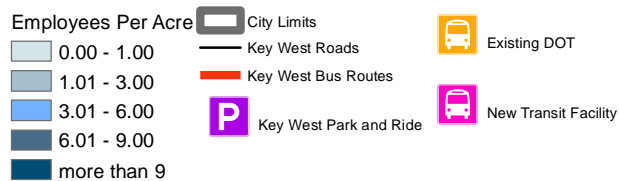
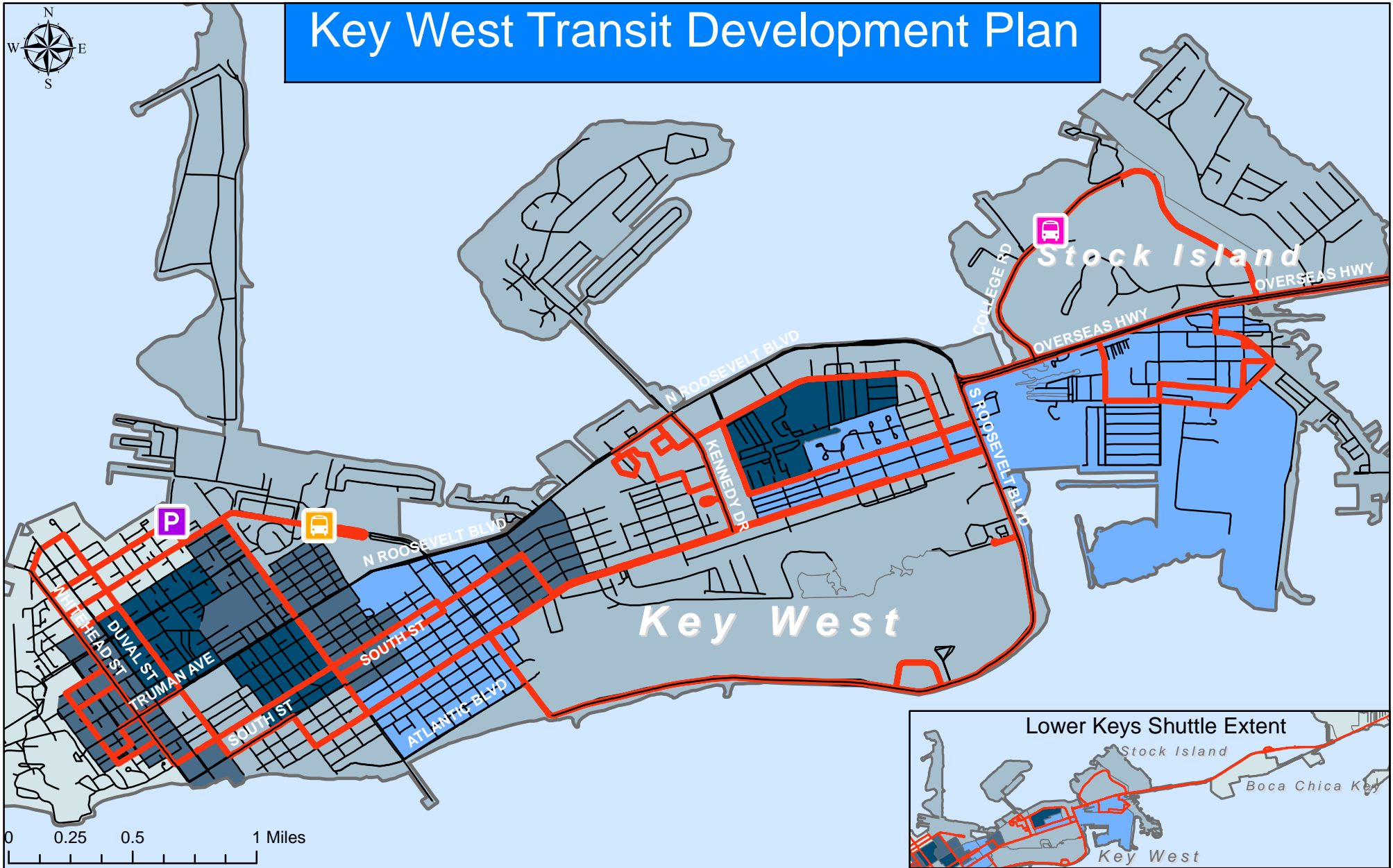


Map 3: 2024 Population Density



Source: City of Key West, Monroe County, 2012 American Community Survey

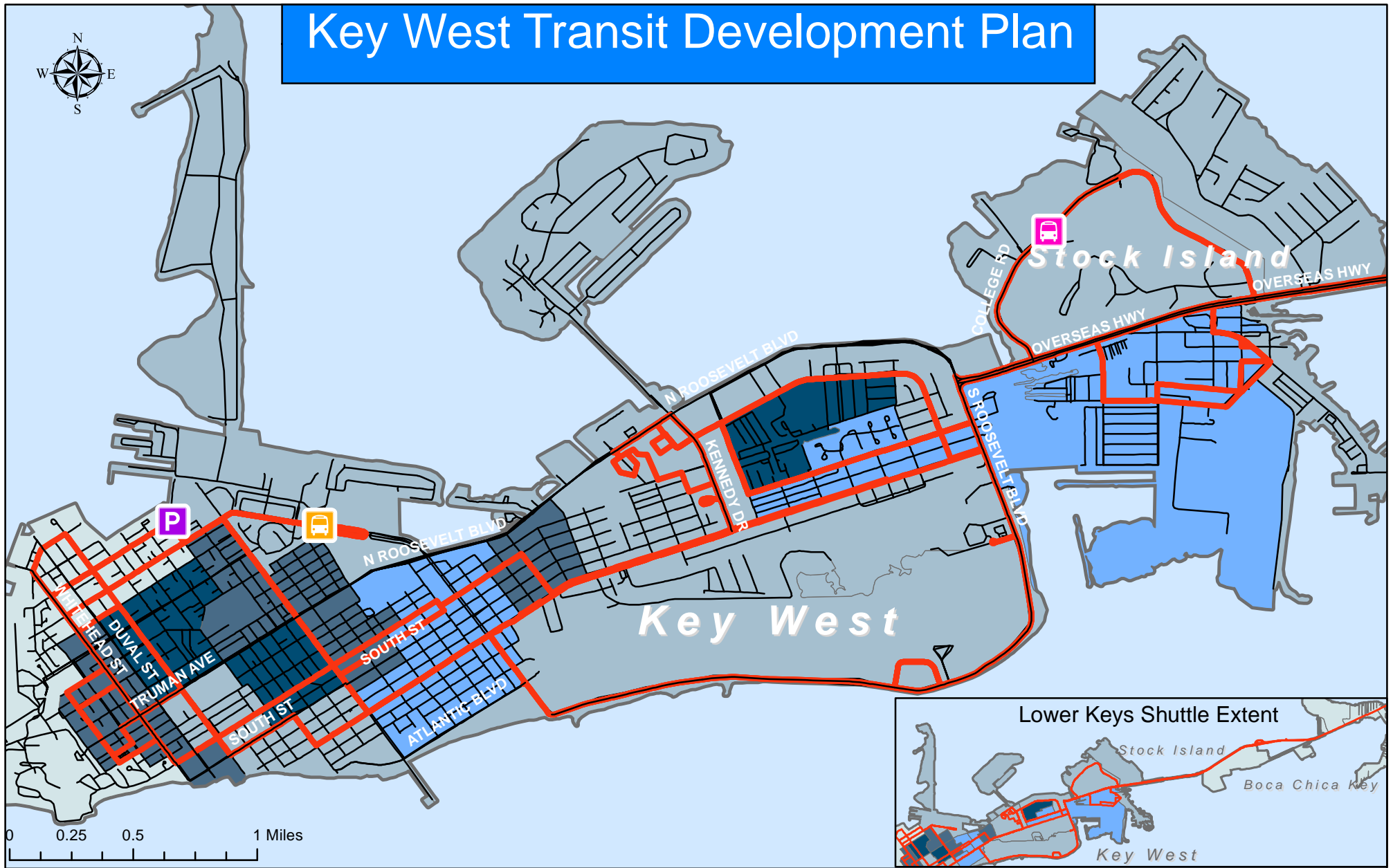
Key West Transit Development Plan



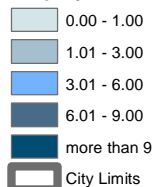
Map 4: 2012 Employment Density



Key West Transit Development Plan



Employees Per Acre

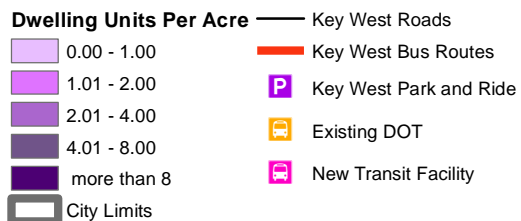
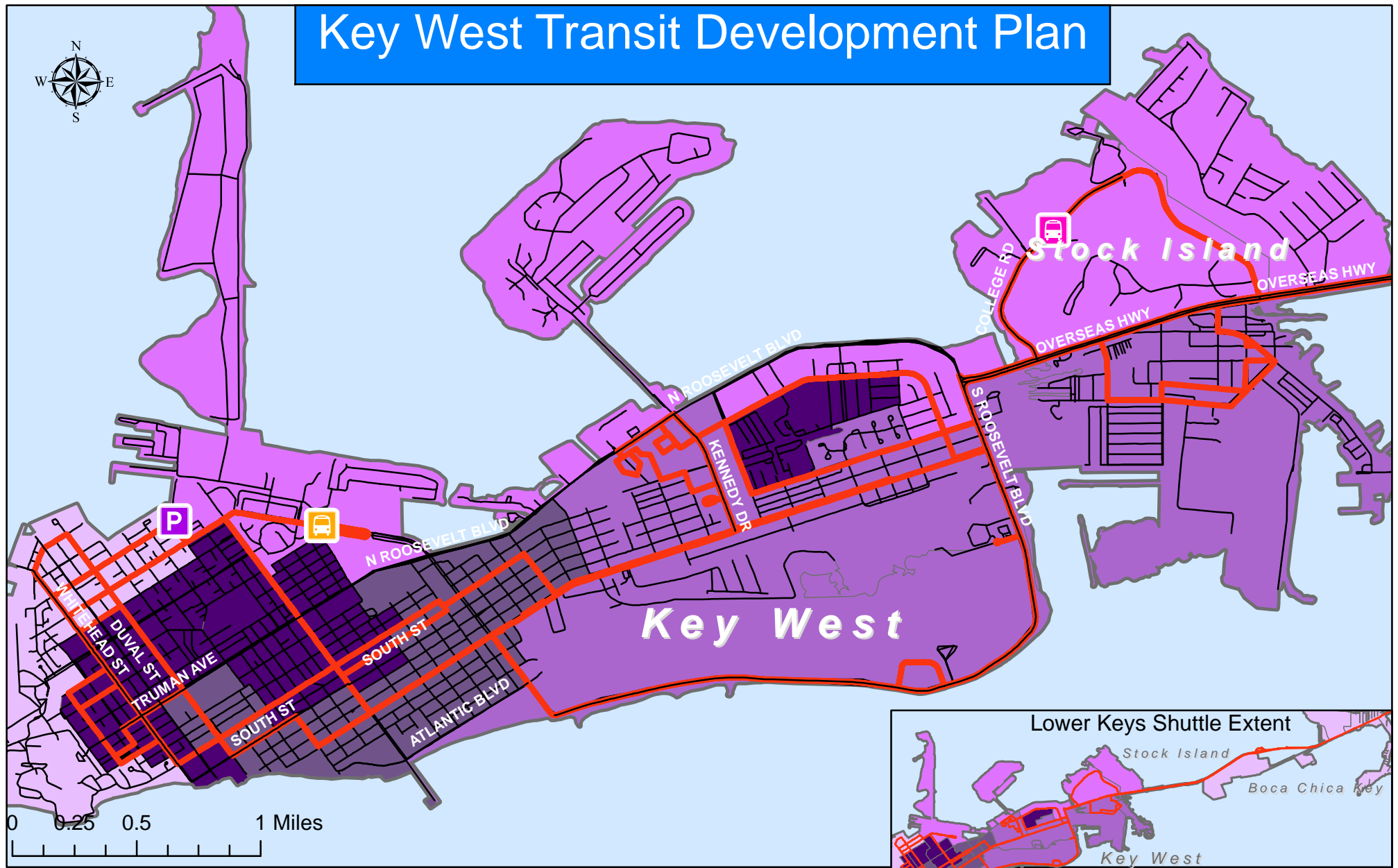


- Key West Roads (Black line)
- Key West Bus Routes (Red line)
- Key West Park and Ride (Purple 'P' icon)
- Existing DOT (Yellow bus icon)
- New Transit Facility (Pink icon)
- City Limits (Grey outline)

Map 5: 2024 Employment Density



Key West Transit Development Plan

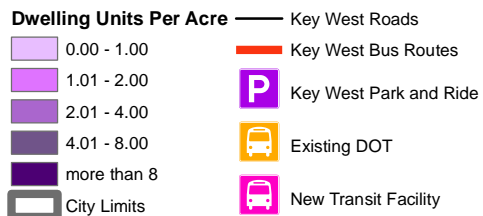
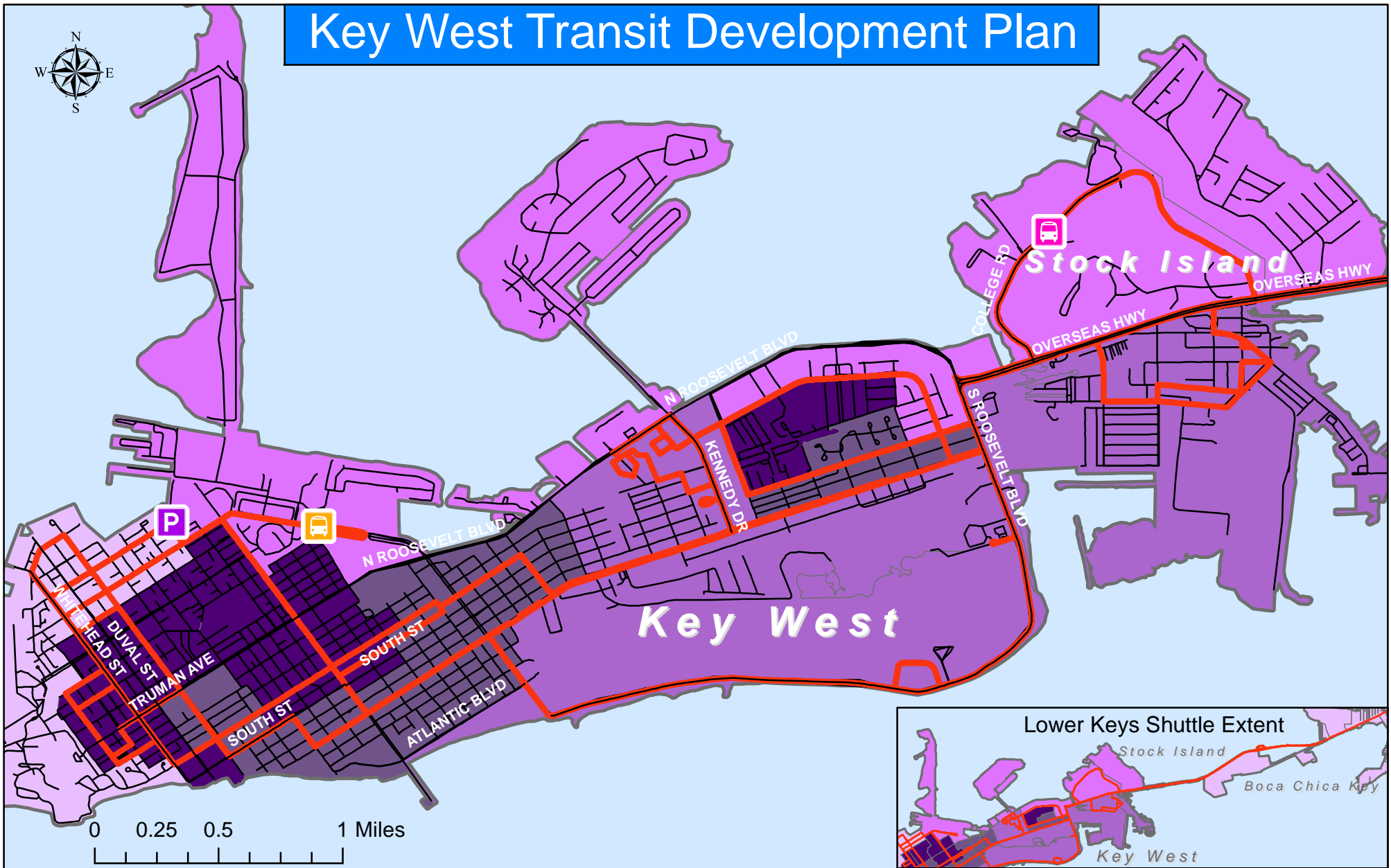


Map 6: 2012 Dwelling Unit Density



Source: City of Key West, Monroe County, 2012 American Community Survey

Key West Transit Development Plan



Map 7: 2024 Dwelling Unit Density



Source: City of Key West, Monroe County, 2012 American Community Survey

Table 3 presents the population trends for the major destinations within the Key West Transit service area and along the Lower Keys shuttle route. The population in Big Pine Key and Marathon has decreased by 25 and 18 percent from 2000 to 2012, respectively. The population in Cudjoe Key has increased by approximately 8 percent over the same timeframe.

Table 3: Population for Major Cities and Census-Designated Places

| City | 2000 | 2012 | Total Change | Percent Change |
|--------------|--------|--------|--------------|----------------|
| Key West | 25,259 | 24,657 | -602 | -2.38% |
| Big Pine Key | 5,032 | 3,777 | -1,255 | -24.94% |
| Marathon | 10,255 | 8,389 | -1,866 | -18.20% |
| Cudjoe Key | 1,695 | 1,837 | 142 | 8.38% |

Source: 2000 Census and 2008-2012 ACS.

DEMOGRAPHIC AND JOURNEY TO WORK CHARACTERISTICS

The City of Key West's demographic characteristics were compiled from the 2000 Census and the 2008-2012 ACS data.

Figure 1 provides selected demographic data and Figure 2 shows journey-to-work characteristics for the City of Key West. The characteristics provided in Figures 1 and 2 were chosen because of their known influence on transit use

Figure 1 illustrates that there have not been many significant changes in demographic characteristics between the years 2000 and 2012 in terms of gender, race, education, and age. Regarding gender, the male population has increased slightly over the 12 year period from 55.0 percent to 55.4 percent, while the female population has decreased from 45.0 percent to 44.6 percent. The largest change in age has been seen in the age range of 35 to 64, with an increase from 45.9 percent of the total population in 2000 to 47.9 percent in 2012.

The most impressive change seen during the period between 2000 and 2012 was in the area of educational attainment. All categories of education relating to those who have not finished high school have decreased significantly with less than 9th grade attainment dropping from 5.8 percent to 3.0 percent and 9th to 12th grade with no diploma dropping from 9.5 percent to 4.7 percent. All categories of high school graduates and above have increased. The percent of the population who have graduated high school rose from 25.0 percent in 2000 to 29.1 percent in 2012.

Figure 1 also shows income earned by the percent of the total population of Key West. The percentage of residents living below the poverty level has increased between 2000 and 2012 yet the percent of residents earning over \$100,000 a year has increased dramatically from 12.3 percent in 2000 to 21.0 percent in 2012. The median household income was \$43,021 based on the 2000 US Census and increased to \$51,891 according to the 2012 ACS.

Figure 2 shows the journey-to-work characteristics and shows some interesting changes in characteristics between 2000 and 2012. The place of work characteristics are similar with a very slight

decrease in those who work inside the county of residence and therefore a slight increase in those who work outside the county of residence. The means of transportation to work have seen fairly large changes. The percentage of the population who used a car either alone or in a carpool decreased by about 10 percent in total while the percentage of people using a bicycle to get to work rose by about 6 percent. The percentage of people who travel less than 10 minutes to work has increased; however, the percent that travel more than 30 minutes to work has also increased.

Figure 1: Demographic Characteristics, Key West (2000 and 2012)

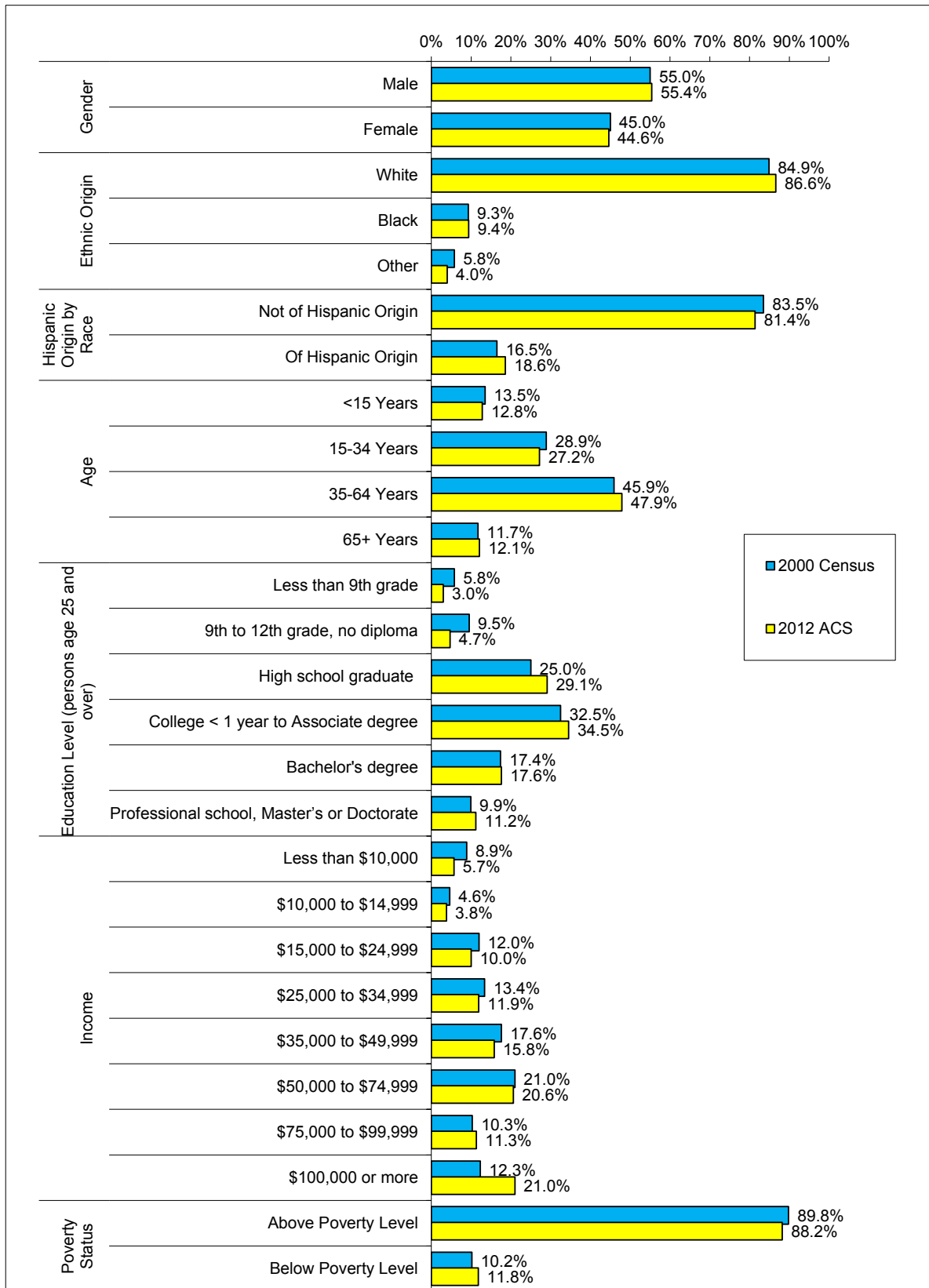
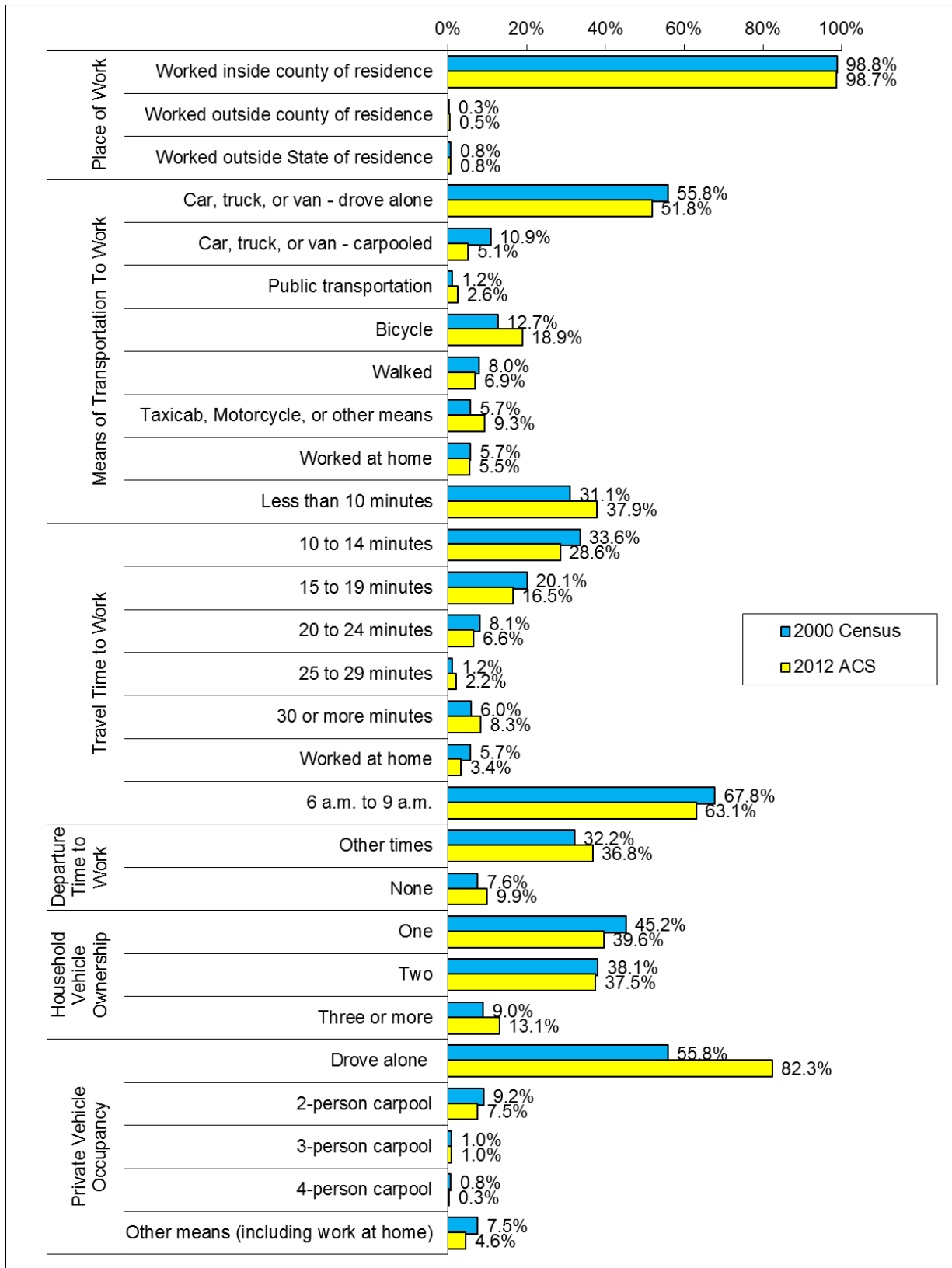


Figure 2: Journey-to-Work Characteristics, Key West (2000 and 2012)



LABOR FORCE AND EMPLOYMENT

The current labor force, employment, and unemployment data have been analyzed for the City of Key West and are shown in Table 4. This data is provided as the most recent month of data available. These figures show that the City of Key West has a significantly lower level of unemployment than the State of Florida as a whole. The unemployment rate dropped from 4.0 percent to 3.6 percent from February 2013 to February 2014, possibly showing that the local economy is improving.

Table 4: Labor Force Statistics (February 2014)

| Area | Civilian Labor Force | Number Employed | Number Unemployed | Unemployment Rate |
|----------|----------------------|-----------------|-------------------|-------------------|
| Key West | 17,661 | 17,025 | 636 | 3.6% |
| Florida | 9,513,849 | 8,912,405 | 601,444 | 6.3% |

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

ROADWAY LEVEL OF SERVICE

Based on the City of Key West Carrying Capacity Study conducted in December of 2011, several major roadways in Key West were deemed to be over capacity when analyzed through the FDOT Level of Service tables. These over capacity corridors included Duval Street, Eaton Street, Palm Avenue, North Roosevelt Boulevard, and Truman Avenue. It was found that improvements to existing traffic signal timings would significantly improve corridor operations and possibly generate additional capacity to roadways. A traffic study completed in 2000 and another in 2011 found that improvement to the left turn lane situation on Palm Avenue as it intersects to North Roosevelt Boulevard would be a cost effective improvement and would also help out traffic conditions at surrounding intersections.

Existing traffic conditions in the City of Key West are fairly good for most of the main streets; however, several are in need of improvements. The traffic study describes congestion as travel time spent under 15 miles per hour (mph). Average congestion time spent on northbound Duval Street at mid-day was over six minutes and southbound at the same time was over eight minutes. Night time traffic on Duval Street was even worse, with average northbound time spent in congestion over nine minutes and average southbound congestion times just under ten minutes. Duval Street does not have a posted speed limit, yet the average speed of cars at mid-day did not exceed 8 mph. At nighttime, Duval Street's average speed does not exceed 7mph. Another road that experienced poor congestion in the evening was Truman Avenue which had an average congestion time of over six minutes in the southbound/westbound direction while a less than two minute congestion time in the north bound/east bound direction. The posted speed limit for Truman is 25 mph, yet its average speed southbound did not exceed 7 mph in the night time hours while its northbound average speed is close to 13 mph.

COMMUTING PATTERNS

This section includes an analysis of the employment commuting patterns for the City of Key West residents. Based on 2011 data, the City of Key West had 13,214 employed persons living in the City. Of those persons, 8,039 lived and worked in Key West. In 2011, 5,175 residents or 39 percent of the labor force living in the City of Key West commuted outside of the City for employment. In addition, 7,784

persons commuted into the City of Key West for employment, resulting in a net employee inflow of 2,609.

Table 5 summarizes the commuter flows for the workers living in the City of Key West. The analysis of the 2011 Census Longitudinal Employer-Household Dynamics (LEHD) worker flow database indicates that 61 percent of the employed Key West residents commute to jobs within the City of Key West. The other cities and Census-Designated Places employing the highest percentage of the City's labor force were Stock Island, Miami, and Marathon. The LEHD defines "All Other Locations" as cities and towns not included in the top 10 locations as well as land that is not part of a city or town.

Table 5: Where City of Key West Residents Work, by City and Census-Designated Place (2011)

| Cities, Census-Designated Places, Etc. | Count | Share |
|--|-------|-------|
| Key West, FL | 8,039 | 60.8% |
| Stock Island, FL | 230 | 1.7% |
| Miami, FL | 207 | 1.6% |
| Marathon, FL | 177 | 1.3% |
| Boca Raton, FL | 137 | 1.0% |
| Fort Lauderdale, FL | 136 | 1.0% |
| Jacksonville, FL | 103 | 0.8% |
| Orlando, FL | 100 | 0.8% |
| Big Pine Key, FL | 90 | 0.7% |
| Tampa, FL | 81 | 0.6% |
| All Other Locations | 3,914 | 29.6% |

Table 6 summarizes the labor shed for workers commuting to the City of Key West. The analysis of 2011 Census LEHD database worker flow data, indicates that approximately 51 percent of the City of Key West's workers live in the City. Nearly 49 percent of the City's employees live outside of the City. The top three cities/Census Designated Places, outside of Key West, where the city's workers reside include Stock Island, Big Coppitt Key, and Marathon. Nearly 25 percent of the City's workers live in "All Other Areas," which includes areas outside of the top 10 cities and Census-Designated Places or within unincorporated areas.

Table 6: Where the City of Key West Workers Live, by City and Census-Designated Place (2011)

| Cities, Census-Designated Places, Etc. | Count | Share |
|--|-------|-------|
| Key West, FL | 8,039 | 50.8% |
| Stock Island, FL | 1,142 | 7.2% |
| Big Coppitt Key, FL | 652 | 4.1% |
| Marathon, FL | 508 | 3.2% |
| Big Pine Key, FL | 479 | 3.0% |
| Key Largo, FL | 365 | 2.3% |
| Cudjoe Key, FL | 271 | 1.7% |
| Islamorada, FL | 225 | 1.4% |
| Tavernier, FL | 113 | 0.7% |
| Homestead, FL | 93 | 0.6% |
| All Other Locations | 3,936 | 24.9% |

MAJOR EMPLOYERS

As a portion of the baseline conditions analysis, data on major employers of the City of Key West were reviewed and summarized. This information is obtained from the Key West Chamber of Commerce. Major industries in Key West include the United States Armed Services which has a large naval residence facility on Dredgers Key in Key West. The US Armed Services employs approximately 2,931 people in Key West. The next largest employer is the Monroe County public school system with approximately 1,047 employees in 2012. Table 7 provides information on the top employers for the City.

Table 7: Top 12 Public and Private Employers for the City of Key West

| Company | Type of Business | Number of Employees |
|---|-------------------|---------------------|
| U.S. Armed Services | Government | 2,931 |
| Monroe County Schools | Education | 1,047 |
| Ocean Reef Club | Private Community | 904 |
| Health Management Association | Healthcare | 688 |
| Monroe County Government | Government | 531 |
| City of Key West | Government | 464 |
| Publix Stores | Grocery | 430 |
| Historic Tours of America | Tourism | 300 |
| Hawks Cay Resort/Casa Marina/Reach Resort | Tourism/Resort | 275 |
| Cheeca Lodge | Hotel | 249 |
| Keys Energy Service | Utilities | 136 |
| Florida Keys Community College | Education | 125 |

Source: City of Key West Chamber of Commerce

DEVELOPMENT ACTIVITIES

FDOT's updated TDP guidelines promote focus and review of ongoing and anticipated residential and commercial development activities. Therefore, a review of development activities and existing land uses

in Key West was conducted. Several major development projects have been proposed for the City and are presented in Table 8.

The Truman Waterfront Park would be a 28.21 acre public park located on the former site of the Key West Naval Base. The Major Development Plan for the Truman Waterfront Park sets out a goal of offering both residents and visitors a world class urban park on the waterfront that would allow them to experience a historic experience in Key West. The park would include several large playgrounds, large open lawns for recreation, walkways and exercise stations, a pedestrian path on the waterfront, an amphitheater, a large sports/recreation field, community centers, and several other amenities. The primary entry to this park will be off of Southard Street and a cul-de-sac drop off area has been designed to improve traffic flow. The project also includes locations for public transit boarding and alighting.

FDOT is conducting a \$41.5 million enhancement project on North Roosevelt Boulevard in Key West. The project spans 2.5 miles of North Roosevelt and is mainly concerned with repaving and restriping roadways as well as constructing new sidewalks, street lights/traffic lights, and landscaping. Another major portion of this project involves expanding the seawall along North Roosevelt Boulevard and providing a promenade for bicyclists and pedestrians along the waterfront.

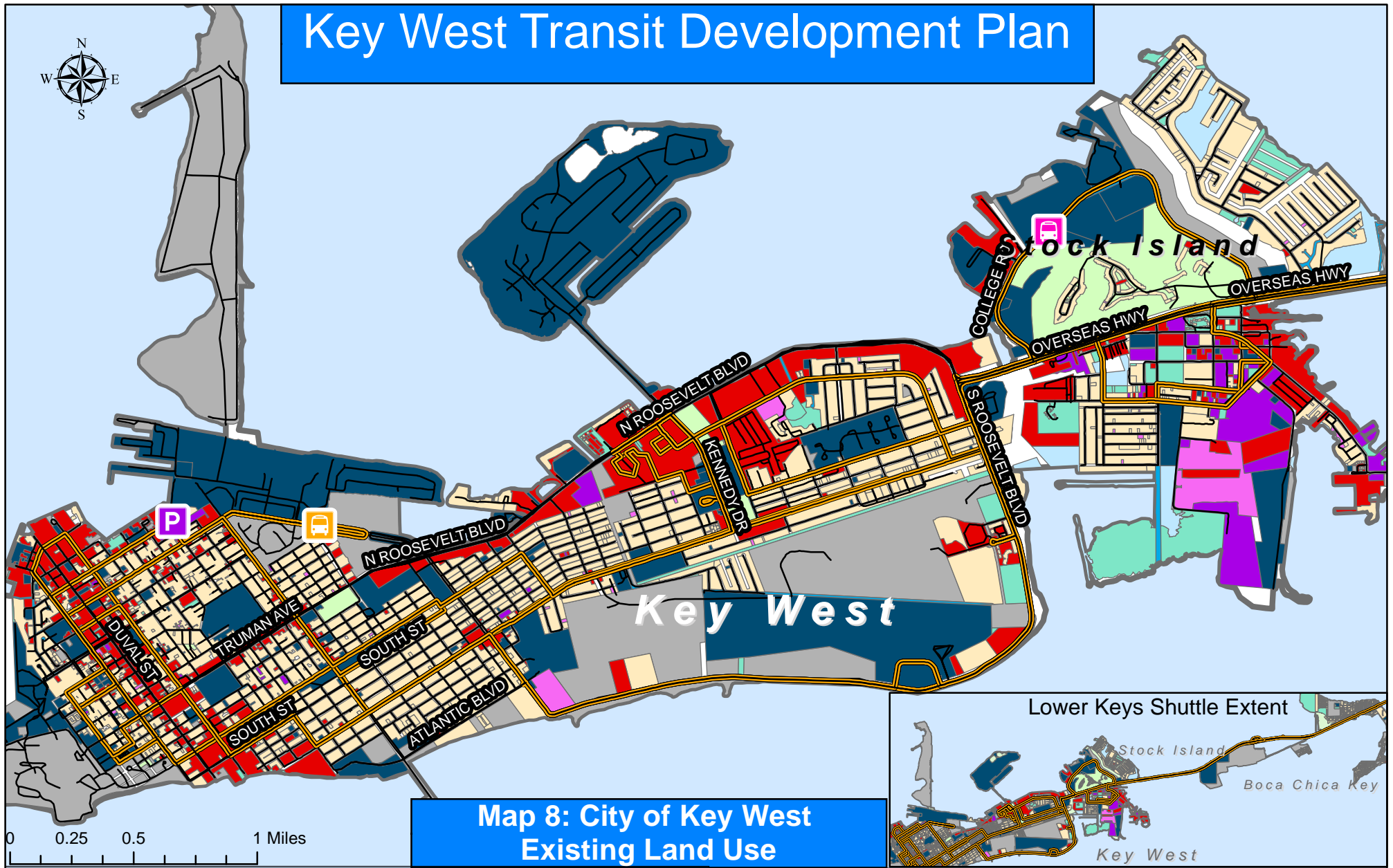
In addition to these major projects proposed or approved in the City of Key West, FDOT is also conducting major renovation projects on large extents of the Overseas Highway. The Overseas Highway is the transportation network connecting Key West to the rest of the Florida Keys and the mainland of Florida. This is the primary access point for many of the tourists who visit Key West each year and its enhancement will likely lead to an overall satisfaction in transportation of these tourists, as well as, a likely rise in the number of people visiting Key West. Improvements to the Overseas Highway can also assist with emergency evacuation safety and connections between the KWT Lower Keys Shuttle service and the Miami Dade Transit (MDT) 301 Express route. Table 8 summarizes the major developments.

Table 8: Major Developments

| Development | Size | Type |
|-------------------------------------|---------------------|-------------------|
| Truman Waterfront Park | 28.21 Acres | Recreation/Public |
| North Roosevelt Enhancement Project | 2.5 Miles | Infrastructure |
| FDOT Overseas Highway Enhancements | Approx. 22.69 Miles | Infrastructure |

The City of Key West has established land use maps to guide future development within the City. Map 8 shows the existing land uses in the City of Key West and Map 9 presents a snapshot of the future land use designation.

Key West Transit Development Plan



**Map 8: City of Key West
Existing Land Use**

LAND USE

VACANT

INDUSTRIAL

PUBLIC/INSTITUTIONAL

COMMERCIAL

OTHER

PARCELS WITH NO VALUES

RECREATION

RESIDENTIAL

RIGHT OF WAY

WATER

City Limits

Key West Roads

Key West Bus Routes

Key West Park and Ride

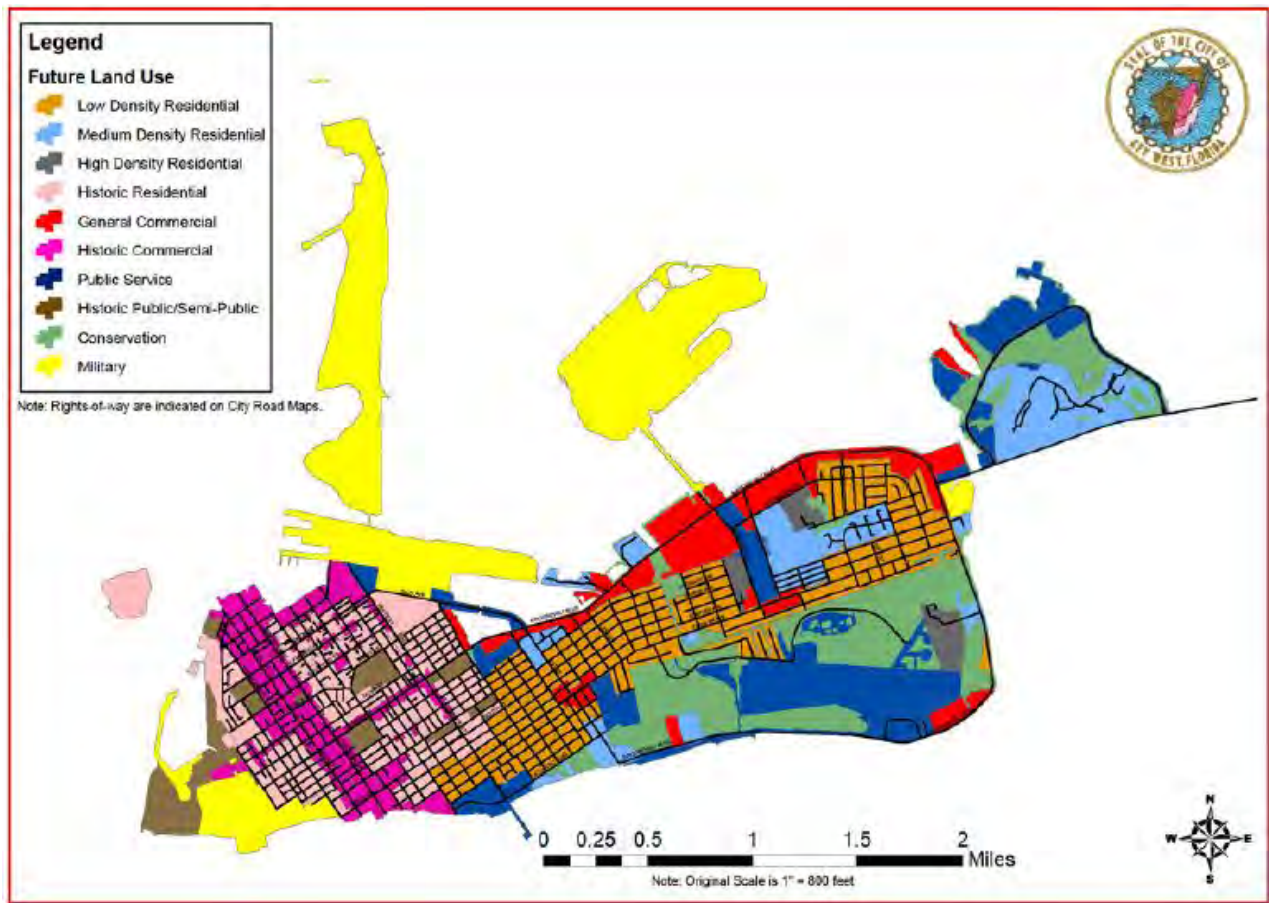
Existing DOT

New Transit Facility



**Tindale-Oliver
&
Associates, Inc.**
Planning and Engineering

Map 9: City of Key West 2030 Future Land Use Map



Source: City of Key West 2030 Comprehensive Plan Future Land Use Map

REGIONAL TRENDS IN TRANSIT

FDOT has begun construction on the enhancements to the Overseas Highway and plans to renovate approximately 22.69 miles of it over the next several years. The City of Key West has also been actively engaging in projects to attempt to make intersections and streets safer by installing new stop signs on streets, including Frances Avenue. As shown above in Figure 2, driving alone in private vehicles has increased, while the percentage of people carpooling has decreased from 2000 to 2012. However, the trends also show that more people are using bicycles and public transportation to get to work. FDOT has addressed this trend by adding sidewalks to North Roosevelt Boulevard and providing a promenade for pedestrians and bicyclists to use along that road. Key West currently has six bicycle routes with a combined length of over 24,000 kilometers.

Section 3: Existing Transportation Services

This section provides a review of existing Key West Transit service levels and is divided into four subsections, including Existing Service, Operating Statistics, Performance Evaluation and Trends, and Peer Review. The review of existing service includes a general description of the structure of Key West Transit and its system characteristics. The operating statistics and performance evaluation and trends sections render a detailed evaluation of route-by-route operating performance. The peer review is presented for the fixed-route system and provides an opportunity for Key West Transit to determine how well it is performing compared to similar peer transit agencies.

INVENTORY OF FIXED-ROUTE SERVICE

The City of Key West's public transit system, Key West Transit, is provided by the City under the management of the KWDOT. KWT currently operates six fixed-routes, with two of those routes providing Lower Keys Shuttle service from Key West to Marathon. A majority of the routes operate Monday through Sunday; however, two routes operate Monday through Saturday. Service spans vary with half of the City routes operating from approximately 6 a.m. to 8 p.m. and others providing service to 10:30 p.m. The Lower Keys Shuttle routes span from approximately 5:40 a.m. to 12 a.m. The average headways range from 90 to 120 minutes on the routes, with some longer headways on the Lower Keys Shuttle service. The Red and Orange routes do not operate on Memorial Day, 4th of July, and Labor Day. Currently, Key West Transit does not operate service on New Year's Day, Thanksgiving Day, and Christmas Day. Table 9 presents additional information on the span and frequency of Key West Transit's fixed-route service.

Table 10 summarizes route-level performance statistics for FY 2013. The total annual ridership for FY 2013 was 382,049, excluding the special services that are operated for New Year's Eve and other events held in the City.

VEHICLE INVENTORY

Table 11 provides a summary of the Key West Transit vehicle inventory. As shown in the table, the entire fleet consists of a total of 18 vehicles. All of the fixed-route vehicles are equipped with Automatic Passenger Counters (APC) and real time bus routing software that provides internet access, as well as, voice response and text messaging options to the public at any time and from any location. The majority of the vehicles, approximately 78 percent, has reached their useful life, based on years, according to the Federal Transit Administration guidelines and can be retired when funding is available to purchase replacement vehicles. The City anticipates the arrival of four new vehicles in fiscal year (FY) 2015.

OTHER CAPITAL EQUIPMENT

The KWDOT operating facility is located on Palm Avenue and includes both administrative and maintenance operations. The City of Key West is breaking ground on a new KWDOT facility that will be built on Stock Island. The new transit facility building space will accommodate the administration, bus

operators, and transit mechanics for the purpose of transit operations only. There are currently 27.30 full-time equivalent (FTE) employees in the transit department.

Table 9: Summary of Transit Service Operating Characteristics

| Route Name | Route Description | Days of Operation | Service Span | Average Headways |
|----------------------|---|-------------------|----------------------|------------------|
| Blue | Old Town/Downtown Key West to Stock Island via Flagler and Northside Drive/Stock Island to Old Town/Downtown Key West via South Roosevelt and Flagler | Monday-Sunday | 5:55 a.m.-8:59 p.m. | 90/112 Minutes |
| Green | Old Town/Downtown Key West to Stock Island via Flagler and South Roosevelt/Stock Island to Old Town/Downtown Key West via Northside Drive and Flagler | Monday-Sunday | 6:00 a.m.-10:30 p.m. | 90 Minutes |
| Red | Old Town/Downtown Key West to Stock Island via Flagler and Duck Avenue/Stock Island to Old Town/Downtown Key West via Northside Drive and Flagler | Monday-Saturday | 6:00 a.m.-8:10 p.m. | 105/120 Minutes |
| Orange | Old Town/Downtown Key West to Stock Island via Flagler and Northside Drive/Stock Island to Old Town/Downtown Key West via Duck and Flagler Avenue | Monday-Saturday | 6:40 a.m.-7:58 p.m. | 110/125 Minutes |
| Lower Keys Pink/Lime | Old Town/Downtown Key West to Marathon | Monday-Sunday | 5:40 a.m.-12:09 a.m. | 80/210 Minutes |

Table 10: Summary of Fixed-Route Performance Statistics (FY 2013)

| Route Name | Total Passengers | Hours / Day | Days / Week | Hours / Week | Annual Hours | Miles / Day | Miles / Week | Annual Miles |
|-----------------|------------------|-------------|-------------|--------------|--------------|-------------|--------------|--------------|
| Blue | 82,398 | 17 | 7 | 116 | 6,006 | 158 | 1,105 | 57,461 |
| Green | 91,593 | 18 | 7 | 126 | 6,552 | 193 | 1,352 | 70,310 |
| Red | 36,291 | 16 | 6 | 93 | 4,836 | 138 | 828 | 43,081 |
| Orange | 37,685 | 15 | 6 | 89 | 4,602 | 118 | 708 | 36,841 |
| Lower Keys Pink | 68,126 | 21 | 7 | 144 | 7,462 | 542 | 3,795 | 197,332 |
| Lower Keys Lime | 65,956 | 19 | 7 | 131 | 6,825 | 528 | 3,696 | 192,217 |

Table 11: Key West Transit Vehicles

| Number of Vehicles | Year | Model | Description | Seats | Wheelchair Capacity |
|--------------------|------|--------|---------------|-------|---------------------|
| 2 | 2008 | Gillig | Bus | 32 | 2 |
| 1 | 2005 | Ford | F-150 Pick Up | 6 | 0 |
| 1 | 2004 | Ford | F-250 Pick Up | 6 | 0 |
| 7 | 2001 | Gillig | Bus | 24 | 2 |
| 7 | 2003 | Gillig | Bus | 24 | 2 |

Figure 3 presents an aerial view of the new transit facility site.

Figure 3: New Transit Facility Site



PARATRANSIT SERVICE

Paratransit service provides trips to those who are unable to use the fixed-route service due to disability or when fixed-route service is not available and that individual has no other means of transportation. Paratransit service is intended to serve a limited group of people under the following programs:

- **Americans with Disabilities Act (ADA):** Those individuals who reside within ¾-mile of an established bus route, but cannot use Key West Transit regular fixed-route service because of a disability.

- **Transportation Disadvantaged (TD):** Includes qualifying individuals located in areas where fixed-route service is not available and who have no other means of transportation.
- **Agencies:** Includes people whose trips are funded under a negotiated agency contract.

Monroe County Transit (MCT) provides paratransit transportation within the Florida Keys, from Mile Marker 0 in Key West through Mile Marker 113 in Key Largo, as well as, Ocean Reef. MCT meets the requirements of the ADA and provides door-to-door service to those individuals who qualify.

The Guidance Clinic of the Middle Keys was reinstated as the Community Transportation Coordinator (CTC) effective July 1, 2010 for five years, and has served as Monroe County's CTC since the fall of 1997 providing the majority of Transportation Disadvantaged (TD) trips in Monroe County. The remainder of trips under the ADA, TD, and Agency categories is supplied by six contracted providers together with incidental use of taxicabs.

PRIVATE TRANSPORTATION PROVIDERS

In June 2014, each private provider in the City of Key West was mailed a short questionnaire to obtain information about its transportation services. The information received from the private providers that responded to the questionnaire and a listing of the providers that did not respond to the request for information, and a copy of the questionnaire are presented in Appendix A of this TDP major update.

FIXED-ROUTE TREND ANALYSIS

A trend analysis was conducted to examine the performance of Key West Transit's fixed-route bus service. Data were compiled based on the National Transit Database (NTD) reported data for five years from 2009 through 2013. This analysis includes statistical tables and graphs that present selected performance indicators and effectiveness and efficiency measures for the selected time period. Table 12 lists the measures used in this performance trend analysis.

Table 12: Performance Review Measures, Key West Transit (2009-2013)

| General Performance Measures | Effectiveness | Efficiency |
|---------------------------------------|----------------------------------|--------------------------------------|
| Passenger Trips | Passenger Trips per Revenue Mile | Operating Expense per Passenger Trip |
| Revenue Miles | Passenger Trips per Revenue Mile | Operating Expense per Revenue Mile |
| Total Operating Expense | | Farebox Recovery |
| Passenger Fare Revenue | | |
| Vehicles Available in Maximum Service | | |

Performance Indicators

Select performance indicators are presented in Table 13 and Figures 4 through 7 for the Key West Transit fixed-route system, as reported to the Federal Transit Administration's National Transit Database (NTD) program.

Table 13: General Performance Indicators, Key West Transit (2009-2013)

| Performance Measures | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | % Percent Change 2009-2013 |
|-------------------------|-------------|-------------|-------------|-------------|-------------|----------------------------|
| Passenger Trips | 497,857 | 362,074 | 377,565 | 379,130 | 349,383 | -29.8% |
| Revenue Miles | 791,365 | 628,206 | 609,068 | 596,656 | 597,242 | -24.5% |
| Total Operating Expense | \$3,203,741 | \$2,432,927 | \$2,466,728 | \$2,334,549 | \$2,381,226 | -25.7% |
| Passenger Fare Revenue | \$596,511 | \$536,790 | \$556,823 | \$592,459 | \$523,060 | -12.3% |

Source: Key West Transit and NTD.

Figure 4: Passenger Trips

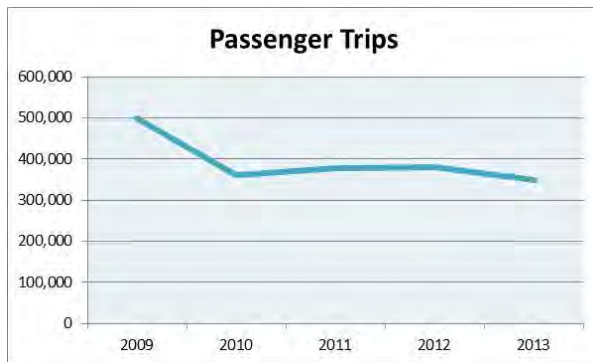


Figure 5: Revenue Miles

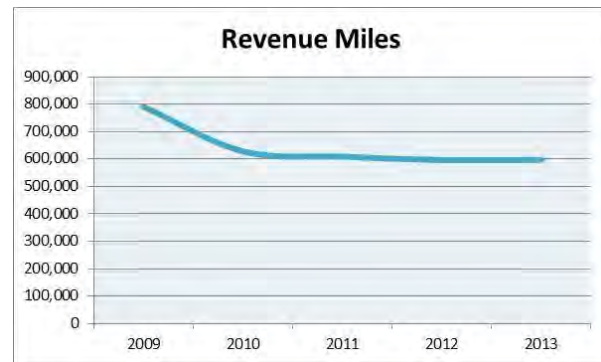


Figure 6: Total Operating Expense

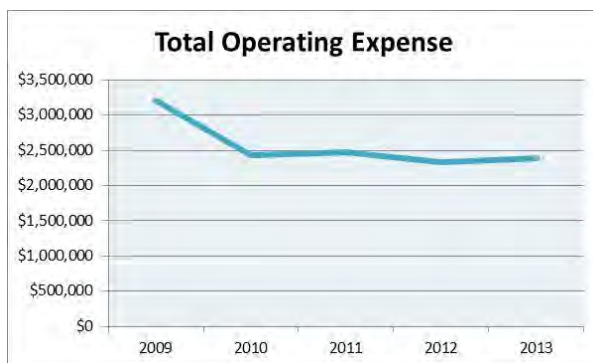


Figure 7: Passenger Fare Revenue



The following is a summary of the trends that are evident among the performance indicators provided in Table 13 and Figures 4 through 7:

- The passenger trips decreased from 497,857 in 2009 to 349,383 in 2013, a decrease of 30 percent. The decrease in trips may also correspond to reduced service levels as routes were removed from service during this time period.
- Revenue miles of service decreased from 791,365 in 2009 to 597,242 in 2013, a decrease of 24.5 percent. The decrease in revenue miles is representative of service modifications.
- Total operating expense decreased from \$3.2 million 2009 to \$2.4 million in 2013, a decrease of 26 percent. It should be noted that service decreases occurring during this same time period would result in decreased expenses.
- Passenger fare revenues have decreased from \$596,511 in 2009 to \$523,060 in 2013, a decrease of 12 percent. Fares have decreased at a lower rate than service performance, which could indicate that while service levels have been reduced fares increased, a shift in the type of fare being paid has changed, and/or tighter revenue controls have been implemented resulting in higher collection of fare revenue.

Effectiveness Measures

Effectiveness measures indicate the extent to which service-related goals are being met. For example, passenger trips per revenue mile are a measure of the effectiveness of a system in meeting the transportation needs of the community. Selected effectiveness measures are presented in Table 14 and Figures 8 and 9.

Table 14: Effectiveness Measures, Key West Transit Trend Analysis (2009-2013)

| Performance Measures | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | % Percent Change 2009-2013 |
|----------------------------------|---------|---------|---------|---------|---------|----------------------------|
| Passenger Trips per Revenue Mile | 0.63 | 0.58 | 0.62 | 0.64 | 0.58 | -7.0% |
| Passenger Trips per Revenue Hour | 10.85 | 10.97 | 11.40 | 11.39 | 9.63 | -11.3% |

Source: Key West Transit and NTD.

Figure 8: Passenger Trips per Revenue Mile

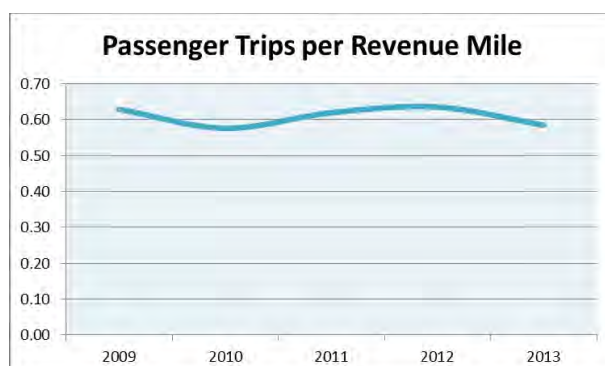
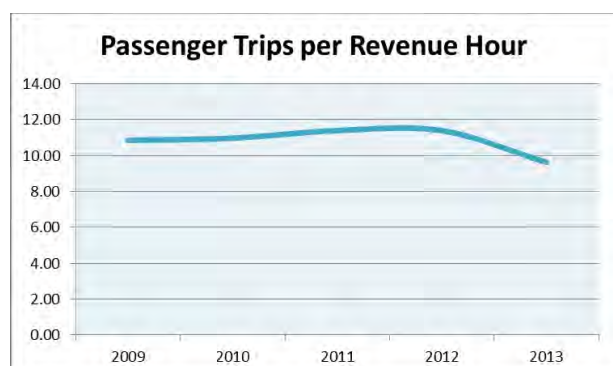


Figure 9: Passenger Trips per Revenue Hour



The following is a summary of the trends that are evident among the effectiveness measures presented in Table 14 and Figures 8 and 9:

- Passenger trips per revenue mile decreased from 0.63 in 2009 to 0.58 in 2013, a decrease of 7 percent. This change can demonstrate less effective service with regard to passenger capture. For each mile traveled less people are riding.
- Passenger trips per revenue hour decreased from 10.85 in 2009 to 9.63 in 2013, a decrease of 11 percent. This change can demonstrate less effective service with regard to passenger capture. For each hour of service provided fewer trips are being taken. The increase in pedestrian and cycling may have impacted trip capture.

These measures indicate that Key West Transit has reduced the amount of service it provides over the five year time period resulting in fewer revenue miles and hours of service and as a result less passenger trips.

Efficiency Measures

Efficiency measures are designed to measure the level of resources necessary to achieve a given level of output. Efficiency measures are presented in Table 15 and Figures 10 through 12.

Table 15: Efficiency Measures, Key West Transit Trend Analysis (2009-2013)

| Performance Measures | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | % Percent Change 2009-2013 |
|--------------------------------------|---------|---------|---------|---------|---------|----------------------------|
| Operating Expense per Passenger Trip | \$6.44 | \$6.72 | \$6.53 | \$6.16 | \$6.82 | 5.9% |
| Operating Expense per Revenue Mile | \$4.05 | \$3.87 | \$4.05 | \$3.91 | \$3.99 | -1.5% |
| Farebox Recovery Ratio | 18.6% | 22.1% | 22.6% | 25.4% | 22.0% | 18.0% |

Source: Key West Transit and NTD.

Figure 10: Operating Expense per Passenger Trip

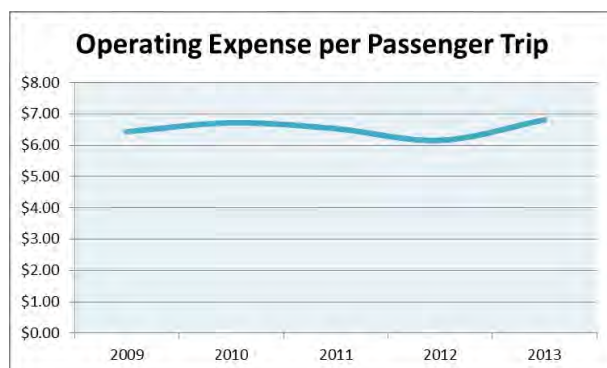


Figure 11: Operating Expense per Revenue Mile

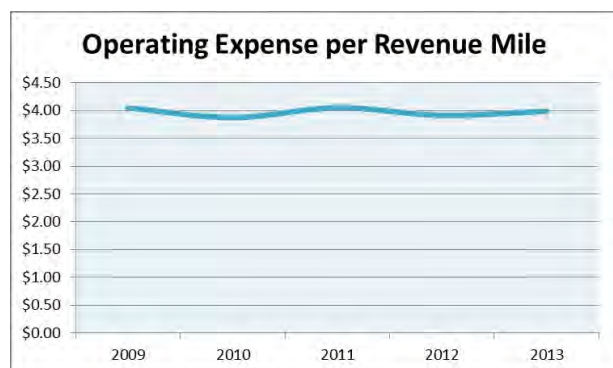
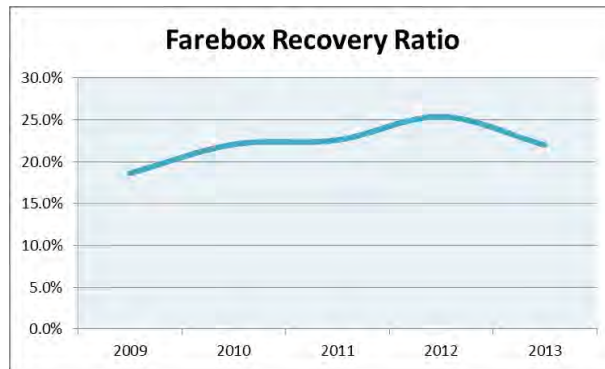


Figure 12: Farebox Recovery Ratio



The following is a summary of the trends that are evident among the cost efficiency measures presented in Table 15 and Figures 10 through 12.

- Operating expense per passenger trip increased from \$6.44 in 2009 to \$6.82 in 2013, an increase of 6 percent. Increases for maintenance on older vehicles and related to administration could have resulted in the higher cost per trip, while the reduced service levels may have compounded this trend by reducing ridership.
- Operating expense per revenue mile decreased from \$4.05 in 2009 to \$3.99 in 2013, a decrease of 1.5 percent. This is a positive trend indicating that service is costing less per revenue mile of service provided.
- Farebox recovery increased from 18.6 percent in 2009 to 22 percent in 2013, an increase of 18 percent. Another affirmative efficiency measure indicating that passengers are contributing toward a greater level of the cost to provide service. The average farebox recovery varies by transit system.

These measures indicate that Key West Transit has reduced the expense of operating the transit service, but with less service and fewer passenger trips the operating cost per passenger trip has increased over the five year trend. However, with less operating expenses Key West Transit has increased its farebox recovery ratio over the same time period.

Summary Results of the Trend Analysis

The trend analysis is only one aspect of transit performance evaluation; however, when combined with the peer review analysis, the results provide a starting point for understanding the trends in transit system performance over time and compared to other transit systems with similar characteristics. Table 16 provides a summary of the five-year trend analysis.

Table 16: Key West Transit Trend Analysis Summary (2009-2013)

| Measures/Indicators | Change (2009-2013) |
|--------------------------------------|-----------------------|
| General Performance | |
| Passenger Trips | -29.8% |
| Revenue Miles | -24.5% |
| Total Operating Expense | -25.7% |
| Passenger Fare Revenue | -12.3% |
| Service Consumption | |
| Passenger Trips per Revenue Mile | -7.0% |
| Passenger Trips per Revenue Hour | -11.3% |
| Cost Efficiency | |
| Operating Expense per Passenger Trip | 5.9% |
| Operating Expense per Revenue Mile | -1.5% |
| Operating Ratio | |
| Farebox Recovery | 18.0% |

PEER REVIEW ANALYSIS

A peer review analysis was conducted for Key West Transit service to compare its performance at a given point in time with other transit systems having similar characteristics. The review was conducted using validated NTD data available from the Florida Transit Information System (FTIS) for a set of peer systems selected based upon the current transit service levels. Performance indicators and effectiveness and efficiency measures are provided throughout this section in tabular and graphical formats to illustrate the performance of Key West's system relative to the peer group. For each selected indicator and measure, the tables provide the Key West value, the minimum value among the peer group, the maximum value among the peer group, the mean of the peer group, and the percent that Key West's values are away from the mean.

Peer System Selection Methodology

The Key West Transit peers were identified through discussions with Key West Transit staff and the identification of similar characteristics relating to system size, geography, and operating characteristics. Key West Transit system is unique from other Florida transit systems based on its operating environment and rural system requirements; therefore, some of the key differences between Key West Transit and the selected peers are highlighted in this section. Table 17 presents the selected peers and locations. Following Table 17 are the similarities and differences between the peer systems and Key West Transit.

Table 17: Selected Peer Systems, Key West Transit Peer Review Analysis (2012)

| System | Location |
|--|---------------------|
| Council on Aging of St. Lucie, Inc. (CT) | Fort Pierce, FL |
| Martin County Public Transit | Martin County, FL |
| Collier Area Transit (CAT) | Collier County, FL |
| Okaloosa County Transit (OCT) | Okaloosa County, FL |
| Senior Resource Association, Inc. (SRA) | Vero Beach, FL |
| City of Ocala (SunTran) | Ocala, FL |

- Council on Aging of St. Lucie, Inc. – St. Lucie County contracts with the Council on Aging of St. Lucie, Inc. for the provision of six fixed routes for public bus service. St. Lucie County is home to the City of Fort Pierce, the City of Port St. Lucie, and Hutchinson Island. The County is located on the east coast of Florida about 120 miles southeast of Orlando and about 115 miles north of Miami. The population and land area in St. Lucie County is much greater in comparison to the City of Key West.
- Martin County Public Transit – Martin County is a relatively small transit system operating only three routes from Monday through Friday providing connections with St. Lucie County to provide commuters access to work, school, shopping, medical facilities, and recreational areas. The service area for Martin County Transit is located both on the beachside (Stuart and the Treasure Coast) and inland to the smaller, more rural community of Indiantown.
- Collier Area Transit – Collier Area Transit (CAT) is a fairly new transit system that began operations in 2001 with only five routes operating six days per week. Ridership has continued to increase in coordination with the system growing to cover more areas within Collier County. According to public outreach efforts, residents of areas such as Immokalee rely on the CAT system to access jobs and shopping at major businesses and the hotel and hospitality industry along major corridors in Naples and on Marco Island. While both the City of Key West and Collier County are popular tourist destinations based on their natural resources and outdoor activities, the CAT service area and population is larger than that of Key West Transit.
- Okaloosa County Transit – Okaloosa County Transit offers deviated fixed-route bus service and limited paratransit service county-wide, including Crestview, Fort Walton Beach, and Destin. Similar to Key West, Okaloosa County is a Florida vacation destination; however, the population is larger than the City of Key West with a population of 180,822 according to the 2010 Census. In addition, the County’s land area is larger than the Key West Transit service area.
- Senior Resource Association, Inc. – Indian River County’s public transit system is operated by the Senior Resource Association, Inc. and referred to as GoLine. The GoLine system operates with bus service on 14 fixed routes throughout the County and in Barefoot Bay. Riders take GoLine buses to work or school, to medical appointments, grocery stores, to the mall, to the beach and to dozens of other locations throughout the area. Indian River County is located in Florida’s

Treasure Coast region. As of the 2010 Census, the population in Indian River County was 138,028.

- City of Ocala – While the City of Ocala is the only peer not located in a coastal community, the SunTran system was added as a peer system based on its similarities in regard to population, service area size, and the number of routes.

The peer review analysis was conducted using 2012 NTD data, the most recent validated NTD data available. The peer review is summarized in the remainder of this section.

Performance Indicators

Selected performance indicators for the peer review are presented in this section. Categories of performance indicators include service area population, population density, ridership, revenue and vehicle miles, revenues hours, operating expense, fuel consumption, and the number of vehicles operated in maximum service. Table 18 and Figures 13 through 20 present the performance indicators for the Key West peer review analysis.

Table 18: Performance Indicators, Key West Transit Peer Review (2012)

| Indicator | Key West | Peer Group | Peer Group | Peer Group Mean | Key West % from the |
|---|-------------|------------|-------------|-----------------|---------------------|
| Service Area Population | 44,412 | 44,412 | 323,785 | 176,299 | -74.8% |
| Service Area Pop. Density (persons/sq. miles) | 766 | 162 | 2,091 | 763 | 0.4% |
| Passenger Trips | 379,130 | 67,173 | 1,207,866 | 496,095 | -23.6% |
| Revenue Miles | 596,656 | 130,122 | 1,231,778 | 560,128 | 6.5% |
| Revenue Hours | 33,280 | 11,123 | 67,318 | 33,887 | -1.8% |
| Operating Expenses | \$2,334,549 | \$523,011 | \$5,779,387 | \$2,228,506 | 4.8% |
| Vehicles Available for Max. Service | 16 | 5 | 23 | 15 | 7.7% |
| Fuel Consumption (gallons) | 106,082 | 17,651 | 230,575 | 94,211 | 12.6% |

Source: FTIS & NTD

The following is a summary of the peer review analysis performance indicators, based on the information previously presented.

- Service area population for Key West is nearly 75 percent less than the peer group mean; the service area population density is similar to the peer group mean.
- The passenger trips for Key West are 24 percent below the peer group mean of 496,095. Key West had 379,130 passenger trips in 2012. The passenger trip statistics could be impacted by both the reduced population in the City of Key West and economic factors of the various locations.
- The revenue miles for Key West are above the peer group mean by almost 7 percent. The lower key shuttle routes would contribute to the increase in mileage over the peer group.

- The revenue hours of service for Key West are less than 2 percent below the peer group mean. While this indicates that on average the peer systems are providing slightly more hours of service, Key West Transit is providing more miles of service within the hours that they do operate. Schedule modifications and areas of coverage impact this indicator.
- Operating expense for Key West is slightly above the peer group mean by 5 percent.
- The number of vehicles operated in maximum service for Key West is nearly 7 percent above the peer group mean. The increased miles of revenue service correspond with the increased vehicles operated.
- The fuel consumption for Key West is nearly 13 percent above the peer group mean of 94,211. Utilizing an older fleet may result in less fuel efficient vehicles and contribute to the system's increased fuel consumption over the peers.

Figure 13: Service Area Population

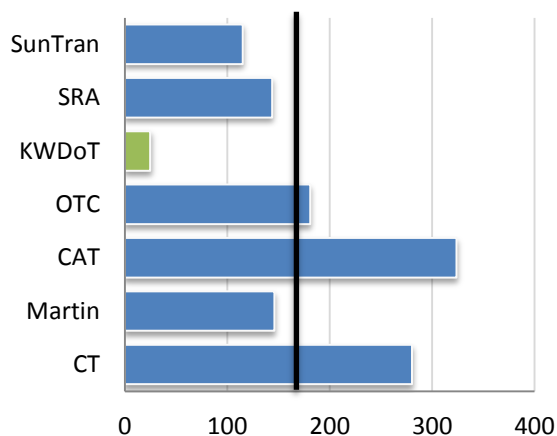


Figure 14: Service Area Population Density (persons/square mile)

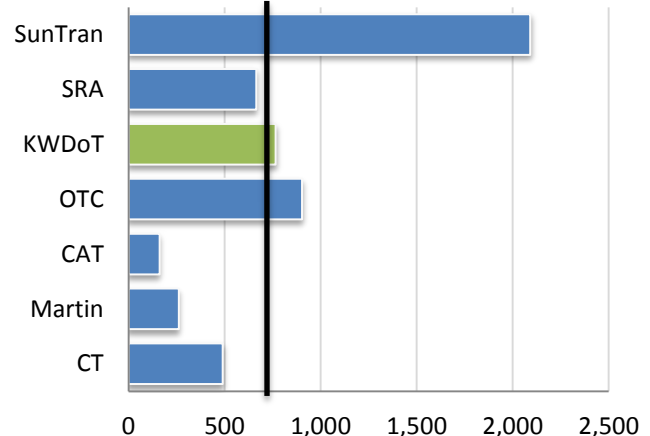


Figure 15: Passenger Trips (000)

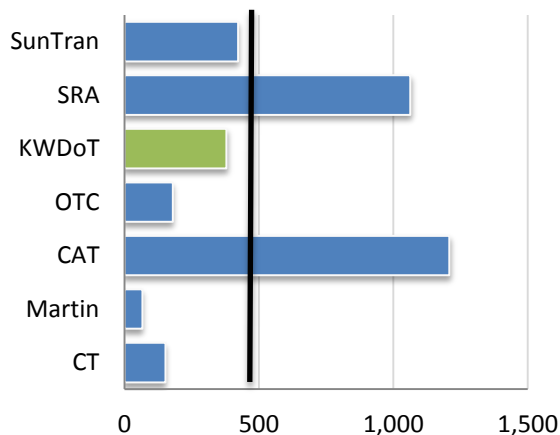


Figure 16: Revenue Miles (000)

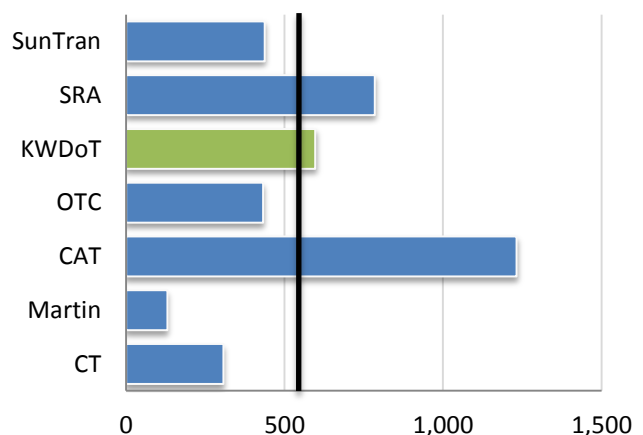


Figure 17: Revenue Hours (000)

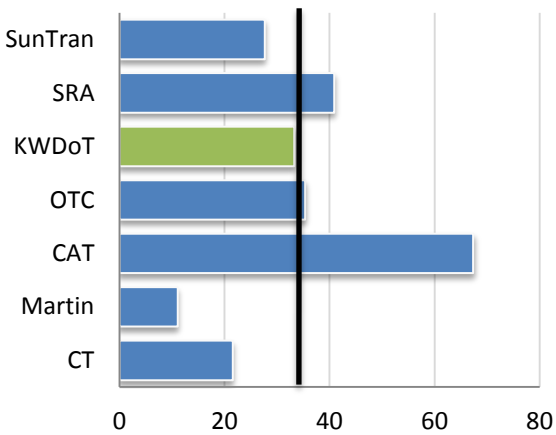


Figure 18: Operating Expense (000)

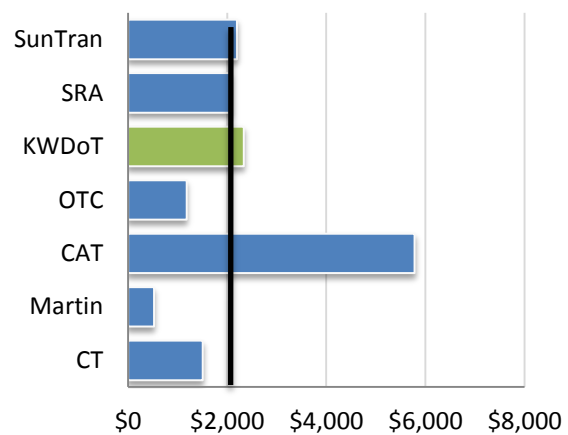


Figure 19: Vehicles Available for Maximum Service

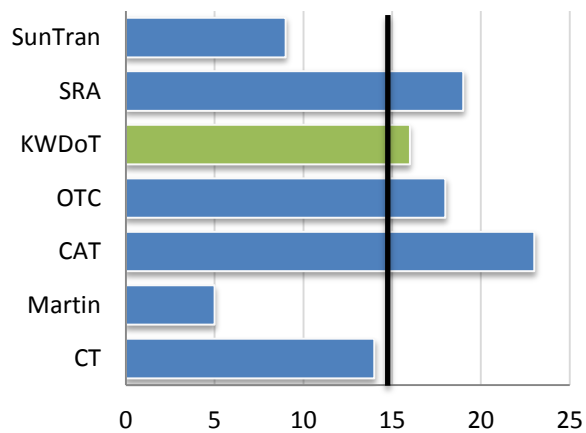
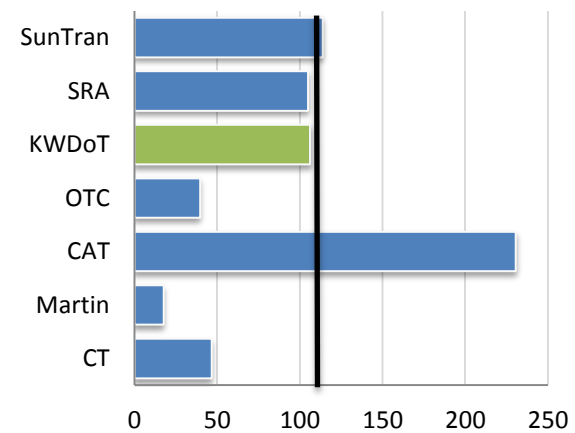


Figure 20: Gallons of Fuel Consumed (000)



Effectiveness Measures

Categories of effectiveness measures include service consumption, measured by passenger trips per revenue mile; passenger trips per revenue hour; and quality of service, measured by weekday span of service. Table 19 and Figures 21 through 24 present the effectiveness measures for the Key West peer review analysis. The following is a summary of the effectiveness measures for the peer review analysis.

- The Passenger trips per revenue mile for Key West are 17 percent below the peer group mean.
- The passenger trips per revenue hour for Key West Transit are 10 percent below the peer group mean.
- Weekday span for Key West is nearly 15 percent above the peer group mean of 13 hours.
- The average vehicle speed for Key West Transit is 15 percent above the peer group mean of 16 MPH.

Table 19: Effectiveness Measures, Key West Transit Peer Review (2012)

| Measure | Key West | Peer Group Minimum | Peer Group Maximum | Peer Group Mean | Key West % from Mean |
|----------------------------------|----------|--------------------|--------------------|-----------------|----------------------|
| Passenger Trips per Revenue Hour | 11 | 5 | 26 | 13 | -10.2% |
| Weekday Span of Service (hours) | 15 | 10 | 16 | 13 | 14.5% |
| Average Speed (MPH) | 18 | 12 | 19 | 16 | 15.1% |

Source: FTIS & NTD

Figure 21: Passenger Trips per Revenue Mile

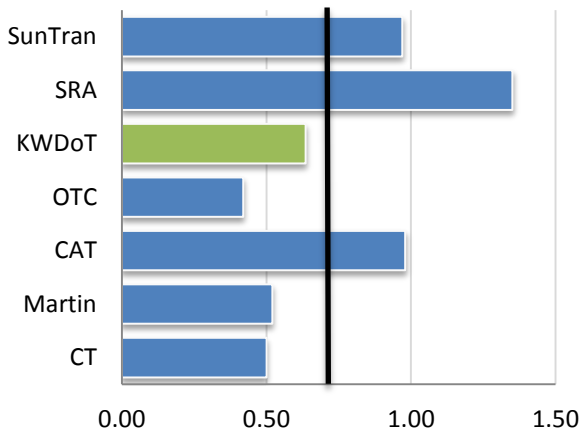


Figure 22: Passenger Trips per Revenue Hour

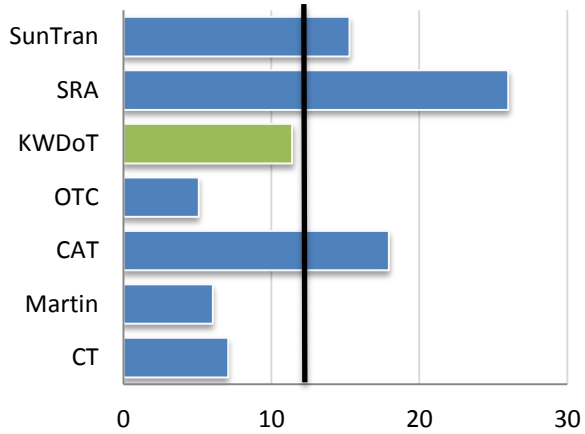


Figure 23: Weekday Span of Service

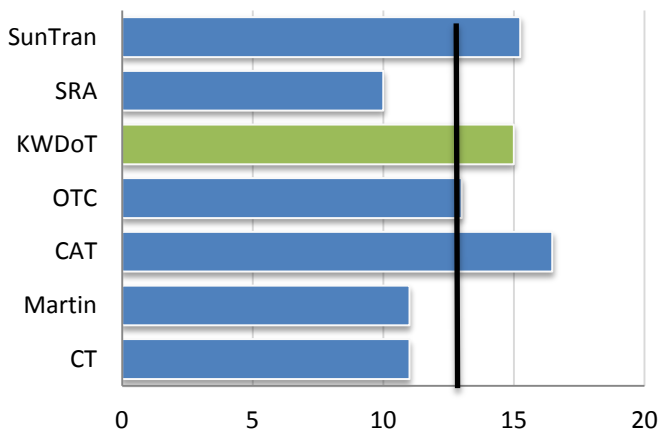
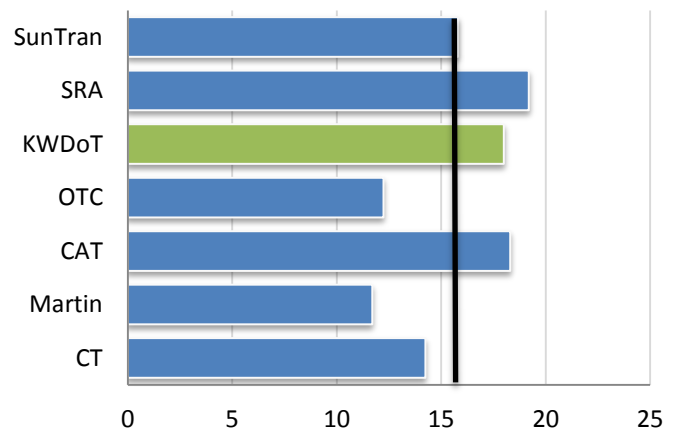


Figure 24: Average Speed (MPH)



Efficiency Measures

Categories for efficiency measures include cost efficiency and operating ratios. Table 20 and Figures 25 through 29 present the efficiency measures for the Key West peer review analysis. The following is a summary of efficiency measures for peer review.

- Operating expense per passenger trip for Key West is 2 percent above the peer group mean.
- Operating expense per revenue mile is 2 percent below the mean, while operating expense per revenue hour is approximately 13 percent above the mean.
- Farebox recovery for Key West is 51 percent above the peer group mean. It should be noted that data for farebox recovery was not available for Martin County Public Transit or Senior Resource Association, Inc.
- The average fare for Key West is 36 percent above the peer group mean. It should be noted that average fare data was not available for the Senior Resource Association, Inc. or Martin County Public Transit.

Table 20: Efficiency Measures, Key West Transit Peer Review (2012)

| Measure | Key West | Peer Group Minimum | Peer Group Maximum | Peer Group Mean | Key West % from Mean |
|--------------------------------------|----------|--------------------|--------------------|-----------------|----------------------|
| Operating Expense per Passenger Trip | \$6.16 | \$1.95 | \$9.89 | \$6.05 | 1.8% |
| Operating Expense per Revenue Mile | \$3.91 | \$2.64 | \$5.03 | \$3.99 | -1.9% |
| Operating Expense per Revenue Hour | \$70.15 | \$33.40 | \$85.85 | \$62.37 | 12.5% |
| Farebox Recovery Ratio (%) | 25.37% | 10.20% | 25.37% | 16.79% | 51.1% |
| Average Fare | \$1.38 | \$0.67 | \$1.38 | \$1.01 | 36.1% |

Source: FTIS & NTD

Note: Farebox Recovery was neither collected for Martin County Transit or Senior Resource Association, Inc.

Figure 25: Operating Expense per Passenger Trip

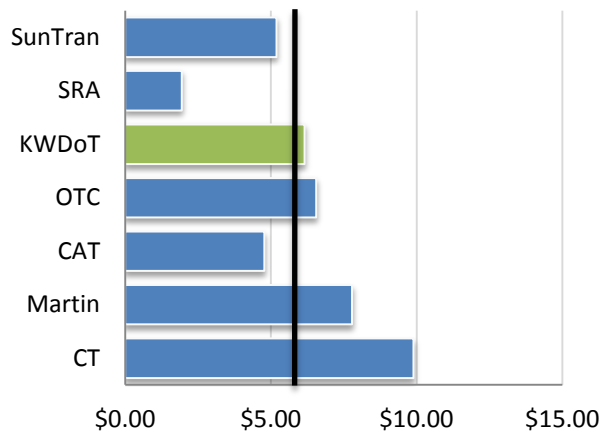


Figure 26: Operating Expense per Revenue Mile

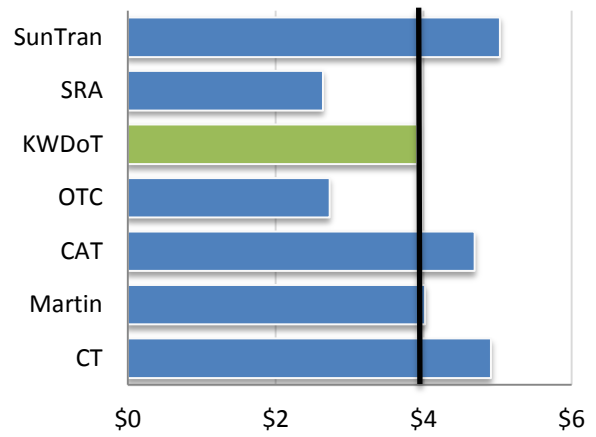


Figure 27: Operating Expense per Revenue Hour

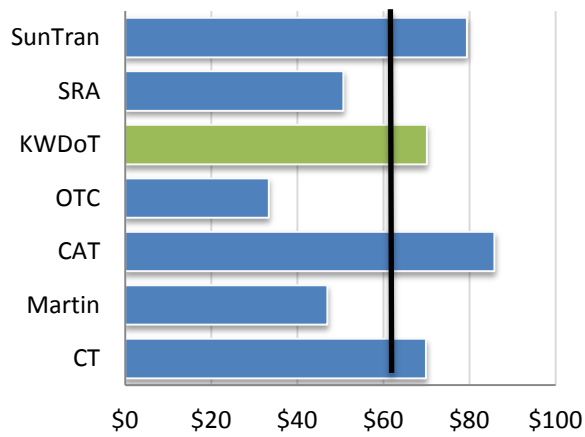


Figure 28: Farebox Recovery (%)

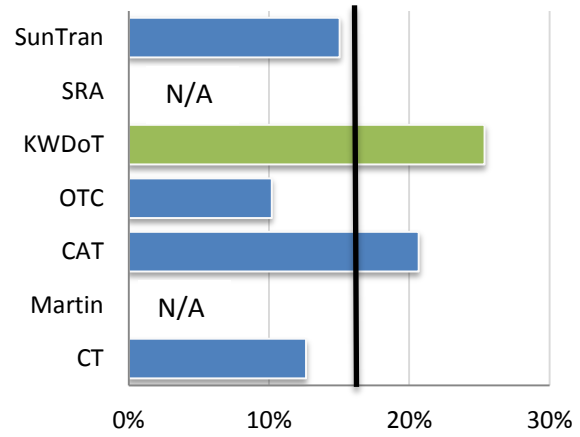
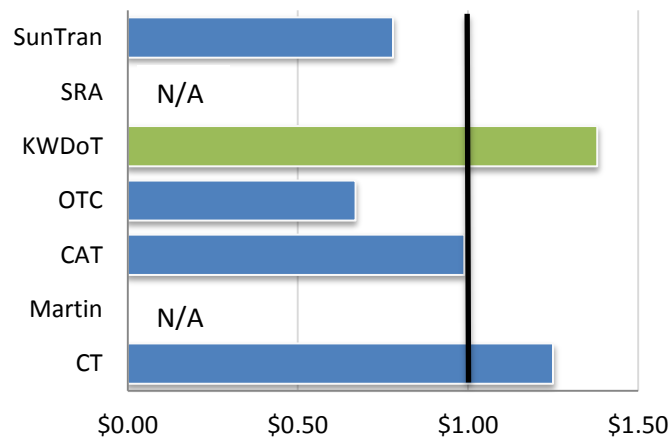


Figure 29: Average Fare



Summary Results of Peer Review Analysis

Table 21 provides a summary of the peer review analysis for the Key West system. The summary includes the percent that Key West is away from the peer group mean for each performance measure. As shown in the table, Key West Transit is operating efficiently compared to its peers with operating expenses per revenue mile below the peer group mean and operating expenses per passenger trip slightly above the peer group mean. Key West Transit's service area population is nearly 75 percent below the peer group mean and the system provides nearly 24 percent less passenger trips than the peer group average; however, the transit agency's average fare is 36 percent above the peer group mean resulting in a farebox recovery ratio more than 50 percent above the peer group mean.

Table 21: Key West Transit Peer Review Analysis Summary (2012)

| Performance Indicators/Measures | Percent from the Mean |
|---------------------------------------|-----------------------|
| Indicators | |
| Service Area Population | -74.80% |
| Service Area Population Density | 0.40% |
| Passenger Trips | -23.60% |
| Revenue Miles | 6.50% |
| Revenue Hours | -1.80% |
| Total Operating Expense | 4.80% |
| Vehicles Available in Maximum Service | 7.70% |
| Fuel Consumption (gallons) | 12.60% |
| Service Consumption | |
| Passenger Trips per Revenue Mile | -17.30% |
| Passenger Trips per Revenue Hour | -10.20% |
| Quality of Service | |
| Weekday Span of Service (hours) | 14.50% |
| Average Speed (MPH) | 15.10% |
| Cost Efficiency | |
| Operating Expense per Passenger Trip | 1.80% |
| Operating Expense per Revenue Mile | -1.90% |
| Operating Expense per Revenue Hour | 12.50% |
| Operating Ratio | |
| Farebox Recovery Ratio | 51.10% |
| Fare | |
| Average Fare | 36.10% |

Source: FTIS & NTD

Section 4: Public Involvement

A public involvement process was developed for the TDP to outline public involvement efforts throughout the TDP process and ensure ample opportunities for the public as well as local agencies and organizations to participate in the development of the TDP. The TDP is developed in accordance with the Key West Transit Public Involvement Plan (PIP). A copy of the TDP public involvement process was submitted and approved by the FDOT. Both the PIP and the FDOT's approval are presented in Appendix B. This section summarizes the public involvement activities that have been undertaken as part of the TDP major update. The components of the public involvement activities are presented below.

Review Committee

As part of the TDP process, a TDP Review Committee was established to provide oversight and technical feedback. Agencies invited to participate on the Review Committee include: Local Coordinating Board representatives from Health Council of South Florida, Inc. and Guidance/Care-Center, Inc., South Florida Workforce, the Key West Housing Authority, FDOT, Monroe County Sheriff's Office, Florida Keys Community College, Monroe County Social Services, Florida Keys Healthy Start Coalition, and KWDOT staff.

The first TDP Review Committee meeting was held on May 21, 2014. The meeting began with a brief overview of the TDP process, including the advisory role of the Review Committee. The comments and key items that were discussed during the meeting are listed below.

- Employees are unable to stay late at work because of the gap in the Lower Keys Shuttle route. Also, the bus is standing room only around 5 p.m. so adding an additional bus would create additional capacity. If someone wants to work overtime, they must drive their car. In addition, the college and hospital area have college students with nothing to do during the gap in service and they are required to take the late bus around 9 p.m. and get home at 11 p.m. Adding an additional bus on the route will cost approximately \$75,000 per year. Therefore, consideration has been given to adding another bus that stops in Big Pine Key rather than going all the way to Marathon. The consensus was that the bus needs to continue to Marathon to accommodate the riders.
- Some drivers are trying to make up time along the routes to accommodate extra breaks and taking four or five breaks. As a result, the vehicles are jolting and creating an uncomfortable ride. The Review Committee suggested that Key West Transit address this problem by implementing a mystery rider program.
- Future meetings should be advertised in the free publications (i.e., Conch Color, Key West Weekly, Conch Life, and Gospel Train). Bill Becker should be asked to announce the meetings on the radio station. Also, the meetings should be advertised in English and other languages, including Creole, Polish, and Latin at Winn Dixie and Publix. Flyers should be put on the back of the buses so that passengers can view the flyers easier. A lot of people do not have computers; therefore, door to door handouts are important.

- The current schedule should be refined between Key West Transit and Miami-Dade Transit to better accommodate transfers in Marathon between the two systems. Hotel workers in Florida City leave at 3:30 a.m. to catch the 5 a.m. Miami-Dade Transit bus in order to connect with Key West Transit and reach Key West in time for work. However, since the buses do not meet up at the same time, the passengers have long waits in Marathon for the next bus both northbound and southbound.
- More shelters and benches are needed, but Old Town has Historic Architectural Review Commission (HARC) special requirements that have to be considered. There is a stop by the Lighthouse at Truman and Whitehead where people are leaning on the sign.
- Bike racks are needed on the Lower Keys Shuttle routes. The buses had bike racks but they were removed due to high demand creating issues among passengers. Adding the racks back to the buses should be further explored.
- Some riders have stopped using Key West Transit due to a lack of confidence in the timeliness of the routes. Strategies are needed to build rider confidence and get the government people back on the buses.
- Some passengers are afraid at the stops where there is no lighting. The Upper Sugarloaf KOA stop does not have lighting so some passengers go to Mangrove Mama's to wait for the bus. Other stops on SR 4A in Little Torch Key southbound are really dark.
- Suggestions were made that Key West Transit should consider extending the hours of the Friday and Saturday routes and charging a higher fare during those hours. It was also clarified that charter services can only be provided if certain requirements are met and that the prices for service need to be set in the fare structure. Funds for later services may be available through job access partnerships. The Commuter Services program should be contacted to inquire on funding for a regional express route from Key West to Florida City. An intermodal taxi voucher program may be incorporated into a commuter services program.
- There are 900 rooms coming in July, with 450 of those rooms being built in the Lower Keys. Many of the workers are coming from Miami for these employment opportunities and need transportation.
- A direct route from Duval, Searstown, and Stock Island is needed without having to ride around the entire island. After the construction is over the route should be more direct.
- Discussions should occur on conducting a workshop between the County and City Commissions and inviting representatives from Marathon, Big Pine Key, FDOT, and other cities to discuss not only transit, but also roads, economic development, jobs, etc. The discussions could be recurring and held annually to keep the conversation going. Some options for the joint meeting are Vineyard Church in Big Pine Key or the Murray Nelson Government Center.

The second TDP Review Committee meeting was held on June 25, 2014 at the Key West Housing Authority Senior Citizens Plaza. The meeting began with a review of Technical Memorandum #1, including the baseline conditions, agency trends, peer trends, and on-board survey results. The draft transit mission, goals, objectives, and initiatives were also discussed during the meeting. The Review Committee was asked to take two weeks to review the documentation and submit any comments or revisions via email.

The comments and key items that were discussed during the meeting are listed below.

- More than 500 hotel rooms are currently being renovated and should be considered as a possible revenue source.
- Four transit stops have been planned for the new Waterfront development.
- The Rockland Key shopping center will be redeveloped in the next five years; therefore, the development should be considered in the TDP major update.
- Daycare workers need transit service beginning at 5AM to arrive in Key West on time.
- Overall, fare collections are improving on the transit system.
- On average, one to two KWT buses are being towed weekly. KWT has ordered four new buses; however, the new buses are going to replace buses that have been lost due to fire and catastrophic mechanical failure and will not replace the buses that are in operation and experiencing failures. KWT will still need to purchase additional buses to replace the fleet.
- Routes were reduced in FY10 and KWT is limited to the number of buses and funding available; therefore, scheduling must be creative to cover areas in need of transit service using the existing resources.
- Communications have occurred with the Navy for the service that benefits military families.
- KWT is trying to plan a Bus Rodeo/community day for next year and is in need of an area large enough for the bus operators to compete.
- Hotel vanpools for workers should be further considered.
- There is a lighting issue at the bus stops and passengers have complained about having to use cell phone flash lights to waive at the operators. KWT had 12 i-STOP_{SM} with solar-powered lighting, but maintenance of the stops was an issue. Ideas that were discussed as options for dealing with the lighting issue included getting the roadway department onboard to help or giving out flashlights as part of a passenger rewards program. In addition, operators have complained about the glare on the windshields when driving in the dark and that passengers are uncomfortable with turning the lights off in the bus to avoid the windshield glare. The new buses will have LED interior lights to help with the windshield glare issue.
- Committee members would like to see all KWDOT staff members use the transit system at least once per month and promote a free transit day with comment cards issued to the riders to find out why they do not use the bus regularly.

Following the Review Committee discussion, the committee members were asked to participate in an interactive activity and use various markers that matched the existing route colors and study area maps and design their own transit systems with no limitations. The current route alignments were not shown on the maps to encourage the committee members to draw routes that they believe would efficiently and effectively reach key destinations. The Review Committee members chose to complete the exercise as a group and develop one map. The results of the mapping activity are listed below.

- The Blue route alignment was shortened to make the route more direct and improve the frequency. The group decided that the alignment should go down Truman Avenue, Simonton Street to the new City Hall, Kennedy Avenue, and to the shopping centers.
- The Red route alignment was modified to skip the shopping centers in an effort to improve the overall speed of the route. The group decided that the alignment should include Eaton Street, Caroline Street, United Street, South Street, and White Street.
- The Orange route alignment was modified to go further down Maloney Avenue to reach lower income housing and then back to 2nd Street, 5th Street, Flagler Avenue, 1st Street, and the KWDOT.

At the conclusion of the meeting, each committee member was given a set of ten stickers with each sticker representing one of the TDP implementation years. The Review Committee was asked to review a series of draft alternatives that had been developed for consideration and place the corresponding sticker by the alternative based on their preferred year of implementation. In addition, space was left at the bottom of the alternatives list for the addition of alternatives that were not listed but considered to be a higher priority to the participants. The stickers were numbered with each of the TDP implementation years to encourage the committee to prioritize based on importance and recognize that not all alternatives can be implemented in the first year or the same year based on the availability of funding. However, some participants felt strongly that there were many alternatives on the list that need to be implemented within the first year and adjusted the implementation years resulting in a greater number of alternatives prioritized for 2015. The results of the exercise are presented below. As shown in Table 22, the top priority was purchasing new buses. Four other alternatives received three votes each, including later evening service until 1AM on the Green and Blue routes, extending the Lower Keys Shuttle to the Holiday Inn Express on Key Colony Beach, and increasing the frequency of service to hourly on the local routes.

Table 22: Review Committee Prioritization Exercise Results

| Potential Alternatives | Implementation Years | | | | | | | | | |
|--|----------------------|------|------|------|------|------|------|------|------|------|
| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| Increase frequency of service to hourly on local routes | √√ | | √ | | | | | | | |
| Modify route configurations | √√ | | | | | | | | | |
| Extend the Lower Keys Shuttle to Key Colony Beach Holiday Inn Express | √√ | | | | | √ | | | | |
| Add two hour service to the Lower Keys Shuttle from 5:30AM-12:30AM | √√ | | | | | | | | | |
| Add Sunday service to the Red route | | | | | √ | | | | | √ |
| Add Sunday service to the Orange route | | | | | √ | | | | | √ |
| Add Tram service to tourist destinations along Duval Street and the Waterfront | | √√ | | | | | | | | |
| Add later evening service to the Green route until 1AM | √ | √ | | √ | | | | | | |
| Add later evening service to the Blue route until 1AM | √ | √ | | √ | | | | | | |
| Add new buses | | | √ | √ | √ | √ | √ | √ | √ | √ |
| Add bike storage areas at stops or onboard all buses | √ | | | | | | | | | |
| Add maps and schedules at bus stop locations | √ | √ | | | | | | | | |
| Add additional passenger amenities such as shelters, benches, and lighting | | | | | √ | | | √ | | |

Stakeholder Interviews

To assess the attitudes of key local officials and community leaders regarding the transit system, a series of stakeholder interviews were conducted during the TDP development process. The interview purpose was to assess political and community leaders' views on transit's current and future role in the community, transit finance and governance, and other issues relevant to the transit plan. Key themes that emerged from the interviews are listed below.

- All of the stakeholders are aware of Key West Transit and its services. Some stakeholders have used the system while the majority has not used Key West Transit.
- Stakeholders believe that the elderly, workforce, homeless, students, tourists, and the residents of the Bahama Village use the transit system the most.
- While some stakeholders believe that all of the groups using the transit system experience difficult transportation conditions, the workforce was specifically mentioned based on the transit system schedule in comparison to the shifts worked by the service industry staff. It was

also mentioned that there is a need to determine where the workforce is coming from to improve scheduling for employees since the City of Key West has an affordable housing crisis and bedroom communities are located outside of the town. Other stakeholders specifically mentioned the seniors and individuals with disabilities because the stops are spaced out and the elderly and disabled may experience difficulty getting to the stops and not have rest locations, including shelters and benches at the stops.

- Stakeholders would like to see the following improvements to the existing transit system:
 - More frequent fixed-route service
 - Trolley service in around Duval Street with 15 minute frequencies
 - Increased weekend service
 - Later evening service on all routes including the Lower Keys Shuttle, especially on Friday and Saturday
 - Smaller vehicles operating during the off-peak times
 - Shuttle service operating with 15 minute frequencies and going to potential parking garages located on Stock Island or behind Searstown
 - Better connections between KWT and the Miami Dade Transit service
 - Bus stops located closer together
 - Vanpools for employees
 - Expanded Lower Keys Shuttle service to reach the Holiday Inn Express in Marathon.
 - Rideshare program where people in need of transportation and those able to provide transportation can be connected
 - More direct routes
 - A route from Poinciana and Sigsbee area going back and forth from the naval base at Boca Chica and the housing at Sigsbee beginning around 6:30AM
 - Route further into Stock Island to reach additional housing

While stakeholders mentioned the improvements listed above, they also mentioned that the system should be extended only after determining where the workforce resides to ensure that the routes are scheduled efficiently and that providing additional services is a balancing act between costs and availability.

- The most significant issues facing transit users include:
 - Scheduling reliable and timely service
 - Wait times are too long
 - Trying to get to work and not using the bus system by choice
 - The cost of transportation
 - Operating large vehicles on small streets
- Most stakeholders commented that congestion is a problem in the City of Key West and that public transportation can somewhat help relieve congestion if the system is working efficiently and safely. However, most stakeholders also mentioned that the congestion problem is minor compared to other major cities and a couple stakeholders do not believe that there is a congestion problem in the city.

- Major destination within the community include:
 - Duval Street and the downtown area (Thomas Street, Front Street, Petronia Street, Simonton Street, Whitehead Street, Greene Street)
 - Hotels in New Town and guest rooms in Old Town
 - Shopping centers
 - Hospital
 - Airport
 - Bahama Village
 - Community Pool
 - North Roosevelt Commercial Corridor
 - Smathers Beach
 - Higgs Beach
 - Future Waterfront Park
 - Navy Mall
 - Fort Zachery Taylor
- Major destinations outside the community include:
 - Tourist destinations
 - Big Pine Key
 - College Road/Stock Island
 - Golf Course
 - Tropical Gardens
 - Housing outside of the City of Key West
 - Miami (cheaper flights)
 - Lower Keys
 - Boondocks Grill
 - Housing on Big Coppitt Key, Sugarloaf Key, and Summerland Key
 - Shopping Centers
- Several stakeholders believe that more regional transportation is needed to connect the City of Key West with the surrounding areas, including Miami, Fort Lauderdale, and Palm Beach. However, several stakeholders provided additional comments on the topic of providing more regional transportation, including:
 - More regional transportation should only be provided if the service benefits the workforce and tourists are not using the system to get from the City of Key West to Marathon.
 - The service would provide a benefit to all of the regional cities/counties; therefore, all interested parties should contribute funding for any additional regional transit services.

- The majority of stakeholders commented that as citizens they would be willing to pay additional local taxes for an expanded transit system, but they were not sure if others would see the benefit and commented that people need to see that the money is going to improve people's quality of life. Potential types of local funding that were discussed as possibilities to increase transit service in the future include:
 - Funding from the Chamber, Lodging Association, and Innkeeper Association
 - Gas tax
 - User tax
 - Sales tax
 - Bed tax
 - Grants
- Stakeholders' 10-year vision for Key West Transit include:
 - Split system providing service to get the workforce and elderly where they need to go and providing a fun, tropical, open air-type system for tourists to get around the City.
 - The Key West Transit system is almost maxed out.
 - Fully functional car-free Key West where people do not need cars or rental cars.
 - Increase the modes of transportation and better market the services to remove the stigma of riding the bus.
 - Smaller shuttles operating locally, with larger feeder shuttles connecting to other major cities and the other major cities contributing funding to the regional system.
 - Smaller, faster, free commuter shuttles to encourage people to leave their cars at home and pedestrian and bicycle-friendly streets.
 - More shelters for people to get out of the sun mostly along the Lower Keys route.
 - Create a public-private partnership for the provision of electric tram service in the downtown as opposed to the city running a trolley service along Duval Street.
 - Create a bike share program to be run by a private company that allows residents and tourists to pick up and drop off public bicycles around the city without having to bring them on the buses or leave their personal bicycle.
 - If there is a need, have the system working the right way, with the possibility of paying to board the bus with debit or credit cards and other technologies.
 - More parking garages and shuttles with the continuation and possible expansion of the Lower Keys Shuttle and an entirely new fleet. The operators on the Lower Keys Shuttle should become regular employees rather than contract employees. Maybe even add a ferry service between Key West and Marathon to reduce travel along US 1.
- Other comments from the interviews included:
 - Nothing has been implemented for the tourist as the system is focused on one or two groups. The City of Key West is a 2x4 mile, environmentally protected island; therefore, the City needs to green up the transit fleet with solar and clean buses to address the parking and traffic issues.
 - Key West has had a let the City do it attitude, but the City is operating at a level that does not allow additional subsidization of private enterprise. Key West has a stake in

providing transportation for its elderly residents, but employers should contribute to shuttles since the hotels, restaurants, and shops benefit from the tourists. Therefore, a partnership is needed to provide better service.

- There is a need for green, solar powered shelters and benches that are not tacky with advertisement and meet the HARC requirements as appropriate for placement.
 - A public opinion street intercept and online survey was conducted throughout the City of Key West as part of the Climate Action Plan Marketing project. A total of 193 responses were received and the survey showed that only seven percent of the respondents currently use transit but mostly because they bike or walk instead. When the survey respondents were asked how their commutes could be made easier, the fourth most cited reason was making the bus more convenient, primarily through increasing the frequency on the Lower Keys Shuttle.
 - Transit is a chicken and the egg type situation where people would pay more if the system was easier to use, but we cannot improve the system without additional funding.
 - Several comments were made that transit is not intended to be a profit center and the stakeholders understand that most if not all transit systems are subsidized at some level.
- Overall stakeholders believe that Key West Transit has done an effective job providing service based on the resources available; however, stakeholders do not think that the transit department has done an effective job marketing its transit service options. Marketing suggestions provided by the stakeholders included posting schedules at the shelters, creating a system map with major attractors, adding the transit routes to Google Maps, and posting signs at the parking garage to notify persons that they may use the Key West Transit system for free with their parking ticket.
 - Stakeholders were supportive of Land Development Codes and policies that require coordination of and funding for transit services that connect to and support land uses that promote transit oriented development within the community. One stakeholder commented that the city will soon be updating its Land Development Regulations which will provide an opportunity to incorporate additional coordination language.

Public Workshops

As part of the TDP planning process, Key West Transit conducted two public workshops. The first workshop was held at the Frederick Douglas Community Center on May 21, 2014. The second workshop will be held at the Senior Citizen Center Auditorium on June 25, 2014. The workshops were geographically dispersed to encourage participation from citizens on both the east and west portions of the City of Key West. This section includes an overview of the workshop formats and the results of any interactive activities that were conducted.

Frederick Douglas Community Center

The workshop at the Frederick Douglas Community Center was open-house style with maps set up



around the room and materials available for review. While the format was informal, staff was present at the meeting facility for the timeframe publicly noticed to answer any questions about the transit service and talk with participants about the community's transit needs. Comments provided during the workshop indicated that the Key West Transit operators are courteous and that the operators need to make up time in Key West rather than

on the Lower Keys route. Comments also included amenity needs for the elderly, better connections between the MDT 301 express route and the lower keys shuttle service, direct service options from Bahama Village to CVS for prescription needs.

Housing Authority of Key West Senior Citizens Plaza

The second workshop held at the Senior Citizens Plaza was open-house style with maps and interactive activities set up around the room so that attendees could review the information and complete the activities on their own. The format was informal and staff was present at the meeting facility for the timeframe publicly noticed to answer any questions about the service and talk with participants about the TDP major update, potential alternatives, and existing service. The meeting began with a brief overview of the TDP development process and the key findings from



previous public outreach activities and the peer and trend analysis. Following the presentation, the attendees were given an opportunity to ask questions and then encouraged to browse the maps, complete the activities, and speak with staff. Public comments from the meeting are listed below.

- The commissioners should ride the bus during the peak season, Fantasy Fest, etc. to better understand the ridership since the City of Key West is a service industry and the workers ride the bus.
- During a recent survey completed by the Florida Department of Health in Monroe County, 46 of 299 individuals mentioned that insufficient transportation was an issue in the Bahama Village and five people at the Senior Citizen complex would not take the bus because of the heat with specific requests for shaded bus benches around Jack T. Murray Senior Citizen Complex on Petronia and Emma. The Health Department is also completing a survey in the Lower Keys with five out of 150 respondents requesting more local transit in Marathon and a bus stop at Sombrero Beach. The respondents are aware that there are buses that stop at Sombrero Beach; however, those buses are coming from the City of Key West and there are not local buses providing residents of Marathon with transportation to the beach.

- Audio is needed at the shelters.
- Bike racks are needed on the Lower Keys Shuttle.
- It is difficult for blind persons to find stops on the other side of the street.
- The service is very affordable for the value.
- Service is needed from Trumbo Point to the end of Fleming Key and then back to the Military Base.

The results of the interactive activities completed by the workshop participants are summarized in Table 23 and presented in Appendix C of this TDP major update. As shown in Table 23, the top priorities were



purchasing new buses and adding passenger amenities, including shelters, benches, and lighting with those two alternatives receiving 7 and 5 votes, respectively. Four other alternatives all received four votes, including modifying the existing route configuration, adding later evening service until 1AM on the Green route, adding mobility scooter charges at bus stops and/or on the buses, and implementation of an express route between Bahama Village and Stock Island.

Table 23: Public Workshop Prioritization Exercise Results

| Potential Alternatives | Implementation Years | | | | | | | | | |
|--|----------------------|------|-------|-------|------|------|------|------|------|------|
| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| Increase frequency of service to hourly on local routes | √ √ | √ | | | | | | | | |
| Modify route configurations | | √ | √ √ √ | | | | | | | |
| Extend the Lower Keys Shuttle to Key Colony Beach Holiday Inn Express | | | | | | | | | | |
| Add two hour service to the Lower Keys Shuttle from 5:30AM-12:30AM | | | | | | | | | | |
| Add Sunday service to the Red route | √ | √ √ | | | | | | | | |
| Add Sunday service to the Orange route | √ | √ √ | | | | | | | | |
| Add Tram service to tourist destinations along Duval Street and the Waterfront | | | | | √ | | | | | |
| Add later evening service to the Green route until 1AM | √ | | √ | √ √ | | | | | | |
| Add later evening service to the Blue route until 1AM | | √ | | | √ √ | | | | | |
| Add new buses | | √ | | √ √ √ | √ | √ √ | | | | |
| Add bike storage areas at stops or onboard all buses | | | | √ | | | | | | |
| Add maps and schedules at bus stop locations | | | √ | | | √ | √ | | | |
| Add additional passenger amenities such as shelters, benches, and lighting | √ √ | | | √ | | √ | | √ | | |
| Write-In Alternative: Mobility scooter chargers at bus stops or on the bus | | | √ | | √ | | √ | √ | | |
| Write-In Alternative: Bahama Village/Stock Island Express | | | √ | | √ | | √ | √ | | |

On-Board Discussion Groups

To supplement the information collected during the public outreach efforts and to support the TDP update process, discussions were held with passengers on-board the buses in May 2014. The intent of the discussions was to facilitate dialogue with users of the system, to gather views on existing service and expectations for future service, and to disseminate information on transit.

During the on-board discussions, the following key themes emerged:

- Drivers are great and very courteous.
- The current fares are reasonable.
- The need for new buses is the biggest issue.

- More benches and shelters are needed.
- There would be more ridership if the buses ran every 30 minutes.

Operator Interviews

To supplement information collected during the public workshop and to support the TDP update process, the Key West Transit operators were asked to participate in one-on-one interviews and share input on the transit system's needs and the operators' vision for public transportation in the future. To encourage candid feedback, the interviews were anonymous and the comments listed below are not associated with any particular operator.

During the interviews, the following key themes emerged:

- New buses are needed. All of the buses currently have a mechanical or equipment issue. Only two buses have decent fareboxes. Customers often complain about the condition and cleanliness of the buses. Also, the shocks on the buses and the drivers' seats are uncomfortable.
- The new buses should have hard plastic surface seats that can be wiped down. Also, the new buses should consider the interior lighting and if there is a way to avoid the glare on the windshield. If the operator turns off the interior light, the passengers sometimes feel uncomfortable. Also, if possible the new buses should be electric and better for the environment.
- Street lighting improvements are needed so that the drivers can see the passengers waiting at the bus stops in the early morning and evening hours. Customers often use flashlights on their cell phones to wave at the drivers.
- Some routes need additional time, while other routes need reduced time. For example, the Orange route requires drivers to wait extra time at stops and there is not enough time in the Green route schedule. Schedule improvements are needed to both the Orange and Red routes.
- An extra bus is needed on the Lower Keys route to fill the three hour evening gap that occurs around 6 p.m. However, the route could benefit from an additional bus throughout the day since people are often standing on this route.
- More bus pullouts are needed on the Boulevard.
- All buses go to Stock Island but not Bahama Village. More buses are needed to the Bahama Village area and CVS. A lot of seniors were impacted by removing service from Bahama Village.
- The Blue buses are full of workers when leaving Stock Island; therefore, another bus is needed to come into Stock Island at the same time.
- Technology upgrades to the fareboxes would help with the malfunctions.
- Improving the frequencies would be the passengers' #1 priority.
- The bus routes should be moved off of the minor roads and operate only on the main roads.
- One operator indicated that implementing a day pass would not make sense based on the rates; however, other operators suggested that the day pass should be brought back because the one-way fares are hard for people to pay and tourists request day and multi-day passes since they do not stay in Key West for the entire week.

- Few people would take the bus to the waterfront area since few tourists are using the existing system. The current transit system mostly picks up people from the community.
- The customer perception of the system is pretty good. Customers understand that Key West Transit is doing the best it can with the resources available.
- Customers would like to see later service on the Green route during the weekend.
- The senior fare is too low, but the Lower Keys shuttle fare may be too high.
- Articulated buses with Wi-Fi would be beneficial on the Lower Keys route. Larger buses would accommodate more space for passengers' bags.
- There are a lot of requests for bike racks on the Lower Keys buses. The new buses should accommodate at least two bikes.
- A lot of the stops do not have curbs; therefore, the ramps are slanted when deployed. If adding sidewalks is not possible, consideration should be given to moving the stops to better locations.
- More routes to the downtown are needed because the existing routes take 1.5 hours to go around the entire loop.
- Few people from the park-and-ride are using the transit system to get around after parking their vehicles. The low ridership could be because people are unaware of the service.
- More shelters are needed for people waiting in the sun and rain. However, finding places to put the shelters is an issue. Also, benches are needed on Maloney Avenue in Stock Island.
- Customers do not understand the schedules. Also, QC codes on the bus stops might help passengers know when the next bus is coming. In addition, advertising the major stops (i.e., Old Town, Mallory Square, and Petronia) might help with the schedule.
- After 10 p.m., there is no bus from downtown to Stock Island. The last pick up in the city is around 9 p.m.
- After 7 p.m., the Green bus only picks up a couple people along the route. At times, the bus will go two hours without picking up any passengers.
- Signs should be put up along the routes when there is an issue and the bus is not coming. The City departments should work together for better communication and let each other know when there are road closures.
- Later service until 10:30 p.m. may be needed on the Blue route during the tourist season. When the routes went to 12 a.m., ridership was very low.
- There are many tourists that use the transit service to and from hotels.
- From Duck Avenue to the shopping center, buses go directly; however, to get back the passengers must stay on the bus and go around Stock Island. The routing should be reviewed.
- A passenger terminal is needed at two points so that clock-wise and counter clock-wise routes can meet.
- Passengers do not understand the signs (i.e., Outbound). The route color should be shown on the signs instead of Inbound/Outbound.

On-Board Survey

As part of the TDP public involvement process, an on-board survey of bus passengers was conducted in May 2014. On-board surveys are an important service assessment tool employed by public

transportation agencies. Feedback from the on-board survey effort will assist Key West Transit in planning for immediate service improvements and in determining future transit needs in the City of Key West. In addition, the on-board survey results may be used to determine the demographic make-up and travel characteristics of the customer base.

Survey Approach

The method used for surveying the bus riders was distribution of a self-administered questionnaire to all persons boarding the Key West Transit routes. One standard survey was distributed to all Key West Transit local fixed-routes. The standard survey instrument was translated into a Spanish language version for distribution to Spanish speaking patrons who were not able to complete the English version.

On-Board Survey Results

The following section analyzes the results of the on-board survey effort. A total of 126 Key West Transit bus riders responded to the survey. For analysis purposes, the 15 questions on the survey were divided into 3 major categories which include travel characteristics, rider demographics, and customer service satisfaction.

Travel Characteristics

Questions on travel characteristics were created to ask survey respondents about their individual travel behavior. Topics covered by the travel characteristics questions include:

- Trip origin (type and location)
- Trip destination (type and location)
- Fare type used
- Reason for use
- Frequency of transit use
- History of transit use
- Access to transit

Question 1 and 6 asked survey respondents about the type of place they were coming from and the type of place they were going to on the same one-way trip. Figure 30 shows trip origin and clearly shows that the majority of riders' trips originated at home. The second highest trip origin was work. The two highest destinations were also home and work. Home was the top destination of origin and work proved to be the top final trip destination. The trip destination results are shown in Figure 31. Other popular destinations that were answered were shopping/errands and recreation/visiting.

Figure 30: Trip Origin

Q1: Where did you come from before you got on the bus?

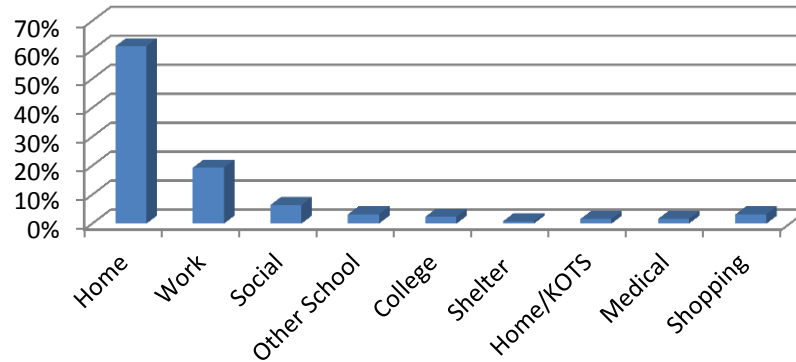
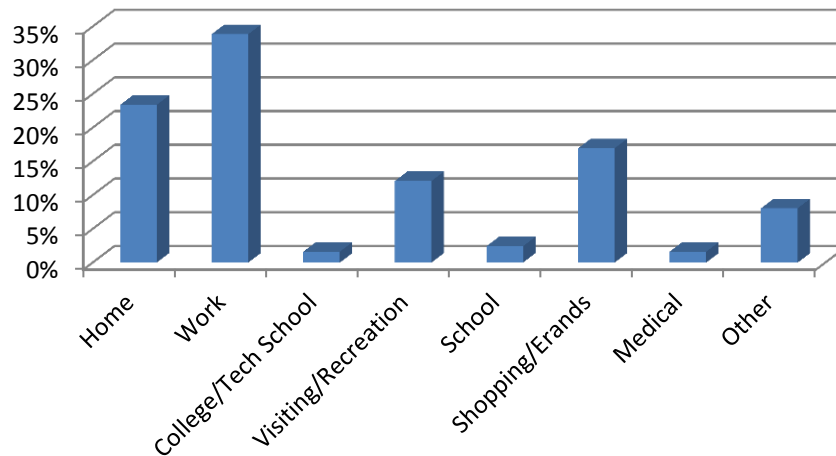


Figure 31: Trip Destination

Q6: Where are you going to on this trip?



Questions 3 and 5 asked respondents how they accessed the transit system and how they planned to reach their final destination after exiting the transit system. The responses to these questions depict how transit users must combine different forms of transportation in order to arrive at their destinations. Figure 32 and Figure 33 show that the vast majority of Key West Transit’s users access the transit system and access their final destination after leaving the transit system by walking.

Figure 32: Transit Access

Q3: How did you get to this bus stop?

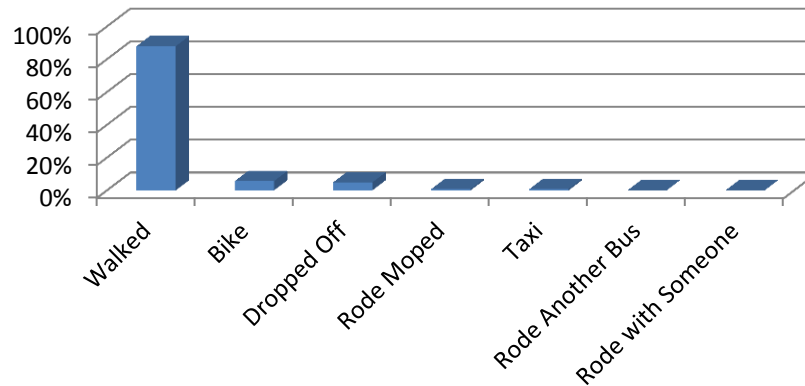
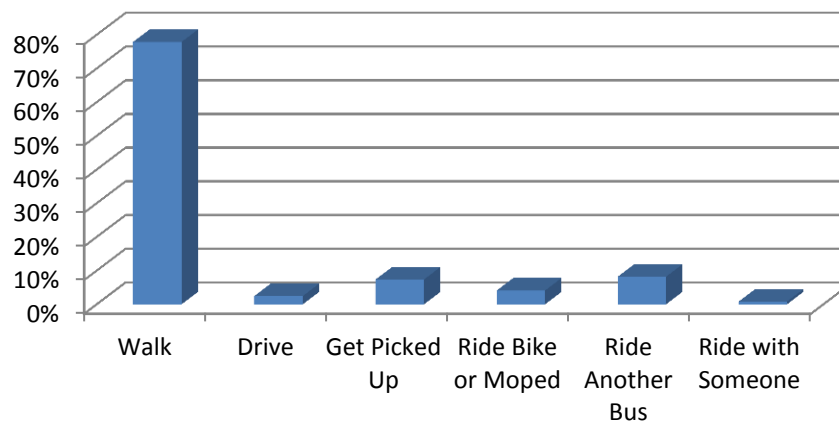


Figure 33: Transit Station Egress

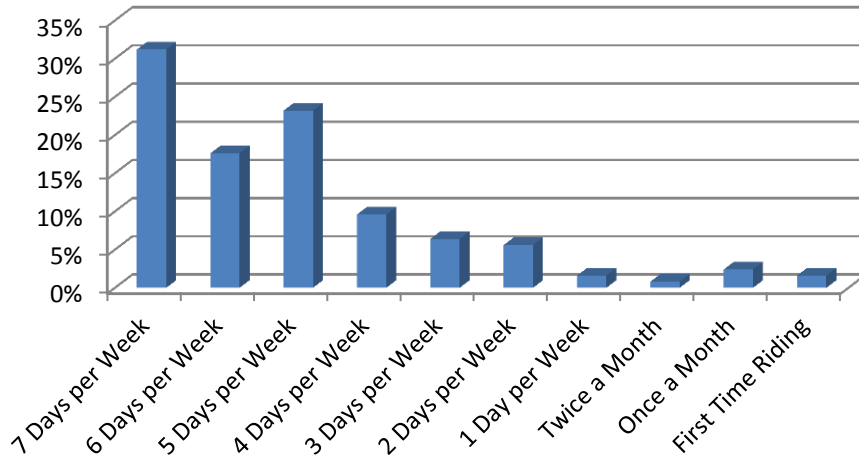
Q5: When you get off the vehicle, how will you get to your final destination?



Question 7 asked survey respondents how many days a week they utilize the transit system. As shown in Figure 34, the survey results show that the majority of respondents utilize the bus 7 days a week. Also high were the responses for 5 days a week and 6 days a week. Results to this question show that over 70 percent of Key West Transit's riders utilize the bus 5 or more days a week.

Figure 34: Frequency of Use

Q7: How many days a week, do you usually use the bus?



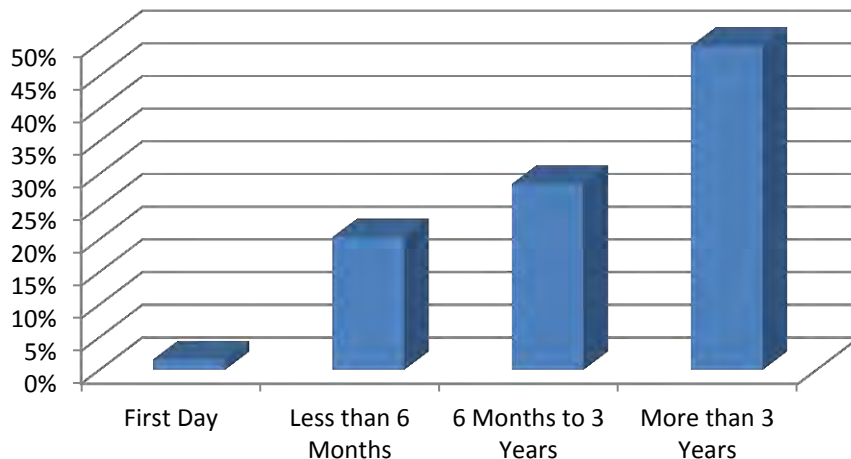
Rider Demographics

The demographic portion of the survey included a variety of questions that asked respondents about demographics, including household income level, age, gender, and ethnicity. Other topics covered by the demographic questions include reasons for using Key West Transit service and how long riders have been using the transit service.

Question 8 asked Survey participants how long they have been using the Key West Transit bus service. As shown in Figure 35, the results to this question clearly show 50 percent of Key West Transit’s users are loyal customers who have been using the system for more than 3 years.

Figure 35: History of Use

Q8: How long have you been using the bus?



In order to assess the utilization rate of fare media and payment methods, Question 10 asked survey respondents which fare they paid to ride the bus. As shown in Figure 36, over 50 percent of riders paid some form of the full fare, while 21 percent of riders paid some form of the senior fare. Question 10a was a supplemental question to Question 10 and asked respondents about their interest in Key West Transit offering a one-day pass. As shown in Figure 37, nearly 60 percent of the passengers would be interested in having the ability to purchase a day pass.

Figure 36: Fare Payment Method

Q10: What fare did you pay to get on this particular bus?

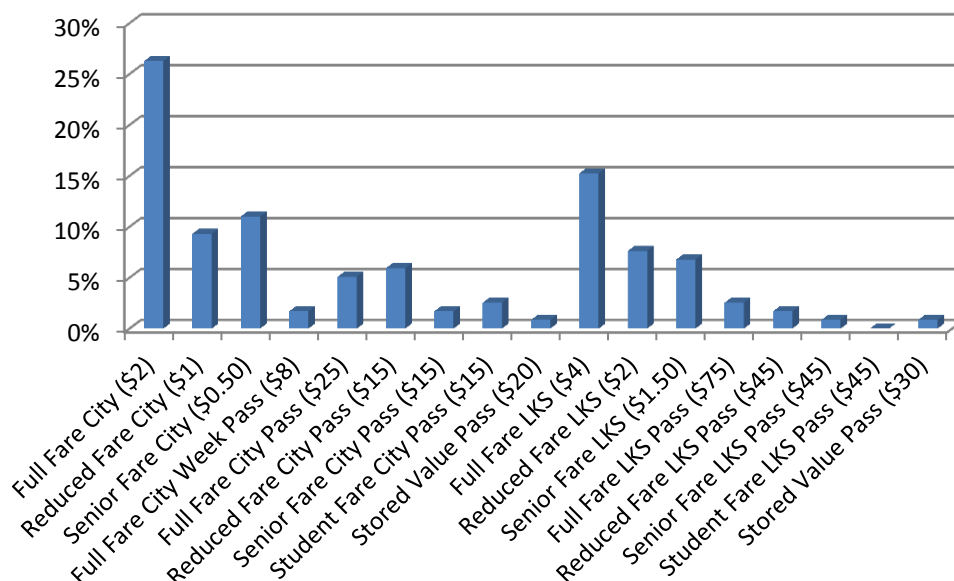
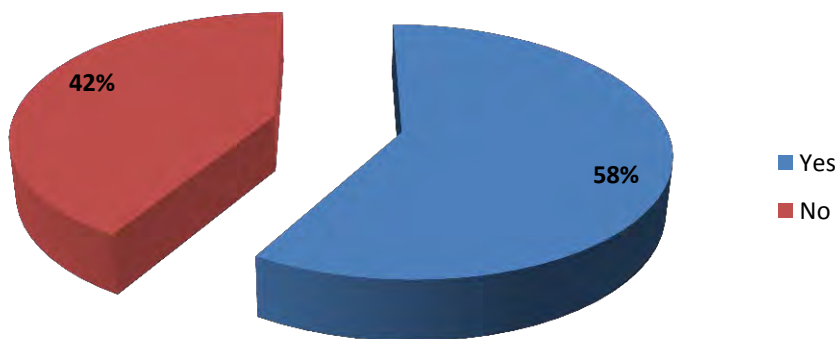


Figure 37: Day Pass Interest

Q10a: Would you be interested in an All Day Pass?



Question 9 asked survey respondents to indicate the most important reason why they ride the bus. As shown in Figure 38, the number one reason selected by respondents is “I do not drive/no valid license (40%),” followed by “Car not available (27%),” “Bus is more convenient (14%),” and “Bus is more economical (13%).

Figure 38: Reasons for Using Key West Transit

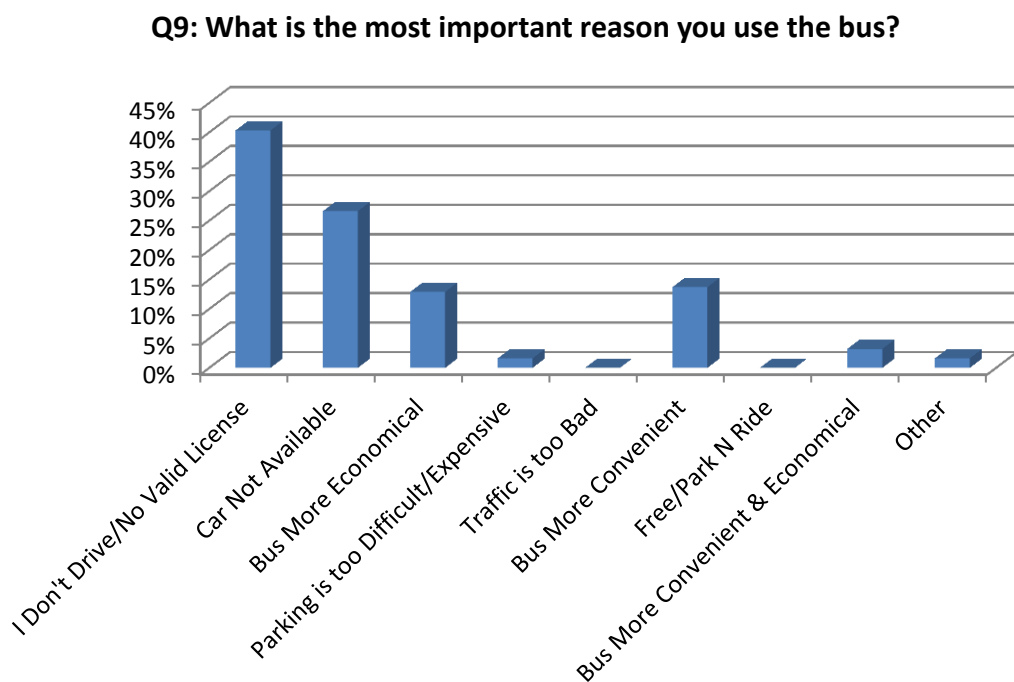


Table 24 provides a profile of the average Key West Transit rider based on the significant percentage of all responses received for various demographic questions. The highest percentage for each demographic question asked was used to construct the average Key West Transit bus rider. Table 24 shows that the average Key West bus rider is a white male between the ages of 50 to 64, with an annual income of less than \$15,000 who uses the bus service 7 days a week.

Table 24: Average Key West Transit Bus Rider (2014)

| Category | Average Rider Demographic |
|--------------------------------|---------------------------|
| Gender | Male |
| Ethnic Origin | White |
| Age | 50-64 |
| Annual Household Income | Less than \$15,000 |
| Level of Use | 7 days a Week |

Survey respondents provided answers to general demographic questions and their answers are displayed in Figures 39 through 42.

Figure 39: Rider Gender

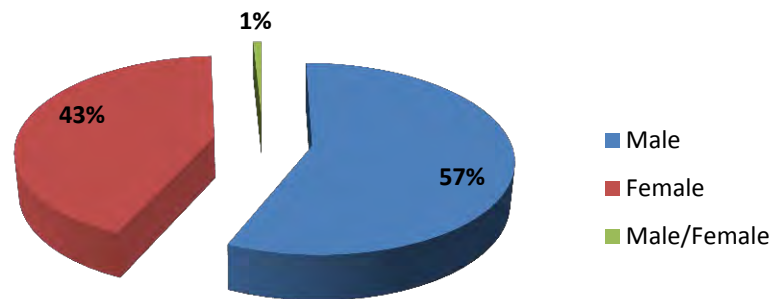


Figure 40: Rider Ethnic Heritage

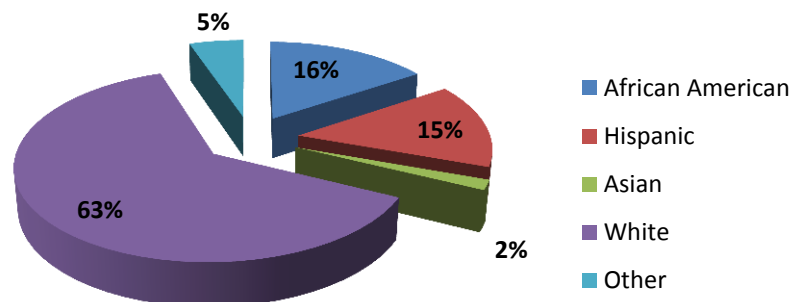


Figure 41: Rider Age

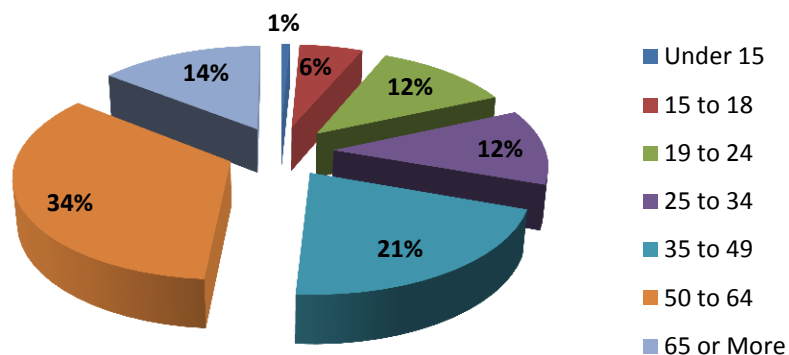
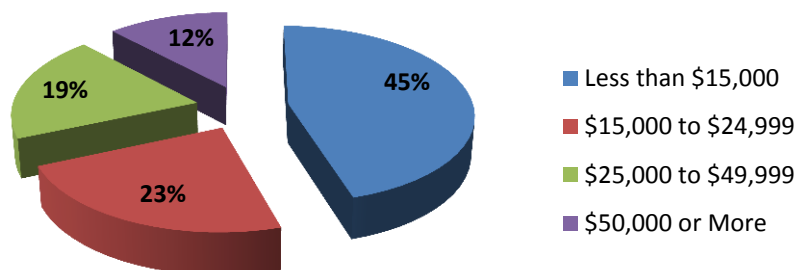


Figure 42: Rider Household Income



Customer Service and Satisfaction

Customer service and satisfaction questions queried respondents about their general satisfaction with the current service provided by the Key West Transit system. Questions 15a through 15j asked respondents to rate ten different service aspects between 1 and 5, with 1 being very dissatisfied and 5 being very satisfied.

As presented in Figure 43, 95 percent of riders were either very satisfied or satisfied with the courtesy of the Key West Transit drivers. Only 2 percent of the respondents expressed any feeling less than average about driver courtesy.

Figure 43: Rider Satisfaction with Driver Courtesy

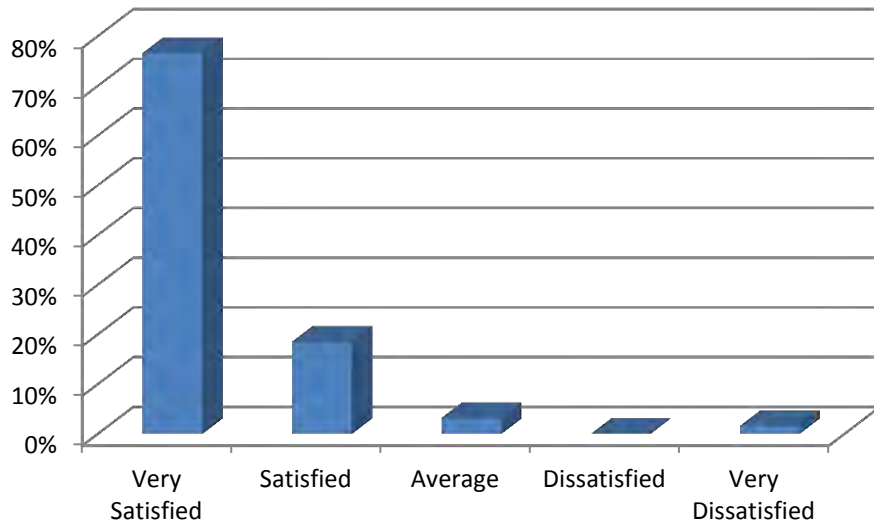


Figure 44 depicts the results for rider satisfaction with bus timeliness. As shown in Figure 44, nearly 80 percent of respondents either very satisfied or satisfied with the timeliness of the buses.

Figure 44: Rider Satisfaction with Bus Timeliness

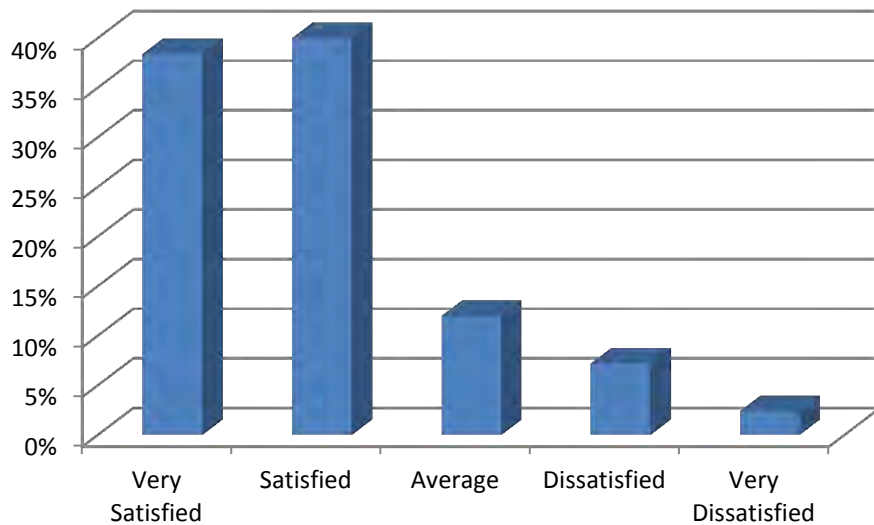
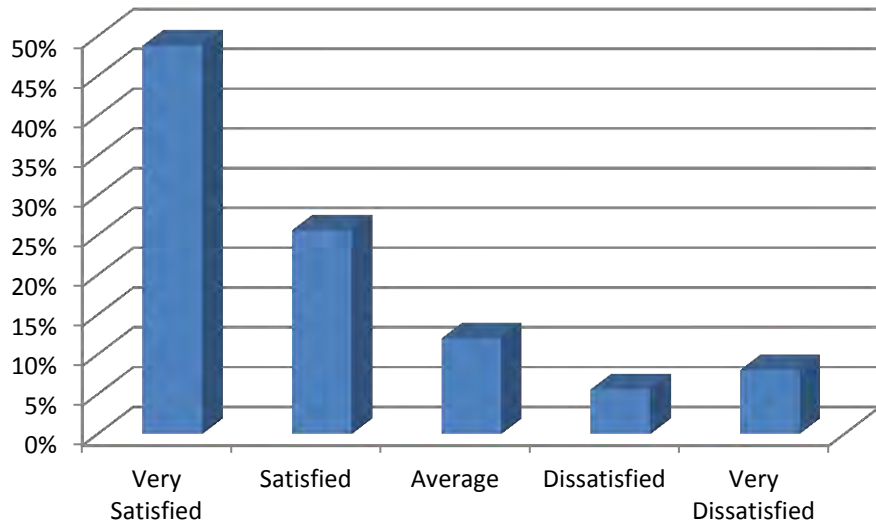


Figure 45 presents the responses to the question regarding rider satisfaction with the cleanliness of the Key West Transit buses. Over 90 percent of the respondents indicated that they were either very satisfied or satisfied with regards to bus cleanliness.

Figure 45: Rider Satisfaction with Bus Cleanliness



As shown in Figure 46, 80 percent of respondents indicated that they are either very satisfied or satisfied with the dependability of the transit service.

Figure 46: Rider Satisfaction with Key West Transit Dependability

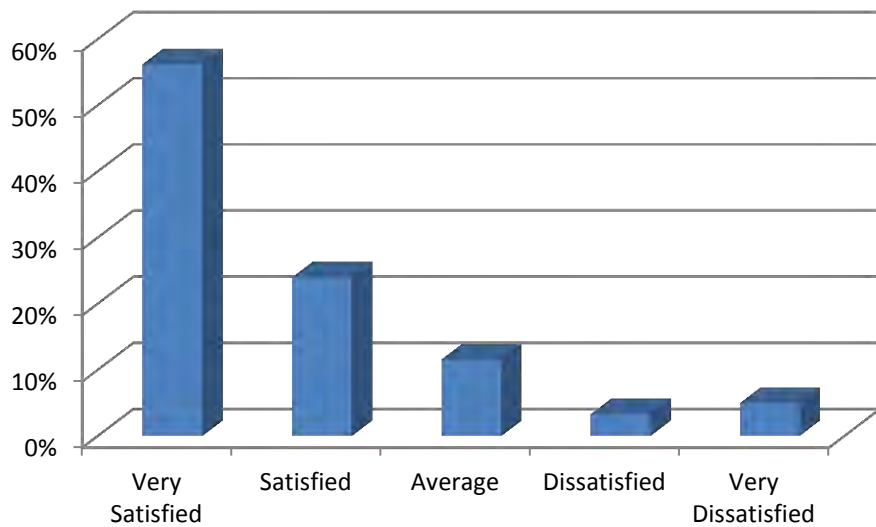
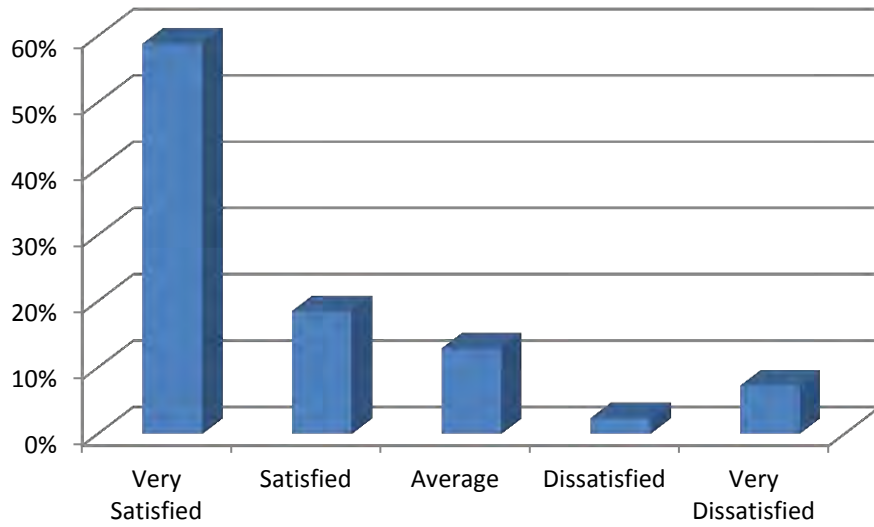


Figure 47 shows that nearly 60 percent of the respondents were very satisfied with the current fares, while only 9 percent indicated any dissatisfaction with the fares.

Figure 47: Rider Satisfaction with Fares



As shown in Figure 48, 75 percent of the respondents indicated that they are satisfied with the routes. However, Figure 49 indicates that while riders may be satisfied with the convenience of the routes, they would like to see improvement in the convenience of the schedules.

Figure 48: Rider Satisfaction with Convenience of the Routes

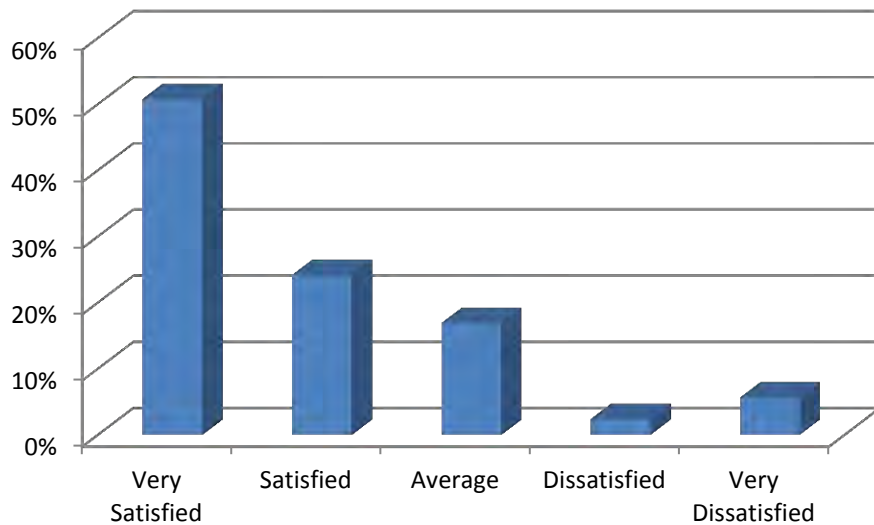


Figure 49: Rider Satisfaction with Convenience of Schedules

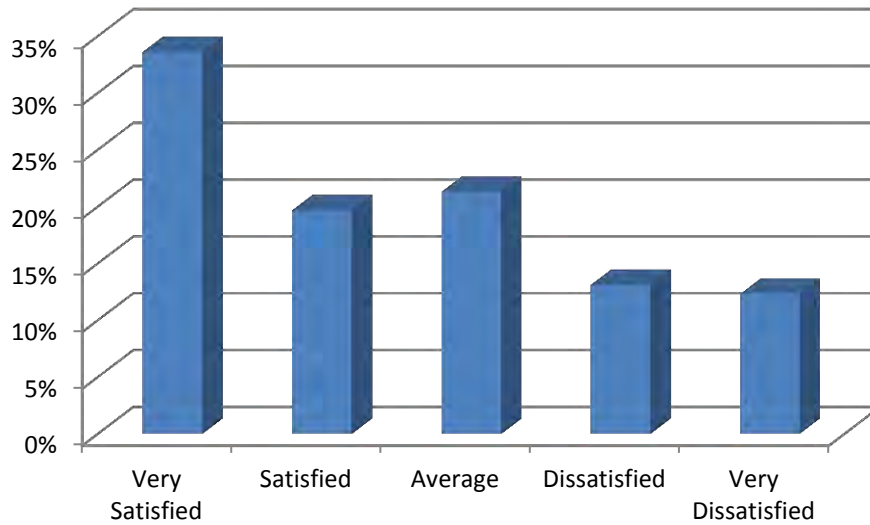
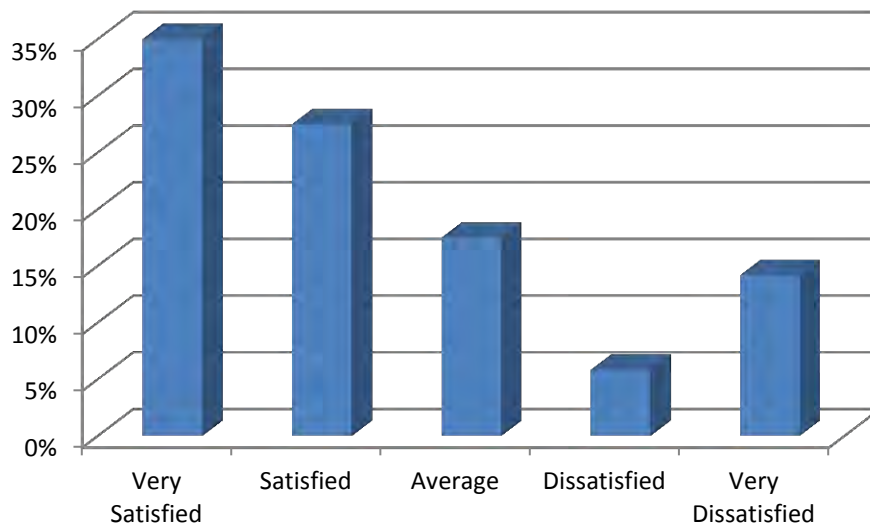


Figure 50 presents the responses to the riders' satisfaction with the cleanliness of bus shelters. This question showed the largest percentage of dissatisfaction of all of the quality ratings with 20 percent of the respondents indicating dissatisfaction with the cleanliness of shelters.

Figure 50: Satisfaction with Cleanliness of Shelters



As shown in Figure 51, only 4 percent of respondents indicated being dissatisfied with the safety on the Key West Transit buses, with the majority of respondents indicating they are very satisfied or satisfied with the level of safety.

Figure 51: Rider Satisfaction with Safety on the Bus

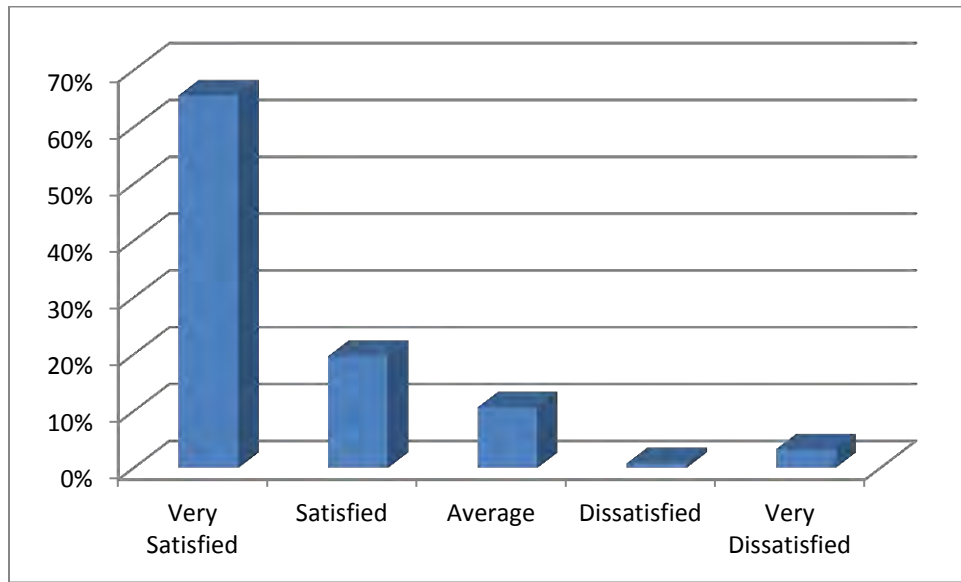
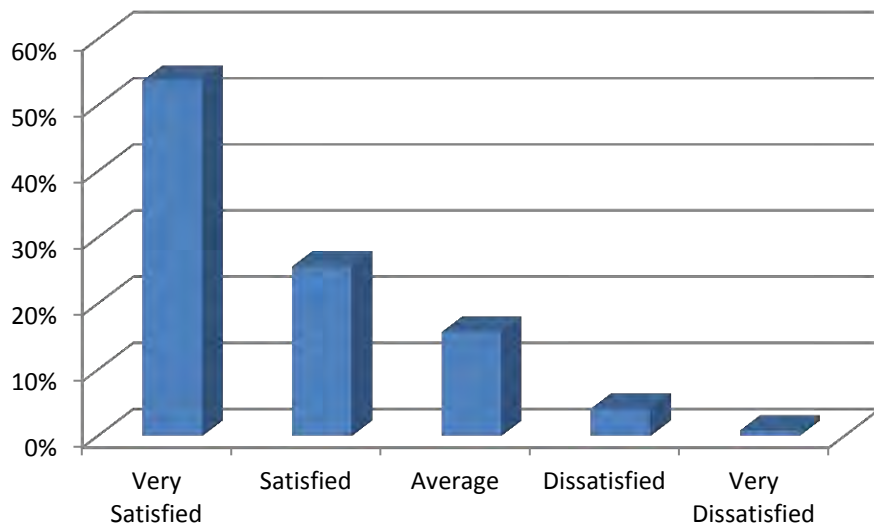


Figure 52 shows the rider satisfaction with the overall performance of the Key West Transit system. The majority of Key West Transit riders that responded to the survey expressed satisfaction with the overall performance of the transit system.

Figure 52: Rider Satisfaction with Overall Performance



On Board Survey General Conclusions

Results from the on board surveys provide insight into various aspects of the Key West Transit bus system. Conclusions drawn from the on board surveys are presented in this section.

- Bus riders are satisfied with Key West Transit's service, with 95 percent of riders indicating average satisfaction or above average satisfaction with the current service.
- A very large share of Key West Transit trips are work trips, with 34 percent of the respondents indicating work as their final destination.
- Bus riders are primarily regular patrons of the service, with 72 percent of the respondents surveyed using the service five or more days a week and 78 percent of respondents surveyed have been using the service longer than 6 months.
- The majority of Key West Transit patrons access the bus by walking.
- The average Key West Transit Rider is a white male between the age of 50 and 64, with an average household income of less than \$15,000.

Section 5: Review of Plans, Studies, and Policies

This section presents a review of transit-related policies and plans at the local, regional, and federal levels of government. Various transportation planning and programming documents are summarized, with an emphasis on issues that may have implications for public transit in the City of Key West.

The following local, regional, and federal plans and studies were reviewed to understand current transit policies and plans with potential implications for the City of Key West:

Local Plans

Comprehensive Plans

- City of Key West Comprehensive Plan 2013
- City of Marathon Comprehensive Plan 2013
- Monroe County Comprehensive Plan

Transit Plans

- City of Key West TDP Major Update 2010-2019
- Monroe County 2013-2014 Transportation Disadvantaged Service Plan (TDSP)

Regional Plans

- Miami-Dade 2012–2021 TDP
- Miami-Dade 2035 Long Range Transportation Plan (LRTP)

State Plans

- Florida Transportation Plan: Horizon 2060
- Strategic Regional Policy Plan for South Florida - 2004
- State of Florida Transportation Disadvantaged Five-Year/Twenty-Year Plan
- Florida's Strategic Intermodal System Strategic Plan
- Transportation Disadvantaged Memorandum of Agreement

Federal Plans

- Moving Ahead for Progress in the 21st Century Act (MAP-21)
- Title VI and Environmental Justice

Summary of Plans and Studies Review

Key West's transportation system is influenced by many agencies and governmental jurisdictions. When reviewing and comparing the plans and programs of these agencies and jurisdictions, a shared vision is revealed. Increased mobility to ensure residents' quality of life is expected and desired by the region's businesses and residents. Strategies to maintain and improve mobility can be achieved by creating an efficient, effective, and balanced intermodal and multimodal transportation system. The shared vision can be initiated and achieved only by coordinating the multitude of plans, programs, and policies in the region.

Key West must effectively operate in the local planning, financial, and policy environment to expand its transit service opportunities locally and regionally. Table 25 presents summary information and discusses the overarching goals of these plans. Appendix D contains a detailed summary of each the plans reviewed as part of this 10-year Transit Development Plan.

Table 25: Key West Plans and Studies Review Summary

| Plan | Agency | Year | Goals/Findings |
|---|---------------------------------------|------|--|
| City of Key West Comprehensive Plan | City of Key West | 2013 | Plan for a safe, convenient, and efficient motorized and non-motorized transportation system to include a systematic approach to capital planning which shall be available for existing and anticipated future users of the system. |
| City of Marathon Comprehensive Plan | City of Marathon | 2013 | The purpose of the Transportation Element is to plan for a multi-modal transportation system that places an emphasis on transportation circulation. |
| Monroe County Comprehensive Plan | Monroe County | 2010 | Monroe County shall support the development of a coordinated surface transportation system for residents, visitors and transportation disadvantaged people within Monroe County in coordination with the City of Key West Department of Transportation (KWDOT) and Miami-Dade Transit (MDT). |
| Key West 2010–2019 TDP | Key West Department of Transportation | 2010 | To provide a safe and reliable public transportation service that is efficient, effective, and environmentally safe. |
| Monroe County TDSP | Monroe County | 2014 | 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. |
| Miami-Dade Transit Development Plan | Miami-Dade County | 2013 | Address long-term transportation needs of Miami-Dade County and the region. |
| Miami-Dade 2035 Long Range Transportation Plan (LRTP) | Miami-Dade County | 2013 | The emphases of this plan are the inclusion of projects that improve the operation of the existing system in Miami-Dade county. |

| Plan | Agency | Year | Goals/Findings |
|--|---|------|--|
| Florida Transportation Plan: Horizon 2060 | FDOT | 2010 | Make Florida's economy more competitive, communities more livable, and the environment more sustainable for future generations. |
| Strategic Regional Policy Plan for South Florida | South Florida Regional Planning Council | 2004 | The South Florida Regional Planning Council (SFRPC) addresses critical issues for the South Florida Region. |
| State of Florida Transportation Disadvantaged Five-Year/Twenty-Year Plan | Florida Commission for the Transportation Disadvantaged (CTD) | 2005 | Develop and field-test a model community transportation system for persons who are transportation disadvantaged; create a strategy for the Florida CTD to support the development of a universal transportation system. |
| Florida's Strategic Intermodal System Strategic Plan | FDOT | 2010 | Strategies for improving mobility, increasing intermodal connectivity, and supporting economic development. |
| Transportation Disadvantaged Memorandum of Agreement | Florida CTD | 2012 | Determine requirements for Community Transportation Coordinators (CTCs). |
| MAP-21 | Federal Transit Administration (FTA)/USDOT | 2012 | Create streamlined, performance-based, multimodal program to address many challenges facing U.S. transportation systems, including improving safety, maintaining infrastructure, reducing traffic congestion, improving system efficiency and freight movement, protecting environment, reducing delays in project delivery. |
| Title VI and Environmental Justice (EJ) | FTA/USDOT | 2012 | Assist recipients in integrating EJ principles in transit decision-making processes; prohibit discrimination on the basis of race, color, or national origin in programs and activities receiving federal financial assistance. |

Section 6: Situation Appraisal

The TDP Rule requires that TDP major updates include a situation appraisal of the environment in which the transit agency operates. This appraisal documents factors that will help KWT better understand its local environment and the critical issues that could impact its programs over the next decade in the context of the following elements:

- Regional transportation issues
- Socioeconomic trends
- Travel behavior
- Land use
- Public involvement
- Organizational issues
- Technology
- Funding

The assessment of these elements resulted in the identification of possible implications for KWT. The assessment and resulting implications are drawn from the following sources:

- Review of relevant plans, studies, and programs prepared at all levels of government
- Results of technical evaluations performed as part of the transit development planning process
- Outcomes of discussions with KWT staff
- Input gathered through public involvement activities

Issues, trends, and implications are summarized for each of the major elements in the remainder of this section.

Regional Transportation Issues

This section discusses regional transit issues that are of critical importance to KWT.

Workforce Commute and Affordable Housing

Based on the analysis of the 2011 LEHD data, 39 percent of Key West's labor force commute outside of the city for employment and 49 percent of Key West's workers commute into the City of Key West for employment. Public input during the outreach activities also indicated that the city's workforce living in the lower keys and up to Florida City use the Lower Keys Shuttle to access employment opportunities in the City of Key West and is reliant on KWT and often the MDT connection to access employment.

The majority of stakeholders commented that the City of Key West has an affordable housing crisis and there is a need for housing that accommodates service industry workers and transportation for those workers that travel to Key West from the lower and upper keys. Data provided by the City of Key West Chamber of Commerce indicates that the median value of an owner occupied housing unit in Key West was \$432,600 in 2012, with a median monthly mortgage of \$2,584. The median monthly housing cost of a renter occupied unit was \$1,409 in 2012. This data is based on the 2008-2012 ACS Five-Year estimates.

- *Implication* - With nearly 50 percent of the city's workers commuting into Key West for employment, coupled with a lack of affordable housing and built out environment, providing transportation services that accommodate the work schedules of the city's service industry workers will continue to be a need. KWT continues to coordinate with MDT to improve the existing connections for users of the Lower Keys Shuttle. In the future, further discussions and coordination may need to occur between KWT, Monroe County, MDT and other cities in the lower keys for the provision of expanded regional transit services for workers, residents, and tourists. Communication with FDOT may also be an option for exploring potential intercity bus service along the Overseas Highway.

Due to funding constraints, the city has eliminated service in recent years which required KWT to be strategic in its routing and use of resources. Therefore, providing additional regional service to meet the needs of the labor force residing outside of the City of Key West will have funding implications that need careful consideration, both including operating and capital needs. Further comprehensive operational analysis of the existing route structure should be evaluated to determine any efficiency improvements that may result in additional resources that could be used to increase service on the Lower Keys Shuttle. Also, partnerships with other funding partners will play an integral part in improving and providing any additional regional transit services.

Evacuation Route



The City of Key West has only one road on and off the island that serves as the city's evacuation route. In the event of an emergency, KWDoT buses and school buses will be used to transport hospital patients, nursing home residents, and others to shelters. Other evacuation responsibilities of the KWDoT include, identifying local public and private transportation resources and coordinating their use in emergencies, deploying transportation equipment to support emergency

operations, establishing and maintaining a reserve pool of drivers, maintenance personnel, parts, and tools, and maintaining records on use of transportation equipment and personnel for purpose of possible reimbursement.

- *Implications* – Having a fleet that is past its useful life and experiencing mechanical failures is problematic not only for passengers using the system to access daily activities, but also in the event of a hurricane or other emergency situation that will require KWDoT to use its fleet, equipment, and resources for evacuation of the island.

Regional Fares Payment

The current fare on KWT Lower Keys Shuttle (Pink and Lime routes) is \$4 each way and the MDT Dade-Monroe Express Route 301 is \$2.65 each way or \$5.65 for a day pass; therefore, passengers transferring between the two systems to access both their origin and destination may pay more than \$13 per day.

However, discount fares are available on both systems for qualifying passengers. During the public outreach process, comments were received endorsing the need for consistent fares among the two systems and the implementation of a regional fare payment card that could be used to board both transit systems and eliminate the need for separate fare media.

- *Implications* – Having two separate fares and fare media, require passengers to use multiple methods of payment when traveling from Key West beyond Marathon. In addition, public comments indicated that passengers are confused by the different fares and why it cost less to travel from Marathon to Miami than shorter distances in the lower keys. When completing any fare analysis in the future, consideration should be given to the fare structure and regional fare payment options.

Transportation Planning Process

KWT is a rural transit system and does not operate in coordination with a metropolitan planning organization (MPO) as the transportation policy-making organization. The MPO is usually relied upon to ensure that existing and future expenditures for transportation projects and programs are based on a continuing, cooperative, and comprehensive (3-C) planning process. Without an MPO, KWT is unique and relies on FDOT for transportation planning functions.

- *Implications* – The operating conditions for KWDOT are unique in many ways. Finding similar peer systems for comparison purposes can be challenging. Also, KWDOT will have to remain proactive in the overall regional planning process to ensure that transit is an important element included in future projects and programs.

Socioeconomic Trends

To better assess the impact of the growth in population on public transportation needs, it is important to understand the trends and markets that could be impacted or may benefit from public transportation services.

- The 2010 US Census data compared to 2012 ACS data indicates a decrease in the city's population of approximately 2.4 percent over the period. The Florida Statistical Abstract, prepared by the Bureau of Economics and Business Research (BEBR) at the University of Florida, indicates a Monroe County population projection of 73,300 in 2015, 72,800 in 2020, and 71,700 in 2030, with an overall decreasing trend for the county similar to the City of Key West.
- The higher population densities in the City of Key West are in the southwest portion near Duval Street and South Street and just east of Kennedy Drive near Northside Drive.
- Existing employment in the City of Key West is densest along Duval Street between Fleming Street and Truman Avenue, along White Street, and east of Kennedy Drive just south of Northside Drive. Similar to the population trends, the number of employees has decreased from 15,270 in 2010 to 15,007 in 2012, a nearly 2 percent decrease.

The market assessments presented in Section 7, including the traditional and discretionary market assessments, indicate that the Historic District and a portion of New Town east of Kennedy Drive are

considered transit supportive today in terms of the discretionary market and both areas are currently being served by KWT. The traditional market assessment indicates that portions of New Town west of Kennedy Drive to 7th Avenue, Dredgers Key, and Stock Island are transit supportive today in terms of the traditional market. While most of the areas identified in the market assessment are currently served by the transit system, Dredgers Key and south Stock Island do not currently have transit service available.

- *Implications* – The decrease in the city’s population and number of employees may also be an indicator of the affordable housing issue facing the City of Key West. Key West Transit should continue to target its base ridership, which consists of traditional bus users, while at the same time make efforts to gain discretionary riders through additional marketing and outreach programs.

Cruise Ship Passengers and Tourism

While the City of Key West’s population is showing a decreasing trend, the Chamber of Commerce estimates that an additional 2,668,892 people visited Key West in 2013, with 1,588,845 of those being overnight visitors and the remainder were day trippers and cruise ship passengers.

- *Implication* – The significant daily increase in the population within the City of Key West, creates an operating environment with transportation needs for visitors and the workforce for service industry jobs that provide services to cruise ship passengers, day trippers, overnight visitors, etc. The additional population in the area that may choose to travel through various private vehicle types (bike, moped, car), or through walking that are not familiar with the travel environment can increase accident and incident levels. Having adequate and convenient public transit service can reduce the potential for incidents.

Homelessness

Due to aggressive behavior and homeless persons sleeping at the bus stop shelter located on Sombrero Beach along the Lower Keys Shuttle route as reported by local periodicals, an agreement has been established to remove the benches and bus shelters at the stop.

- *Implication* – The regular users of the Lower Keys route will not have access to benches and shelters. Many transit users along this route use the bus to access employment and often have long commutes and wait times. New shelter and bench designs that do not allow for sleeping and are in compliance with Crime Prevention Through Environmental Design should be explored as a replacement option in lieu of completely removing the passenger amenities. Also placing shelters and benches in locations that discourage loiters, such as in front of police substations and headquarters can also discourage use by non-system users.

Travel Behavior

The analysis of trends in travel behavior for the City of Key West indicates the following:

- Travel times for commuters in the City of Key West on average have increased over time, with a greater percentage of people traveling for more than 30 minutes in 2012 compared to 2000.

- Since 2000, driving alone and carpooling as a means of transportation to work have decreased, while using public transit, bicycling, and using taxis, motorcycles or other means of transportation has increased.
- A special Trends and Conditions report completed by FDOT in October 2013 concluded that Miami-Dade, with a 5.9 percent transit mode share, was the only county with a transit mode share that exceeded the national average of 5 percent. However, Monroe County ranked 3rd among the counties with a transit mode share of 3.6 percent. According to the 2012 ACS, 2.6 percent of individuals in the City of Key West indicated using public transportation as a means of transportation to work which exceeded the Florida average of 2.2 percent.
- *Implications* – The built environment, parking issues, and lack of affordable housing, may have resulted in people traveling further distances to access employment opportunities. Based on the FDOT report, the City of Key West and Monroe County have an above average transit mode share; therefore, with increased marketing efforts and efficiency improvements there may be opportunities to increase ridership on the transit system.

Bike Share Program

The City of Key West has a high mode share for bicycle use with many people commenting during a recent survey that they do not use transit because they ride bicycles instead. Public comments also indicated that passengers would like bike racks on the Lower Keys shuttles, bike lockers at the bus stops, and bike share programs. When the bike racks on the city routes are full, passengers are unable to bring their bike on the trip and sometimes do not feel comfortable leaving the bicycle at the bus stop, even when secured. A bike share program could provide options for people who need to use bicycles for the first and last mile of their trip but do not want to or are unable to travel with the bike.



Through the bike sharing programs, individuals register for membership, find and reserve a bike using the mobile app or the bike keypad, reserve the bike and enter the four digit PIN code on the key pad, and after using the bike return it to one of the hub locations.

- *Implementation* – A bike share program should be considered to increase the availability of alternative transportation modes in the City of Key West. To lessen the impacts to any private vendors, the program may be managed by the City of Key West Sustainability Coordinator and bid out for selection of a private entity that is interested in operating the program.

Land Use

One important factor that impacts transit is land use patterns. Higher-density and mixed-use development is more supportive of traditional transit service than lower-density and single-use development. The City of Key West is built out with little land for development; therefore, future developments will be infill type development and will require coordination with the HARC and other

committees. The City of Key West has encouraged the inclusion of transit in the new Truman Waterfront Park design including locations for transit boarding and alighting. In addition, during the stakeholder interview process, all of the stakeholders indicated that they were supportive of Land Development Codes and policies that require coordination of and funding for transit services that connect to and support land uses that promote transit oriented developments within the community.

- **Implementation** – The existing land uses patterns in the Old Town area and portions of New Town have densities that are supportive of transit. With local leaders being supportive of Land Development Codes and policies that require coordination with transit, there is an opportunity to continue transit oriented development patterns in the areas outside of the Historic District.

Parking Supply

As a result of the city's historic character with higher densities, mixed-uses, and infill development/redevelopment and the significant number of annual visitors, the need for adequate parking continues to be an issue that was mentioned during most of the public outreach activities. The city also approved an ordinance to invoke the zoning in progress doctrine to amend the Land Development Regulations as needed to reduce the need for parking variances. The city has received an increase in the number of requests for variances to the city's off-street parking requirements as a result of new development and/or redevelopment in the Old Town historic district. Changes to uses with higher parking requirements trigger an increase in the minimum off-street parking requirements where there is often already inadequate parking to provide on-site parking.

- **Implication** – The current parking issue provides an opportunity for coordination with KWT to increase public transit services for residents, tourists, and commuters. Also, an opportunity to develop Land Development Regulations to ensure that transit-oriented developments are encouraged and coordinated with KWT. Increased parking regulation and higher parking fees for non-residents could also be an option to help fund increased transit service throughout the city and encourage more park and ride activities.

Historic Architectural Review Commission

Key West has implemented design guidelines in the City of Key West historic district to preserve and protect the architectural and unique characteristics of the historic neighborhoods. The guidelines are designed to assist property owners, architects, developers, and the Historic Architectural Review Commission (HARC) in making appropriate decisions concerning renovation methods and materials in Key West's historic districts. HARC approval must be secured on new construction, alterations to streets, sidewalks, or street furnishings, installation of signs, awnings, benches, or lighting, among other alterations and additions.

- **Implications** – Installation of new shelters, benches, and other transit amenities will require additional approval and review through the HARC process in addition to the standard design and engineering process. KWT will need to give additional consideration to the design of any new shelters and benches installed in the downtown to ensure that design is consistent with the existing architectural characteristics of the neighborhoods. During the public outreach process,

comments were received that there is a need for benches and shelters within the historic neighborhoods to provide a location for seniors and disabled persons to rest and get shelter from harsh weather conditions.

Organizational

The City of Key West is undergoing a compensation study to review the different salary grades within the city departments. Operators on the Lower Keys route are considered contract employees, while the operators on the city routes are considered city employees. Therefore, the two groups of operators receive different levels of pay and benefits.

- *Implications* - To ensure that the KWDOT keeps pace with industry standards for job classifications and pay grades, an evaluation should be completed to review current pay grades and whether or not all operators should be brought on as in-house transit department employees or outsourced. One driver classification could reduce any concerns regarding pay and benefits. Additionally, staff classifications may impact the number and degree of upper management and administrative positions necessary to adequately support operations.



Technology

KWDOT technology includes Synchromatics software that allows passengers to track the real-time location of the buses. The City of Key West has been proactive in procuring technologies to improve the passenger experience by getting information out to the passengers. The existing fareboxes sometimes experience technical failures, but overall the transit system is operating with more advanced technologies than larger-sized transit agencies.

Transit agencies are increasingly opting to use alternative fuel vehicles. During the public outreach process, stakeholders mentioned visions for a greener, more environmentally-friendly Key West. Other discussions occurred throughout the TDP development process regarding upgrading the KWT fleet to be more fuel-efficient.

- *Implications* – Future bus procurements should include new farebox technologies and other technologies currently in use, including APCs. Since the technology is already in place, KWDOT should consider increasing the marketing of those amenities to potentially attract choice riders that may feel more comfortable using the system if they know that the real-time bus locations may be tracked using smartphones, personal computers, or by calling or texting. Choice riders may also be attracted to use the transit system for sustainability purposes, if the fleet were transitioned to alternative fuel vehicles. KWT has recently purchased four new buses, including three clean Low Sulfur Diesel buses and one Hybrid Diesel Electric bus.

Service and Operational Trends

A review of the service and operational trends and implications are included in this section.

New Transportation Facility

KWDoT began construction on a new, fully-functional public transportation facility. The new facility will house up to 35 full-time employees including administration, operations, and maintenance activities. The engineering construction cost estimate is \$7.2 million which is 100 percent funded by FTA and FDOT transportation grant awards. The new facility will be located at 5701 College Road, Stock Island, Florida.

- **Implications** – KWDoT will need to review the existing route structure and make modifications based on the location of the new facility in an effort to minimize deadhead and create efficiencies. Consideration should also be given to the operation of new routes that will operate using trams and how the vehicles will be stored since the new transportation facility may not have adequate storage for trams and will require the establishment of a satellite garage for storage and maintenance.

Vehicle Replacement Needs

The existing KWDoT fleet is in need of replacement with 78 percent of the vehicles beyond their useful life according to the Federal Transit Administration (FTA) standards. KWDoT has ordered four new replacement buses; however, these vehicles will be replacing vehicles that are currently out of service. The highest ranking complaint and need during the public outreach process was the need for new buses to assist with improving the reliability of the system and reducing the number of vehicle breakdowns. Passengers complained about the shocks on the vehicles and experiencing uncomfortable conditions during their trips based on the quality of the vehicles. In addition, major vehicle repairs require the buses to be towed to the mainland for costly repairs.



- **Implications** – With only four of the 18 vehicles being replaced and the other vehicles experiencing a number of breakdowns, KWDoT may need to replace additional vehicles in the aging fleet in coming years rather than phasing the vehicle replacement plan out over the 10-year planning period. In addition, KWDoT should begin to follow a vehicle replacement program to ensure that in the future the entire fleet does not reach its useful life at the same time. The vehicle replacement in this TDP is phased to ensure vehicles do not reach their useful life at the same time and also to ensure funding availability to make the capital purchases.

Fare Structure

The existing KWDoT fare structure does not include a one day pass requiring passengers that choose to use the system for less than seven days to pay the one-way fare each time they use the system. With the implementation of a day pass, KWDoT may be able to increase ridership by attracting visitors and

day trippers with the benefit of having unlimited access to the fixed-route system for one fare rather than having to pay each time they board the bus. The pass may also add value for the city's workers that use the system, but do not require a seven day pass based on their schedules.

- *Implications* – A future fare analysis should include an assessment of transfer usage, ridership, and the benefit associated with introducing new fare media that eliminates the need to pay a fare each time passengers boards the buses. A new transfer policy may need to be established based on the outcome of the analysis. Various new pass types may also be an outcome of the fare analysis including 3- and 5-day passes.

Funding

Additional funding will be required to implement any of the additional services or capital projects identified in the 2024 Needs Plan that was developed through public input and technical analysis. At the current funding levels, services beyond the existing transit network cannot be funded or maintained requiring KWDOT to be creative in its service planning efforts. KWDOT is in need of a dedicated funding source. As such, during the stakeholder interview process, stakeholders were asked questions relating to funding and their support of various sources over the ten-year timeframe. Of the options discussed, local tax options including sales tax and bed tax were found to be more favorable than other options.

Implications – The implementation of a bed tax for transit could help to improve the existing transit system at levels that may encourage additional hotel guests to use the service in lieu of rental cars or hotel transportation. With improved transit service, the hotels may rely on the public transportation system to provide efficient transportation services to hotel guests resulting in the hotels eliminating transportation service and reducing emissions on the island. While a reduction in hotel transportation services may result in job elimination for service industry workers, with a growing public transit system additional jobs would be created on the public transit service side.

Section 7: Transit Demand and Mobility Needs

Transit demand and mobility needs were assessed for the study area using various analytical techniques. Two market assessment tools and ridership forecasting software were used to assess demand for public transportation services. This section includes the results of that demand analysis. When combined with the public involvement feedback presented in Section 4, the demand assessment yields the building blocks for a transit services Needs Plan for the county.

MARKET ASSESSMENT

The transit market assessment for the City of Key West includes an evaluation from two different perspectives: the discretionary market and the traditional market. Analysis tools used to conduct each market analysis were a Density Threshold Assessment (DTA) and a Transit Orientation Index (TOI). These tools were used to determine whether existing transit routes are serving areas of the city considered to be transit-supportive for the corresponding transit market. The transit markets and the corresponding market assessment tool used to measure each are described in detail below.

- **Discretionary Market – Density Threshold Assessment (DTA)**

The discretionary market refers to potential riders living in higher density areas of the city that may choose to use transit as a commuting or transportation alternative. A DTA was conducted based on industry standard relationships to identify those areas of Key West that will experience transit-supportive residential and commercial density levels in 2024

Three levels of density thresholds were developed to indicate whether or not an area contains sufficient densities to sustain efficient fixed route transit operations. The levels include:

- **Minimum** – Reflects minimum population or employment densities to consider basic fixed-route transit services (i.e., fixed route bus services).
- **High** – Reflects high population or employment densities that may be able to support higher levels of transit investment than areas that meet only the minimum density threshold (i.e., increased frequencies, express bus).
- **Very High** – Reflects very high population or employment densities that may be able to support higher levels of transit investment than areas that meet the minimum or high density thresholds (i.e., premium transit services, etc.).

Table 26 presents the density thresholds for each of the noted categories.

Table 26: Transit Density Threshold

| Transit Mode | Population Density Threshold | Employment Density Threshold |
|--------------|------------------------------|------------------------------|
| Minimum | 4.5 - 5 dwelling units/acre | 4 employees/acre |
| High | 6 - 7 dwelling units/acre | 5 - 6 employees/acre |
| Very High | >=8 dwelling units/acre | >=7 employees/acre |

¹ TRB, National Research Council, TCRP Report 16, Volume 1 (1996), "Transit Land Use Form," November 2002, MTC Resolution 3434 TOD Policy for Regional Transit Expansion Projects.

² Based on a review of research on the relationship between transit technology and employment densities.

- **Traditional Market – Transit Orientation Index (TOI)**

The traditional transit market refers to population segments that historically have a higher propensity to use transit and/or are dependent on public transit for their transportation needs. Traditional transit users include the older adult, youth, and households that are low income and/or have no vehicles.

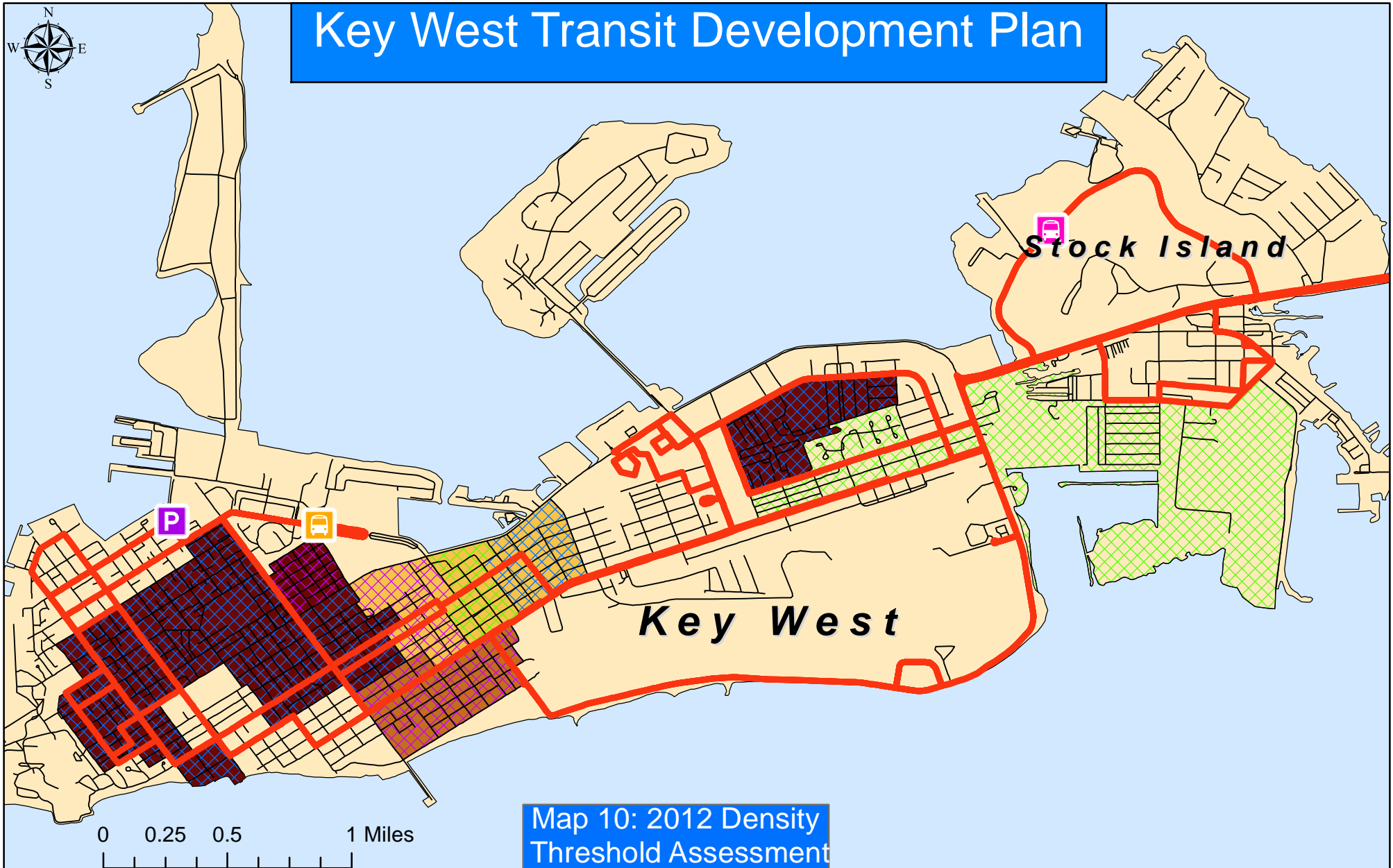
A TOI assists in identifying areas of the city where a traditional transit market exists. To create the TOI, 2012 ACS demographic data estimates were compiled at the block group level and categorized according to each block group's relative ability to support transit based on the prevalence of specific demographic characteristics. For this analysis, four population and demographic characteristics were used to develop the TOI. Each characteristic traditionally is associated with the propensity to use transit. The four characteristics that were used to produce the index include the following:

- Population density (persons per square mile)
- Proportion of the population age 65 and over (older adults)
- Proportion of the population under the age of 16 (youths)
- Proportion of the population below the poverty level.

ACS data does not include zero-vehicle households. As a substitute, the number of households with annual income below \$10,000 was used assuming that households earning below \$10,000 cannot afford vehicles or the expenses related to vehicle ownership. The block groups are rated as, "Very High," "High," "Medium," or "Low" in their respective levels of transit orientation, where "Very High" reflects a very high transit orientation, or in other words a high proportion of transit dependent populations.







Maps 10 through 12 show the 2012 and 2024 DTA, and the 2012 TOI, respectively. The maps also include the existing KWT service network to show how well the existing network covers areas of the city that are considered transit supportive for both market assessments.

Key West Transit Development Plan



Density Threshold Assessment

Dwelling Units/Acre Employees/Acre

| | |
|--|---|
|  4.50 - 6.00 |  4.00 - 4.99 |
|  6.01 - 7.99 |  5.00 - 6.99 |
|  more than 8 |  more than 7 |



Key West Park and Ride



New Transit Facility



Existing DOT

 Key West Bus Routes

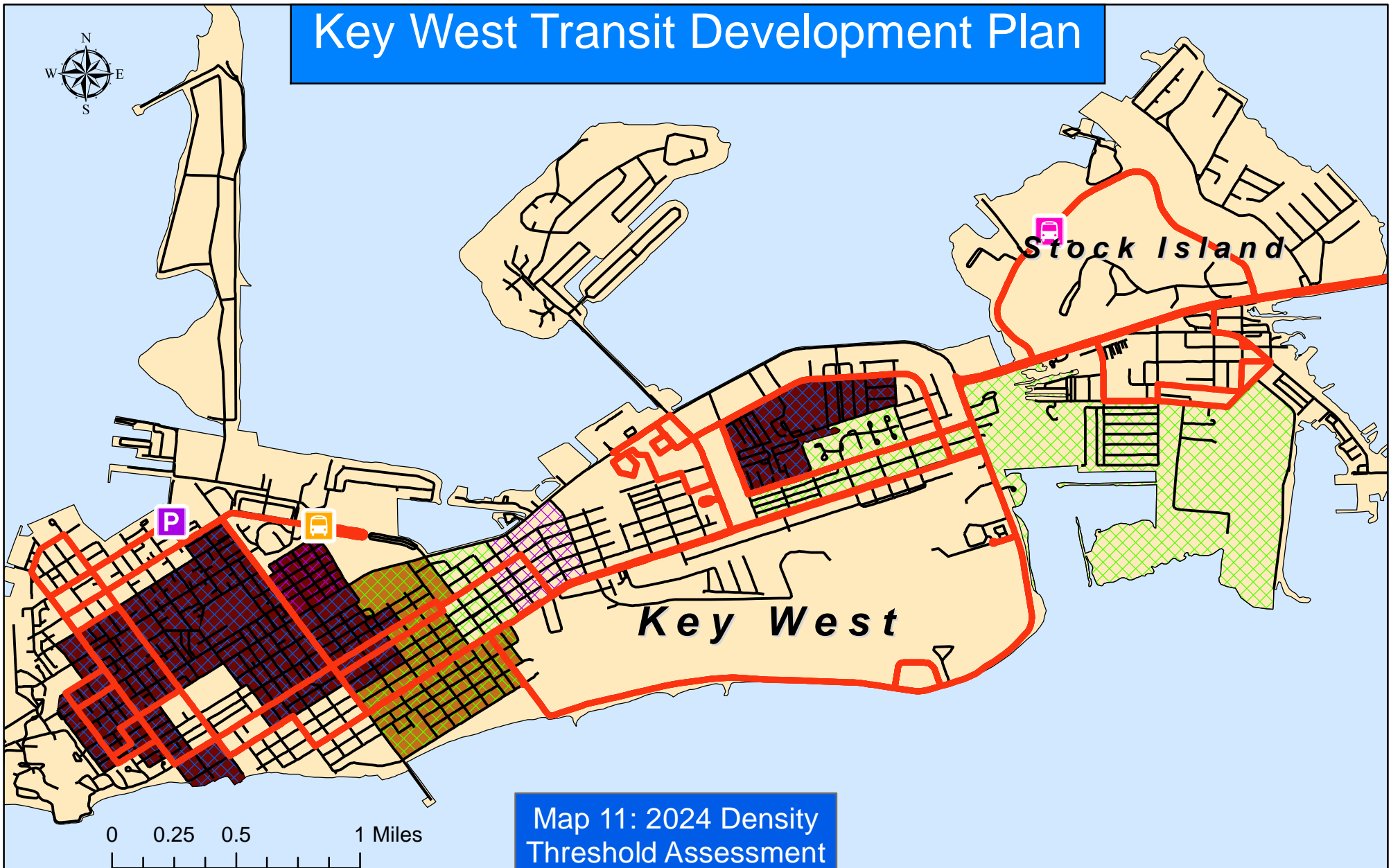
 KeyWestRoads

 City Limits



Source: City of Key West, Monroe County, 2012 American Community Survey

Key West Transit Development Plan



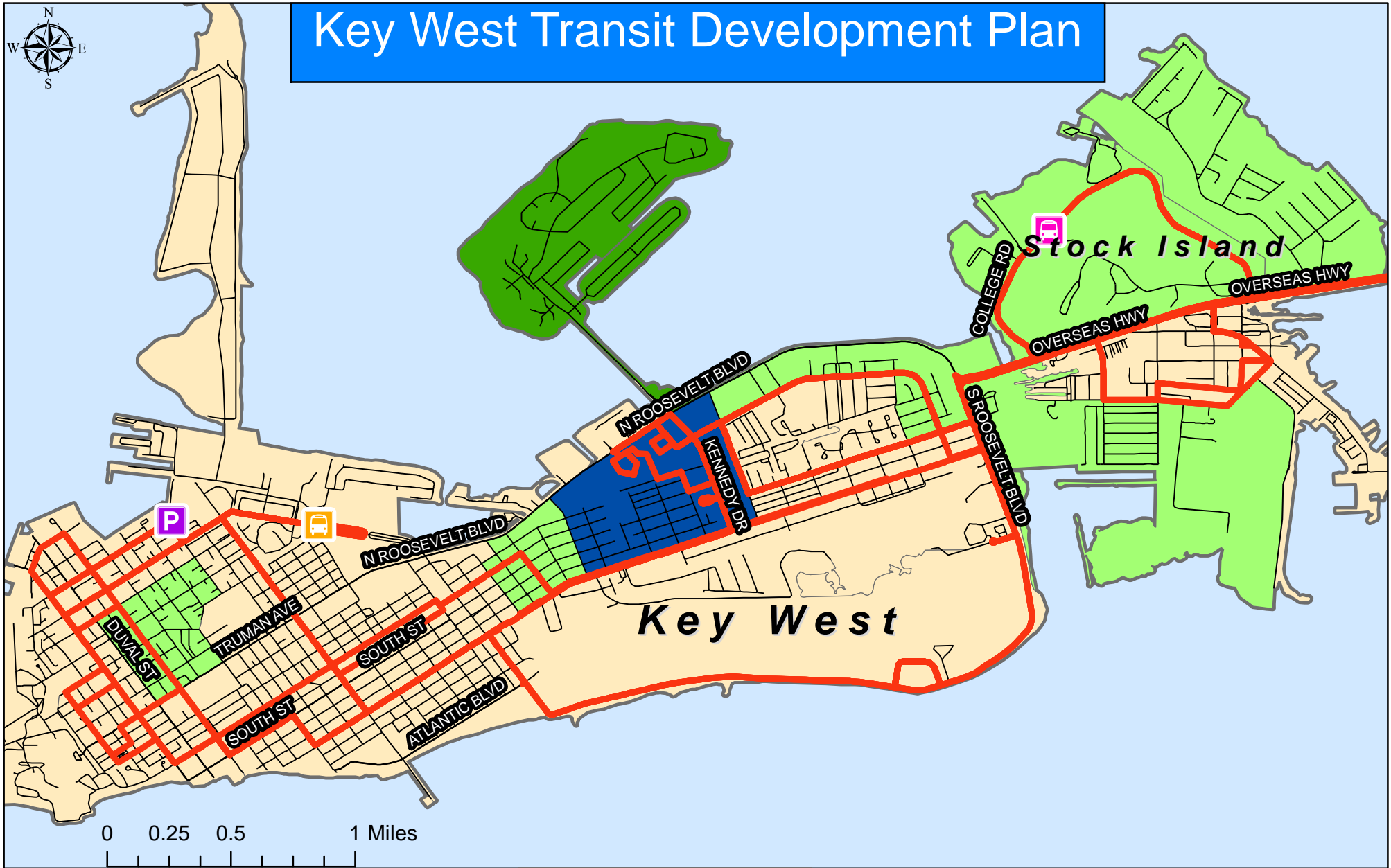
Density Threshold Assessment (2024)

| Dwelling Units/Acre | Employees/Acre | | |
|---------------------|----------------|------------------------|---------------------|
| minimum | minimum | Key West Park and Ride | Key West Bus Routes |
| average | average | New Transit Facility | Key West Roads |
| high | high | Existing DOT | City Limits |



Source: City of Key West, Monroe County, 2012 American Community Survey

Key West Transit Development Plan



Map 12: 2012 Transit Orientation Index

Transit Orientation Index

| | | |
|-----------|------------------------|---------------------|
| low | Key West Park and Ride | Key West Bus Routes |
| medium | New Transit Facility | Key West Roads |
| high | Existing DOT | City Limits |
| very high | | |



The 2012 TOI for the study area shows that the majority of the block groups with a very high transit orientation index are located in New Town west of 14th Street to 7th Street and the naval base on Dredgers Key has a high transit orientation. The existing Key West transit network already covers a portion of the New Town area; however there are some areas to the west without fixed-route service and there is no existing public transit service operating on Dredgers Key/Sigsbee area. In addition, Stock Island, north of Northside Drive in New Town, and portions of Old Town just east of Duval Street have a medium TOI. Most of the medium TOI areas have transit service nearby with the exception of the area in south Stock Island.

Since the Lower Keys Pink and Lime routes operate along the Overseas Highway an additional mapping analysis was completed to analyze the TOI along those routes. Some portions of Marathon show a very high TOI as well as a couple block groups with a high TOI in Marathon and Cudjoe Key. Appendix E presents the supplemental mapping analysis that was completed for the Lower Keys as well as maps to review the proportion of youths, older adults, and individuals with low-incomes within the City of Key West.

The 2012 DTA map shows that there are several transit supportive areas in Old Town south of Fleming Street to White Street on the east and Emma Street on the west, including the Bahama Village and portions south of Truman Avenue. There is also a high DTA in New Town south of Northside Drive to Duck Avenue and parts of Midtown from White Street east to Thompson Street and north of Washington Street. There is currently transit service surrounding these areas.

In 2024, the transit supportive areas shown on the 2012 DTA map continue to support transit services and there is a slight increase in the DTA shown in the Midtown area. The 2024 transit supportive block groups currently are served by transit. Based on the city's redevelopment and infill growth patterns and lack of adequate parking, the City of Key West may experience an increase in transit supportive block groups through development and redevelopment efforts.

Ridership Forecasting Analysis

Ridership forecasts were prepared using T-BEST (Transit Boarding Estimation and Simulation Tool), the FDOT-approved transit demand forecasting tool. T-BEST is a comprehensive transit analysis and ridership-forecasting model that can simulate travel demand at the individual route level. The software was designed to provide near- and mid-term forecasts of transit ridership consistent with the needs of transit operational planning and TDP development. In producing model outputs, T-BEST also considers the following factors:

- *Transit network connectivity* – the level of connectivity between routes within the bus network – the greater the connectivity between bus routes, the more efficient the bus service becomes.
- *Spatial and temporal accessibility* – service frequency and the distance between stops – the larger the physical distance between potential bus riders and bus stops, the lower the level of service utilization; similarly, less frequent service is perceived as being less reliable and utilization decreases.

- *Time-of-day variations* – accommodates peak-period travel patterns by rewarding peak service periods with greater service utilization forecasts.
- *Route competition and route complementarities* – accounts for competition between routes; routes connecting to the same destinations or anchor points or that travel on common corridors, experience decreases in service utilization; conversely, routes that are synchronized and support each other in terms of schedule and service to major destinations or transfer locations benefit from that complementary relationship.

The following section outlines the model input and assumptions, includes a description of the T-BEST Scenario performed using the model, and summarizes the ridership forecasts produced by T-BEST. For T-BEST modeling, the most recent version of the modeling software, T-BEST Version 4.1a, was used.

Model Inputs/Assumptions and Limitations

T-BEST uses various demographic and transit network data as model inputs. The inputs and the assumptions made in modeling the Key West system in T-BEST are presented below. It should be noted, however, that the model is not interactive with roadway network conditions. Therefore, ridership forecasts will not show direct sensitivity to changes in the roadway traffic conditions or speeds. Additionally, there may be limitations associated with specific route-level results regarding the interaction of direct boardings and transfers. These assumptions are driven by coefficients that are coded into the programming language of T-BEST, and cannot be adjusted by the user to account for more fine grained analysis that may be desired. The T-BEST route level ridership projections presented here are for comparative purposes only between the no-build scenario and a build scenario using alternatives identified by Key West staff.

Transit Network

The transit route network for all KWT routes was created to reflect 2014 conditions, the validation year for the model. The transit network in T-BEST required various steps to reflect the current route alignment and service characteristics in the City of Key West. Data required to update the Key West network included the following:

- Bus schedules with time points
- Operating characteristics for bus transit routes, including route type, headways, route length, days of service, service span, and fares
- Observed average daily ridership by route

Demographic Data

The demographics used as the base input for the T-BEST model were derived from the Census 2013 geography and population characteristics, 2013 InfoUSA employment data, and 2013 parcel-level land use data from the Florida Department of Revenue (DOR). Using the data inputs listed above, the model captures market demand (population, demographics, employment, and land use characteristics) within ¼-mile of each stop.

Population and Employment Growth Rates

T-BEST uses a socioeconomic data growth function to project population and employment data. Annual population growth rate and an employment growth rate were estimated based on the historical data obtained from ACS One-Year Estimate. As indicated previously, population and employment data are hard-coded into the model and cannot be modified by end-users. As applied, the growth rates do not reflect fluctuating economic conditions as experienced in real time.

T-Best Model Limitations

It has long been a desire of FDOT to have a standard modeling tool for transit demand that could be standardized across the state similar to the Florida Standard Urban Transportation Model Structure (FSUTMS) model used by MPOs in developing Long Range Transportation Plans (LRTPs). However, while T-BEST is an important tool for evaluating improvements to existing and future transit services, model outputs do not account for latent demand for transit that could yield significantly higher ridership, and, correspondingly, model outputs may over-estimate demand in isolated cases. In addition, T-BEST cannot display sensitivities to external factors such as an improved marketing and advertising program, changes in pricing service for customers, and other local conditions.

Although T-BEST provides ridership projections at the route and bus stop levels, its strength lies more in its ability to facilitate relative comparisons of ridership productivity. As a result, model outputs are not absolute ridership projections but, rather, are comparative for evaluation in actual service implementation decisions. T-BEST has generated interest from departments of transportation in other states and continues to be a work in progress that will become more useful as its capabilities are enhanced in future updates to the model. Consequently, it is important for KWDOT to integrate sound planning judgment and experience when interpreting T-BEST results.

Ridership Forecast

Using the inputs and assumptions described in this section, the T-BEST model was validated. The validation process used observed 2013 route-by-route ridership data and socioeconomic data to check for reasonableness and sensitivity within the model. Using the validated model, the 2015 and 2024 scenarios were created. The generated annual ridership forecasts reflect the estimated level of service utilization if no changes were to be made to any of the fixed-route services. Table 27 through 29 show the projected number of annual weekday, Saturday, and Sunday riders by route in 2015 and 2024 as well as average annual ridership growth rates from 2015 to 2024 derived from T-BEST.

Table 27: KWT Average Weekday Ridership and Growth Rates with No Improvements, 2015-2024*

| Route | Average Weekday Daily Ridership, 2015 | Average Weekday Daily Ridership, 2024 | Absolute Weekday Change, 2015 - 2024 | Average Weekday Growth Rate, 2015 - 2024 |
|---------------------|---------------------------------------|---------------------------------------|--------------------------------------|--|
| Blue | 245.3 | 277.6 | 32.3 | 13.2% |
| Green | 267 | 304.1 | 37.1 | 13.9% |
| Lower Keys Lime | 194.6 | 214.1 | 19.5 | 10% |
| Lower Keys Pink | 204.2 | 225.9 | 21.7 | 10.6% |
| Orange | 67.6 | 76 | 8.4 | 12.4% |
| Red | 72 | 81.1 | 9.1 | 12.6% |
| Total Routes | 1,051 | 1,179 | 128.1 | 12.2% |

*Based on T-BEST model.

Table 28: KWT Average Saturday Ridership and Growth Rates with No Improvements, 2015-2024*

| Route | Average Saturday Daily Ridership, 2015 | Average Saturday Daily Ridership, 2024 | Absolute Saturday Change, 2015 - 2024 | Average Saturday Growth Rate, 2015 - 2024 |
|---------------------|--|--|---------------------------------------|---|
| Blue | 195.8 | 214.1 | 18.3 | 9.3% |
| Green | 229.2 | 254 | 24.8 | 10.8% |
| Lower Keys Lime | 183.3 | 201.8 | 18.5 | 10.1 |
| Lower Keys Pink | 179.3 | 198.6 | 19.3 | 10.8% |
| Orange | 64.6 | 69.7 | 5.1 | 7.9% |
| Red | 56.5 | 61 | 4.5 | 8% |
| Total Routes | 909 | 999 | 90.5 | 10% |

*Based on T-BEST model.

Table 29: KWT Average Sunday Ridership and Growth Rates with No Improvements, 2015-2024*

| Route | Average Sunday Daily Ridership, 2015 | Average Sunday Daily Ridership, 2024 | Absolute Sunday Change, 2015 - 2024 | Average Sunday Growth Rate, 2015 - 2024 |
|---------------------|--------------------------------------|--------------------------------------|-------------------------------------|---|
| Blue | 224.2 | 250.1 | 25.9 | 11.6% |
| Green | 251.2 | 280.1 | 28.9 | 11.5% |
| Lower Keys Lime | 152.1 | 159.2 | 7.1 | 4.7% |
| Lower Keys Pink | 157.6 | 166.8 | 9.2 | 5.8% |
| Total Routes | 785 | 856 | 71.1 | 9.1% |

*Based on T-BEST model.

Forecast Ridership Analysis Summary

Based on the T-BEST results shown in Table 27 through 29, maintaining the status quo will result in a moderate increase in KWT ridership over the 10-year planning period. According to the projections, average weekday ridership is expected to increase by 12 percent (from 1,051 to 1,179 average daily riders) by 2024, an annual growth rate of about 1 percent. Average Saturday ridership is expected to increase by 10 percent (from 909 to 999 average daily riders) by 2024, an annual growth rate of about 1 percent. Average Sunday ridership is expected to increase by 9 percent (from 785 to 856 riders) by 2024, an annual growth rate of about 1 percent. The model results show that the most significant weekday,

Saturday, and Sunday ridership growth in the existing KWT network will occur on the Blue and Green routes and the Lower Keys Shuttle within the next 10 years.

However, for KWT to increase its market share for transit, service improvements will need to occur, and service improvements identified in this plan, other transit planning efforts, and recommendations from the public input received will need to be implemented.

Section 8: Goals, Objectives, and Initiatives

Goals and objectives are an integral part of any transportation plan because they provide the policy direction to achieve the community's vision. The goals and objectives presented in this section were prepared based on the review and assessment of existing conditions, feedback received during the public involvement process, and the review of local transportation planning documents.

KWDoT's Mission and Vision Statements

The goals and objectives are based on KWDoT's mission and vision statements.

Mission Statement

To provide a safe and reliable public transportation service that is efficient, effective, and environmentally sensitive.

Vision Statement

To operate transit services on a tropical island with unique community character in harmony with the diversity of its people and with its environment.

Goals and Objectives

Based on assessment of the KWT system, public involvement activities, and a review of the goals and objectives from the previous KWDoT TDP, the goals and objectives for the 10-year planning horizon are presented in this section. The goals are not provided in priority order, as accomplishing each goal is the desire of KWT. At the end of this section, a checklist is provided to assist KWDoT in monitoring its progress on achieving each goal. The checklist is also a reminder that this is an ongoing process, and this plan should be used to guide ongoing operations and policies.

Goal 1: Provide Effective, Efficient, Safe, and Convenient Service.

Objective 1.1: Increase Frequencies on Fixed-Route System.

Strategy 1.1.1: Review schedules to determine where routing and efficiency improvements can be made.

Strategy 1.1.2: Enhance interlining opportunities.

Strategy 1.1.3: Add More Buses in Daily Service.

Objective 1.2: Establish Operational/Seasonal Schedules.

Strategy 1.2.1: Work with Chamber of Commerce to determine peak and off-peak times and include additional service options to address the peak.

Objective 1.3: Encourage Training Opportunities for Transit Fleet Maintenance Employees.

Strategy 1.3.1: Conduct monthly webinars for staff.

Strategy 1.3.2: Strive to include one training opportunity per year for staff in the budget.

Goal 2: Sustain and Enhance Capital Program.

Objective 2.1: Bus Replacement Program.

Strategy 2.1.1: Develop replacement bus schedule that allows purchase of a minimum of two vehicles per year, as funding allows.

Objective 2.2: New Administrative and Operations Facility.

Strategy 2.2.1: Continue engineering and construction work on new administrative and maintenance facility on College Road.

Objective 2.3: Passenger Amenities Program (PAP).

Strategy 2.3.1: Continue to identify capital funding and contract with the existing private provider to add one shelter and replace one shelter per year as appropriate for the number of stop locations to achieve at least 50 percent coverage.

Goal 3: Enhance Regional Coordination.

Objective 3.1: Coordinate with the Monroe County and City of Key West Planning Departments.

Strategy 3.1.1: Provide proposed policies and/or comments on policies for incorporation by the Planning Department's into the Comprehensive Plans and Land Development Codes.

Strategy 3.1.2: Hold at least one meeting per year with local officials of all jurisdictions within Monroe County and the County Commissioners to discuss transit needs, benefits, and future direction.

Strategy 3.1.3: Establish annual meeting with Miami-Dade Transit to review service connectivity is maintained.

Objective 3.2: Promote Additional Commuter Assistance Programs through the Florida Department of Transportation.

Strategy 3.2.1: Work with FDOT to distribute Commuter Assistance Program information to the City of Key West Sustainability Coordinator and the Chamber.

Objective 3.3: Promote Employer-Provided Subsidies.

Strategy 3.3.1: Work through the Chamber to provide information on transit options and federal pre-tax and subsidy programs.

Goal 4: Seek Additional and Alternative Funding Options.

Objective 4.1: Continue to Explore the Use of Local Funding.

Strategy 4.1.1: Stay abreast of what other local areas are doing to create or promote transit funding.

Objective 4.2: Review private funding options.

Strategy 4.2.1: Develop PowerPoint on economic benefits of transit and use Chamber, Realtors, and Innkeepers Association to market private ventures for funding.

Objective 4.3: Research and apply for additional federal and state funding opportunities.

Strategy 4.3.1: Set up auto alerts on www.grants.gov for any funding opportunities related to transit.

Goal 5: Improve System Visibility and Image.

Objective 5.1: Maintain Efforts to Develop a Unified Public Image and Marketing Approach.

Strategy 5.1.1: Add system information at stop locations per local codes to inform and educate residents and tourist.

Strategy 5.1.2: Develop revised passenger schedule and brochures to advertise system features.

Strategy 5.1.3: Consider annual bus painting contest for either internal or external advertisement with local museums or schools.

Strategy 5.1.4: Conduct customer satisfaction survey every three years.

Objective 5.2: Develop a Community Outreach and Education Program.

Strategy 5.2.1: Examination of Community Service and Special Event Policies.

Strategy 5.2.2: Attend at least one community event each quarter to promote transit service and educate attendees.

Strategy 5.2.3: Set up an annual community meeting on state of the system which could be incorporated into a Rodeo event.

The following checklist can be used as a reporting mechanism for the TDP's annual progress report update and is provided to encourage KWDOT to evaluate its progress toward achieving each goal.

| Fiscal Year | 2015 | | 2016 | | 2017 | | 2018 | | 2019 | |
|-------------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|
| Goal Status | In Progress | Achieved | In Progress | Achieved | In Progress | Achieved | In Progress | Achieved | In Progress | Achieved |
| Goal 1 | | | | | | | | | | |
| Goal 2 | | | | | | | | | | |
| Goal 3 | | | | | | | | | | |
| Goal 4 | | | | | | | | | | |
| Goal 5 | | | | | | | | | | |

| Fiscal Year | 2020 | | 2021 | | 2022 | | 2023 | | 2024 | |
|-------------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|
| Goal Status | In Progress | Achieved | In Progress | Achieved | In Progress | Achieved | In Progress | Achieved | In Progress | Achieved |
| Goal 1 | | | | | | | | | | |
| Goal 2 | | | | | | | | | | |
| Goal 3 | | | | | | | | | | |
| Goal 4 | | | | | | | | | | |
| Goal 5 | | | | | | | | | | |

Section 9: Transit Alternatives

The purpose of this section is to summarize the potential transit improvements developed as part of the 10-year planning horizon of this TDP Major Update. Recommended improvements to a transit system can include items such as the implementation of new routes or improved frequency on a route or can be more administrative in nature, such as improving marketing or purchasing technology. The improvements presented in this section are part of KWDOT's transit vision for the 10-year planning horizon. These improvements in no way establish a financial commitment for the City of Key West; they have been developed only for transit planning purposes and do not reflect the actual budget or expenses of KWDOT. Section 10 presents the cost feasible financial plan, identification of the shortfall if all improvements are implemented, and a display of each service-related improvement by suggested implementation year and whether it can be funded with existing sources. The revenue streams identified in the financial plan are also for planning purposes and may not reflect actual funding levels. The table identifying the shortfall summarizes the total cost of all needs recommended for this planning period.

Development of Alternatives

The transit alternatives consist of improvements to enhance existing KWT services. The alternatives reflect the needs of the community and have been developed based on information gathered through the following methods:

- **Public Workshops and Stakeholder Discussions** – Public workshops and stakeholder discussions have been an effective technique for obtaining substantive public input on transit needs throughout the TDP development process. Public workshops, interviews, and discussions with passengers on-board the buses helped to gather input from the public, stakeholders, and bus operators regarding what alternatives should be considered for the next 10 years.
- **Discussions with KWDOT Staff and the Review Committee** – Meetings were held with the TDP Review Committee and KWDOT staff to review and discuss the city's existing and future needs.
- **Situation Appraisal** – An assessment of the KWT operating environment was completed to identify the needs of the community, including a review of the city's planning efforts.
- **Transit Surveys** – An onboard survey was conducted as part of the planning process to obtain additional input from transit users.
- **Transit Demand Assessment** – As presented in Section 7 of this report, an assessment of transit demand and needs was conducted for the City of Key West with a review of the conditions in the Lower Keys. These technical analyses, together with the baseline conditions assessment and performance reviews conducted previously, were also used in developing the list of transit alternatives by identifying areas that have characteristics shown to be supportive of transit.

Several alternatives were developed and grouped into the following four main categories. Each category and its corresponding priorities are described below.

- Operations Priorities
- Capital and Infrastructure Priorities

- Planning Priorities
- Policy and Other Priorities

Operations Priorities

Operations priorities include new bus routes, enhancements to existing routes, service expansion, and other significant needs identified through the public involvement efforts conducted as part of the TDP development process. The operations priorities for the 2015-2024 TDP are summarized below.

- ***Continue operating the existing bus routes and maximize existing service efficiency*** – The existing fixed routes should continue to operate in coordination with service improvements and modifications to the Red and Orange routes to improve the efficiency and directness of the routes and overall ridership levels. In addition, the Red and Orange route alignments should result in an overall improvement in the route frequencies and operate at 45 minutes or better.
- ***Improve existing service*** – A number of improvements are recommended for existing services to accommodate current demand, to include: increasing hours of service later in the evening, adding Sunday service, and increasing frequency on most routes to 60 minutes or better, with the exception of the Lower Keys shuttle.
 - *Increase frequency to 2 hours all day on the Lower Keys Shuttle from 5:30AM to 12:30AM*
 - *Increase frequency to 1 hour on the Green and Blue city routes*
 - *Add Sunday service to the Red and Orange Routes*
 - *Expand the service hours to 1AM on the Blue and Green routes, Monday through Saturday*
- ***Implement new fixed bus routes*** – Two new bus routes were identified through the transit demand assessment, public involvement activities, and discussions with KWDOT staff. These new services are designed to capture underserved transit markets and provide alternatives to parking within the Historic District.
 - *Military Connector Route – New route from Fleming Key, Bahama Village, Roosevelt Boulevard, Dredgers Key (Sigsbee Road), and the Navy Base on Boca Chica. This route also serves the Veterans Administration (VA) in Key West located at 1300 Douglas Circle.*
 - *Park and Ride Connector – New route from a potential parking garage located on Stock Island to Duval Street.*
- ***Implement new tram/trolley routes*** – Two new tram routes were identified to improve connectivity in the Duval area with access to the future Truman Waterfront Park, the parking garage, and additional premium transit service near the Bahama Village area. This service will operate with 15 minute frequencies and provide an alternative mode of transportation from the existing parking garage. Maps that present potential route alignments for the trams are presented in Appendix F; however, additional suggestions for routing are listed below.
 - *Extend the Red Tram to Whitehead Street and South Street*
 - *Extend the Orange Tram to the parking garage on Caroline Street*

- **Lower Keys Shuttle extension** – The Lower Key Shuttle extension to the Holiday Inn Express located in Marathon was recommended based on several public comments. The route modification will provide additional connectivity for tourists and the workforce.

Capital and Infrastructure Priorities

Capital and Infrastructure priorities refer to improvements not related directly with service delivery. The TDP capital and infrastructure priorities for the 2015-2024 TDP Major Update include the following:

- **Vehicle replacement** – Vehicle replacement is the most important component of transit infrastructure for KWDOT. There are 18 vehicles in the existing fleet and the majority of the vehicles, approximately 78 percent, has reached their useful life, based on years, according to the Federal Transit Administration guidelines and can be retired when funding is available. KWDOT has purchased four new vehicles that are expected to arrive in 2015; however, these vehicles will only replace vehicles that are out of service and have been lost to fire and other activities leaving a need to replace additional vehicles to improve the passenger experience and limit the number of vehicle failures that are occurring. Vehicles should be purchased equipped with technology employed by KWT, such as fareboxes and Automatic Passenger Counters (APCs).
- **Construct new facility** – KWDOT began construction on a new, fully-functional public transportation facility. The new facility will house 35 full-time employees including administration, operations, and maintenance activities. The engineering and construction cost estimate is \$7.2 million which is 100 percent funded by FTA and FDOT transportation grant awards. The new facility will be located at 5701 College Road, Stock Island, Florida.
- **Satellite garage for trams** –An additional facility is needed for the storage and maintenance of any new trams purchased to operate along the proposed routes to the new Truman Waterfront Park and Duval Street. The facility being constructed on Stock Island does not have capacity for the storage of the vehicles. Potential locations will need to be identified in an effort to reduce the amount of deadhead required between the satellite garage and the routes.
- **Establish new superstop** – Superstops are larger bus staging areas used at locations where multiple services come together at a point in the system. The superstop should serve as a community focal point in the system and a transit destination/transfer station. Some characteristics of a superstop include high volumes of customers, significant transfer activity among routes, and major land use development. Amenities that are essential to community superstops include:
 - Transit signage
 - ADA access compatibility
 - Seating area
 - Lighted passenger shelter
 - Trash receptacle
 - Landscaping
 - Bicycle storage
 - Bus bay
 - Information kiosks

KWDoT should begin discussions with Keys Plaza to establish a transfer facility/superstop on the plaza site. The Blue, Green, Orange, and Red routes currently stop at Keys Plaza; however, with an improved transfer facility, passengers may use this location as a transfer point and connect between the routes creating more direct connections and eliminating the need for all of the city routes to circle Key West and continue on to Stock Island.

- **Expand and improve bus stop infrastructure** – Input received during the public outreach process indicates a need for improvements to transit stop infrastructure and amenities. KWDoT should continue to improve infrastructure at bus stops, including benches, shelters, bicycle storage facilities, and other infrastructure needed to improve the rider experience at bus stops and the potential for attracting new riders. Coordination with HARC will be necessary for bus stop infrastructure considered in Old Town.
- **Establish new park-and-ride lot/parking garage** – Park-and-ride facilities provide collection points for travelers to transfer from auto to transit or between autos (from a single-occupant vehicle to a carpool or vanpool). When conveniently located and carefully planned and implemented, park-and-ride facilities integrated into the overall transportation network can encourage a shift from single-occupant vehicles to transit or other alternative modes. Based on public input and the lack of available parking and vacant land in the Old Town area, the recommended location would be on Stock Island south of the Overseas Highway. This location may be modified based on vacant or city owned parcels of land, but should accommodate both car travelers and multiple bus transfer activities.

Planning Priorities

- **Major TDP Update** – FDOT requires that a TDP undergo a major update for the fifth year. In addition, FDOT requires that TDP progress reports are submitted annually. It is anticipated that this effort will be undertaken and funded in coordination with state and local requirements.
- **Bus stop inventory assessment** – KWDoT should conduct a study to inventory and prioritize ADA bus stop improvements along corridors.
- **Customer satisfaction survey** – KWDoT should conduct surveys, at a minimum of every three years, to gauge the current patron's and the general public's perceived value of service and satisfaction with the transit service.
- **Comprehensive Plan and Land Development Code update** – KWDoT should participate in this process to ensure that as the city updates these documents transit oriented development and focus is encompassed and prioritized.

Policy and Other Priorities

- **Transportation Consensus-Building workshop** –It is recommended that a planning workshop be held with the City of Key West, Monroe County, and representatives from other municipalities in the Lower Keys. The purpose of the workshop is to begin discussions on issues, including transportation needs, coordination, and impacts in an effort to improve transportation services for residents and visitors in Monroe County. Transportation as it relates to impacts to and from the homeless population should also be addressed during this workshop.

- **Local funding referendum** – KWDOT should coordinate with the city to market and initiate a local funding referendum for improved transit services. Dedicated funding will be necessary to move forward with most of the recommended alternatives identified in this 10-year plan. Based on the transit needs identified during the public outreach process, a strong education campaign will be needed to educate the community on the cost and benefits of the public transportation system.
- **KWT Marketing and branding program** – To improve the image of transit in the City of Key West, a strategy for branding should be considered along with expanded marketing efforts. Key items for consideration in the program are listed below.
 - Wrap the buses to reflect the KWT brand and the local community. This could be done through a local artist competition or using images reflective of the operating environment, including Mallory Square and other major attractors.
 - Install schedules at the bus stops using a consistent brand throughout so that residents and visitors identify the material as information on KWT.
 - Install signage around the community indicating bus stops and the availability of free transit service with paid parking garage tickets.
- **Evaluate Fare Policy** – The present fare structure should be reviewed to determine the benefit of implementing a day pass. In addition, maintaining the farebox recovery and consistency in fares with transit agencies that coordinate with KWT are other reasons for completing a fare study. The fare study should initially focus on the transfer policy to determine if fare transfers would allow for more direct service without creating a financial hardship for customers.

Based on the analysis above, Table 30 presents the Operating Needs Plan, including funded and unfunded needs and the corresponding year of proposed implementation that was selected through a prioritization exercise during the public outreach with consideration given to the availability of funding and other technical capacity. Many of the services will remain unfunded unless additional revenue streams are identified. Table 31 presents the capital improvements and phasing plan that was identified through the same process as the operating improvements. It is important to note that the priorities listed in Tables 30 and 31 are subject to the availability of funding. If alternative revenue sources are identified for the implementation of any improvement, regardless of the implementation year identified in this TDP that improvement may be advanced for implementation in an earlier year.

The priorities listed in Tables 30 and 31 do not exactly mirror, but are consistent with the goals, objectives, and initiatives in this report. Map 13 displays the facility and service-based transit improvements visually.

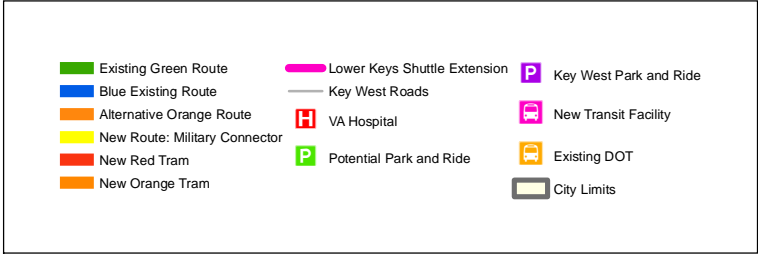
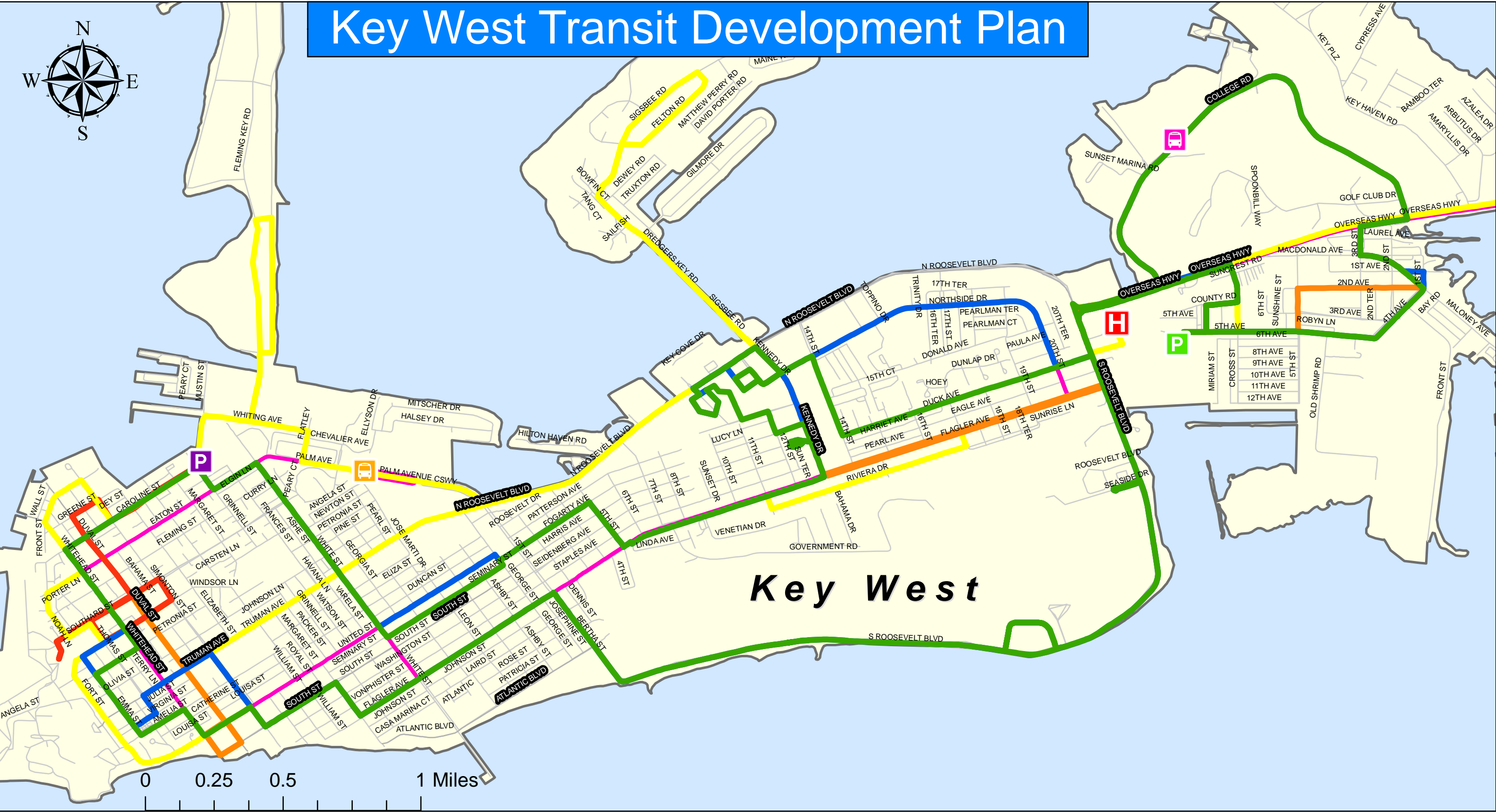
Table 30: Ten-Year TDP Operating Implementation Plan

| Improvement | Implement. Year | Annual Operating Cost | Potential Revenue Source |
|---|----------------------|-----------------------------|--------------------------------------|
| | | (2014\$) | |
| Fixed-Route Service | | | |
| Lower Keys Shuttle Extension to Holiday Inn Express on Key Colony Beach | 2015 | \$ 42,325 | Exisitng Revenues (Local/Federal) |
| Red Route Realignment and Frequency Improvement | 2015 | \$ 183,369 | Exisitng Revenues (Local/Federal) |
| Orange Route Realignment and Frequency Improvement | 2015 | \$ 199,314 | Exisitng Revenues (Local/Federal) |
| Lower Keys Shuttle Frequency Improvement and Extension of Hours | 2016 | \$ 127,798 | Unfunded |
| Green Route Frequency Improvement | 2017 | \$ 248,307 | Unfunded |
| Blue Route Frequency Improvement | 2017 | \$ 279,345 | Unfunded |
| Red Route - Sunday Service | 2017 | \$ 81,520 | Unfunded |
| Orange Route - Sunday Service | 2017 | \$ 83,911 | Unfunded |
| Green Route Extend Hours Until 1AM Monday - Saturday | 2018 | \$ 60,381 | Unfunded |
| Blue Route Extend Hours Until 1AM Monday - Saturday | 2019 | \$ 96,609 | Unfunded |
| Add Tram Service at 15 Minute Frequency | 2020 | \$ 1,471,332 | Unfunded |
| Park and Ride Connector Service | 2020 | \$ 521,344 | Unfunded |
| Military Connector Service | 2021 | \$ 620,767 | Unfunded |
| Other Operating Priorities/Plans | | | |
| Major TDP Update | Every Five Years | \$ 100,000 | State/Federal |
| Evaluate Fare Policy | Every Three Years | \$ 30,000 | Unfunded |
| Bus Stop Inventory Assessment | 2016 | \$ 150,000 | Federal |
| Customer Satisfacation Survey, Consensus Workshops, Marketing | Every Three Years | \$ 20,000 | Unfunded |

Table 31: Ten-Year TDP Capital Implementation Plan

| Improvement | Implement. Year | Capital Cost | Potential Revenue Source |
|--|----------------------|--------------|--------------------------------------|
| | | (2014\$) | |
| Fixed-Route Service | | | |
| Red Route Realignment and Frequency Improvement | 2015 | \$ 200,000 | Exisitng Revenues (Local/Federal) |
| Orange Route Realignment and Frequency Improvement | 2015 | \$ 200,000 | Exisitng Revenues (Local/Federal) |
| Green Route Frequency Improvement | 2017 | \$ 200,000 | Unfunded |
| Blue Route Frequency Improvement | 2017 | \$ 200,000 | Unfunded |
| Add Tram Service at 15 Minute Frequency | 2020 | \$ 5,912,643 | Unfunded |
| Park and Ride Connector Service | 2020 | \$ 461,169 | Unfunded |
| Military Connector Service | 2021 | \$ 944,473 | Unfunded |
| Capital/Infrastructure Improvements | | | |
| Amenities Program (Shelters, Benches, Signs, Trash Receptacles) | Annually | \$ 15,000 | Federal |
| Technology Improvements | Every Three Years | \$ 50,000 | Unfunded |
| Miscellaneous Capital Improvements (Furnitures, Fixtures, Equipment) | Annually | \$ 10,000 | Federal |
| Parking Garage for New Park and Ride Facility | 2020 | \$ 9,007,199 | Unfunded |

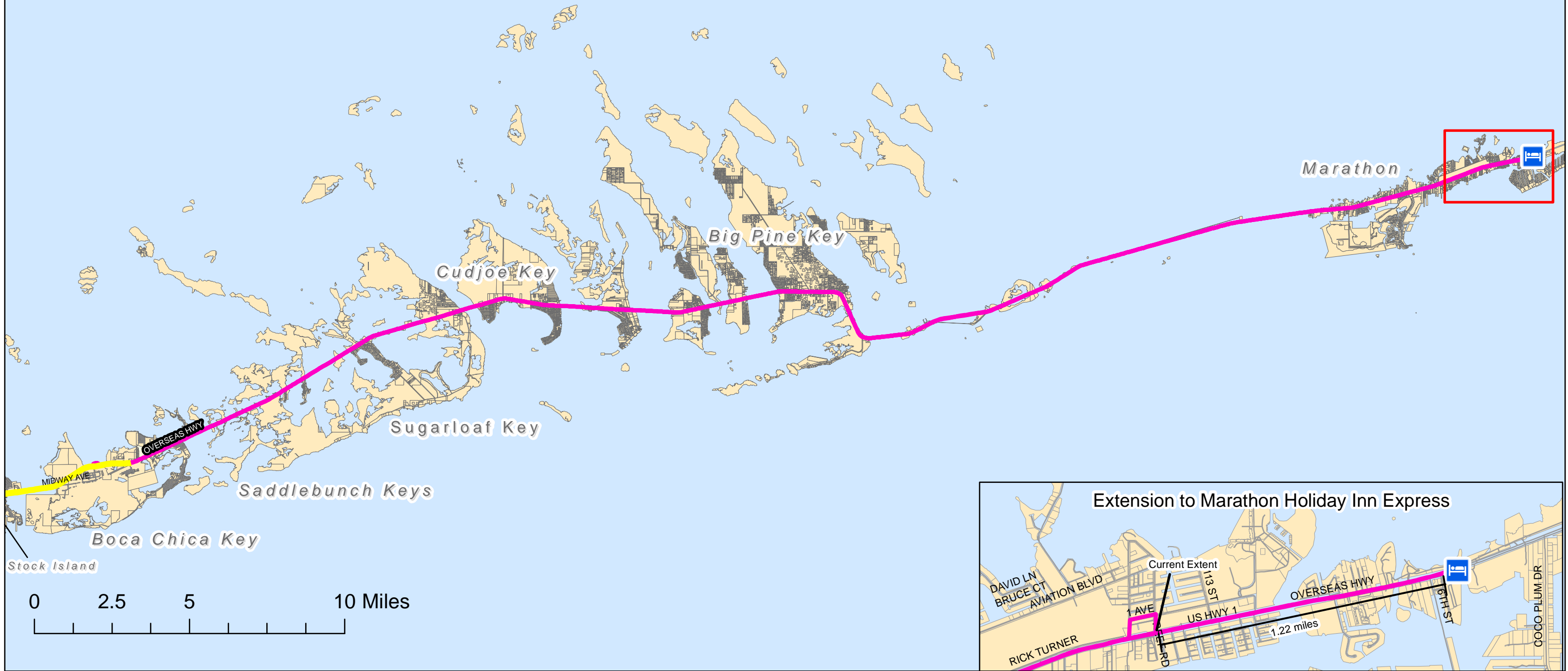
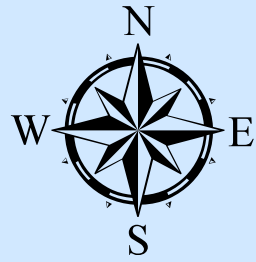
*Technology improvements include Automatic Passenger Counters (APCs), Automated Voice Announcement system (AVAs), Mobile Data Terminals (MDTs), fixed-route management software, and Wi-Fi wireless Internet on buses that will be acquired with bus purchase consistent with or an upgrade to current KWT technology.








Map 13: 10 Year Potential Transit Improvements



Key West Transit Development Plan



0 2.5 5 10 Miles

-  Holiday Inn Express
-  New Route: Military Connector
-  Lower Keys Shuttle Extension
-  City Limits
-  Key West Roads

Map 14: 10 Year Potential
Transit Improvements
(Lower Keys)



Ridership Projections

As mentioned previously, T-BEST is required by legislation and is the FDOT-approved transit demand forecasting tool for TDPs. T-BEST was used to project ridership according to the phased implementation plan. T-BEST uses network connectivity, spatial analysis, temporal accessibility, time-of-day variations, and route competition to project ridership. While T-BEST is a useful tool, it is important to note that its strength lies in comparative projections, not absolute projections. As a result, caution and professional judgment should be used when considering the absolute ridership projections resulting from the T-BEST model. In addition, as service levels increase or new service is introduced some routes may experience ridership decreases because patrons have more service options. T-BEST continues to be a work in progress and will become more useful as its full limitations are addressed in future updates.

Using the validated model, the Key West scenario was created for 2024. The scenario represents the proposed route system with modifications. A model run was performed for the scenario, and the results are shown in Tables 32 through 34, which present the projected number of average weekday, Saturday, and Sunday riders by route in 2024 with new route modifications. New service will show 100 percent growth and a ridership change consistent with the 2024 projection in each alternative because it is the provision of an item that did not previously exist.

Table 32: Average Weekday Daily Ridership and Growth Rates for the TDP 10-Year Alternatives

| Route | Average Weekday Daily Ridership, 2024 Existing Service | Average Weekday Daily Ridership, 2024 with Alternatives | Absolute Weekday Change, 2024 Existing Service – 2024 with Alternatives | Average Weekday Growth Rate, 2024 Existing Service – 2024 with Alternatives |
|---------------------|--|---|---|---|
| Blue | 278 | 762 | 484 | 174.1% |
| Green | 304 | 729 | 425 | 139.8% |
| Lower Keys Lime | 214 | 692 | 478 | 223.4% |
| Lower Keys Pink | 226 | 560 | 334 | 147.8% |
| Orange | 76 | 120 | 44 | 57.9% |
| Red | 81 | 162 | 81 | 100% |
| Military Connector | N/A | 893 | 893 | 100% |
| Orange Tram | N/A | 805 | 805 | 100% |
| Red Tram | N/A | 925 | 925 | 100% |
| Stock Island Dual | N/A | 1,368 | 1,368 | 100% |
| Total Routes | 1,179 | 7,016 | 5,837 | 495.1% |

Note: Ridership for the new alternatives is shown at 100 percent growth when compared to the no build scenario for 2024 because it is the provision of an item that did not previously exist.

Table 33: Average Saturday Daily Ridership and Growth Rates for TDP 10-Year Alternatives

| Route | Average Saturday Daily Ridership, 2024 Existing Service | Average Saturday Daily Ridership, 2024 with Alternatives | Absolute Saturday Change, 2024 Existing Service – 2024 with Alternatives | Average Saturday Growth Rate, 2024 Existing Service – 2024 with Alternatives |
|---------------------|---|--|--|--|
| Blue | 214 | 589 | 375 | 175.2% |
| Green | 254 | 583 | 329 | 129.5% |
| Lower Keys Lime | 202 | 454 | 252 | 124.8% |
| Lower Keys Pink | 199 | 411 | 212 | 106.5% |
| Orange | 70 | 100 | 30 | 42.9% |
| Red | 61 | 117 | 56 | 91.8% |
| Military Connector | N/A | 366 | 366 | 100% |
| Orange Tram | N/A | 388 | 388 | 100% |
| Red Tram | N/A | 491 | 491 | 100% |
| Stock Island Dual | N/A | 946 | 1,368 | 100% |
| Total Routes | 1,000 | 4,445 | 3,445 | 344.5% |

Note: Ridership for the new alternatives is shown at 100 percent growth when compared to the no build scenario for 2024 because it is the provision of an item that did not previously exist.

Table 34: Average Sunday Daily Ridership and Growth Rates for TDP 10-Year Alternatives

| Route | Average Sunday Daily Ridership, 2024 Existing Service | Average Sunday Daily Ridership, 2024 with Alternatives | Absolute Sunday Change, 2024 Existing Service – 2024 with Alternatives | Average Sunday Growth Rate, 2024 Existing Service – 2024 with Alternatives |
|---------------------|---|--|--|--|
| Blue | 250 | 628 | 378 | 151.2% |
| Green | 280 | 573 | 293 | 104.6% |
| Lower Keys Lime | 159 | 373 | 214 | 134.6% |
| Lower Keys Pink | 167 | 361 | 194 | 116.2% |
| Orange | 0 | 35 | 35 | 100% |
| Red | 0 | 61 | 61 | 100% |
| Military Connector | N/A | 317 | 317 | 100% |
| Orange Tram | N/A | 399 | 399 | 100% |
| Red Tram | N/A | 588 | 588 | 100% |
| Stock Island Dual | N/A | 705 | 705 | 100% |
| Total Routes | 856 | 4,040 | 3,184 | 372% |

Note: Ridership for the new alternatives is shown at 100 percent growth when compared to the no build scenario for 2024 because it is the provision of an item that did not previously exist.

Section 10: Financial Plan

This section of the TDP presents the capital and operating costs associated with maintaining the existing system (status quo) and with implementation of the 10-year Needs Plan. Based on the current level of funding for transit, transit improvements included in the Needs Plan will not be implemented without securing additional revenue sources. Therefore, the needs-based financial plan presented in this section identifies the \$48.9 million dollars of new funding that would be required to realize any service or improvement beyond maintaining the current level of service. Nevertheless, operating and capital costs for the Needs Plan have been prepared in the event that additional funding is identified.

Ten-Year TDP Financial Plan

Numerous assumptions were made to project public transportation costs and revenues for the time period for FY2015 through FY2024. The assumptions made for operating and capital costs and revenues for service are based on a variety of factors, including NTD data, trend data, operating characteristics, previous plans and agreements, City of Key West budget documents, FDOT FY2015-2020 work program, and discussions with KWDoT staff. These assumptions are summarized below.

Cost Assumptions

- Based on the Consumer Price Index (CPI) data for the last 10 years, from 2004 to 2013, the average annual inflation rate is 2.4 percent. Therefore, an annual inflation rate of 2.4 percent is used for all operating and capital cost projections in both the status quo and needs plan.
- Annual operating cost for fixed-route service is based on the total hours for each route multiplied by the costs per hour. The cost per hour was determined using FY2014 Adopted Operating Budget total costs for local bus and the Lower Keys Shuttle services divided by the total operating hours of the current service as of July 2014. The result of \$94.32 per hour of local bus service and \$76.33 per hour of Lower Keys Shuttle service was inflated by one year for the initial FY2015 cost per hour. Each year service is in operation the inflation rate is applied to the costs of service.
- The number of replacement buses is determined based on FTA guidelines for vehicle retirement and fleet management recommendations. Based on the current budgeted costs of vehicles for KWT and consistent with other Florida rural transit agency vehicle costs, an average unit cost of \$400,000 is assumed for a fixed-route replacement and expansion vehicles for local bus service and \$450,000 for replacement and expansion of Lower Keys Shuttle service. The cost of the vehicle includes all technological upgrades and operating components such as bike racks, fareboxes, video cameras, APCs, and AVL. The unit cost for tram vehicles is assumed to be \$183,900. The vehicle costs are in FY2014 dollars and are assumed to increase 2.4 percent annually.
- A 20 percent spare ratio is factored into the vehicle replacement and expansion schedule based on the current KWT vehicle inventory.
- Replacement and expansion support vehicles are priced at \$25,000, consistent with pricing in other Florida TDPs.

- The new parking garage cost is based on a 450 space garage at \$11,000 per space, with the remaining funds available for land purchase and design/engineering activities estimated at approximately \$3.1 million. The garage may be located at any place that the City can acquire or has existing land to accommodate the structure.
- The tram storage and minor maintenance facility cost is estimated using the \$7.2 million administrative and maintenance facility cost at approximately 57 percent, recognizing that the tram storage facility will be a smaller commercial grade facility, but on more expensive property in or near Old Town to reduce vehicle deadhead. Vehicle costs for the trams include estimates based on research pricing from various vendors.

Revenue Assumptions

- Revenues are based on varying sources including the FY2014 Adopted City of Key West budget and the FDOT Adopted FY2015 – FY2020 Work Program and the FY2013/FY2014 State Transportation Improvement Program (STIP).
- Federal operating assistance is based on the Work Program through FY2019. A 2.4 percent increase is assumed each year thereafter.
- State Block and Commuter Assistance grant revenues are based on the Work Program through FY2019. A 2.4 percent increase is assumed each year thereafter.
- Any new state funding sources such as, corridor, additional commuter assistance, and service development grants to support the needs plan recommended improvements for operating are assumed at 50 percent of the net of fares costs of the service.
- City funding is based on the estimated commitment identified in the City of Key West's FY2014 Adopted Budget, except for fund balance revenue that was not included. A 2.4 percent increase is assumed each year thereafter. City funding in the needs plan is assumed to make up the difference in total costs of the improvement, net of fares, and minus any state funding for operating. State funding is not assumed for the last two years of the planning horizon; therefore, during those years the City would be responsible for all cost net of directly generated funds from the new services. The City's contribution is assumed at 20 percent for all new capital improvements. The City's capital contributions may not be necessary if toll revenue credits or other state funding can be secured to support the capital improvements.
- Farebox revenues are based on maintaining the farebox recovery ratio of 19.9 percent; therefore all years include farebox revenues that total 19.9 percent of local and Lower Keys Shuttle bus service costs. New farebox revenues included in the needs plan are derived from utilizing the 19.9 percent farebox recovery ratio multiplied by the total operating costs of the service enhancement.
- "Other" Program Revenues comprise interest, fines, parking fees, advertising, and miscellaneous income based on the City of Key West FY2014 Adopted Budget. A 2.4 percent increase is assumed each year thereafter. The needs plan includes a conservative estimate for parking revenue based on the revenues currently collected from the existing City of Key West park and ride facility.

- New revenue sources can represent any of the potential revenue sources shown below or a stream of revenue not currently identified. It can be a combination of federal, state, and local funding, and/or private contributions. Based on existing service levels and transit funding, a shortfall has been identified in the status quo plan which resulted from removal of the fund balance revenue and the application of inflation. Efficiency measures have been made by KWDOT previously and will continue to be evaluated as appropriate, but it is clear that new funding is needed to maintain existing service before expansion can be considered.
- The total cost of the needs plan is nearly double the costs of existing service and capital program. Additional revenue sources will be needed to balance the funding needs with the costs of the improvements. Federal, state, and local revenue, as well as directly generated sources are provided in Table 36 to cover the shortfall that would result, if the recommended improvements were implemented. The sources shown in Table 36 are just potential sources and in no way represent a commitment from any entity for the suggested improvements. Actual revenue to fund the alternatives may be secured for these activities from any individual or combination of local, state, and federal sources, private contributions, or innovative financing techniques.

The Status Quo Plan identifies the ten-year operating and capital revenues and costs for the existing KWT operation without any improvements. The Needs Plan or Vision Plan includes the existing service plus all alternatives that were recommended through the public involvement process and technical analysis and that might be employed over the ten-year planning horizon. Tables 35 and 36 present the Status Quo and Needs Plan (Vision), respectively.

Table 35: Status Quo Financial Plan

| Cost/Revenue | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 10-Year Total |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|----------------|
| Costs | | | | | | | | | | | |
| Operating Costs | | | | | | | | | | | |
| Maintain Existing Service | \$ 3,187,848 | \$ 3,264,356 | \$ 3,342,700 | \$ 3,422,925 | \$ 3,505,075 | \$ 3,589,197 | \$ 3,675,338 | \$ 3,763,546 | \$ 3,853,871 | \$ 3,946,364 | \$ 35,551,221 |
| Total Operating Costs | \$ 3,187,848 | \$ 3,264,356 | \$ 3,342,700 | \$ 3,422,925 | \$ 3,505,075 | \$ 3,589,197 | \$ 3,675,338 | \$ 3,763,546 | \$ 3,853,871 | \$ 3,946,364 | \$ 35,551,221 |
| Capital Costs | | | | | | | | | | | |
| Replacement Vehicles | \$ 819,200 | \$ 1,310,720 | \$ 885,837 | \$ 879,609 | \$ 1,407,375 | \$ 922,337 | \$ 944,473 | \$ 1,511,157 | \$ 990,352 | \$ 1,045,812 | \$ 10,716,873 |
| Infrastructure (Admin. & Maint Facility Under Construction) | 879,900 | | - | - | - | - | - | - | - | - | \$ 879,900 |
| Miscellaneous Capital | 25,600 | 26,214 | 26,844 | 27,488 | 28,147 | 28,823 | 29,515 | 30,223 | 30,949 | 31,691 | \$ 285,494 |
| Total Capital Costs | \$ 1,724,700 | \$ 1,336,934 | \$ 912,681 | \$ 907,097 | \$ 1,435,522 | \$ 951,160 | \$ 973,988 | \$ 1,541,380 | \$ 1,021,301 | \$ 1,077,503 | \$ 11,882,267 |
| Total Operating and Capital Costs | \$ 4,912,548 | \$ 4,601,290 | \$ 4,255,381 | \$ 4,330,022 | \$ 4,940,598 | \$ 4,540,357 | \$ 4,649,326 | \$ 5,304,927 | \$ 4,875,172 | \$ 5,023,867 | \$ 47,433,488 |
| Revenues | | | | | | | | | | | |
| Operating Revenues | | | | | | | | | | | |
| Federal | | | | | | | | | | | |
| Section 5311 for Operating | 496,176 | 531,976 | 549,379 | 537,273 | 564,138 | 577,677 | 591,542 | 605,739 | 620,276 | 635,163 | 5,709,339 |
| State | | | | | | | | | | | |
| FDOT State Block Grant | 215,830 | 220,840 | 220,739 | 233,921 | 226,445 | 231,880 | 237,445 | 243,143 | 248,979 | 254,954 | 2,334,176 |
| FDOT Commuter Assistance | 345,863 | 353,000 | 353,000 | 180,000 | 180,000 | 184,320 | 188,744 | 193,274 | 197,912 | 202,662 | 2,378,774 |
| Fuel Tax Rebate | 14,336 | 15,032 | 15,393 | 15,763 | 16,141 | 16,528 | 16,925 | 17,331 | 17,747 | 18,173 | 163,370 |
| Local | | | | | | | | | | | |
| Existing Local Funds | 980,667 | 1,004,203 | 1,028,304 | 1,052,983 | 1,078,255 | 1,104,133 | 1,130,632 | 1,157,767 | 1,185,554 | 1,214,007 | 10,936,505 |
| Other | | | | | | | | | | | |
| Existing Farebox Revenues | 634,382 | 649,607 | 665,197 | 681,162 | 697,510 | 714,250 | 731,392 | 748,946 | 766,920 | 785,326 | 7,074,693 |
| Other Program Revenues (Parking, Advertising, & Misc.) | 518,287 | 530,726 | 543,464 | 556,507 | 569,863 | 583,540 | 597,545 | 611,886 | 626,571 | 641,609 | 5,779,997 |
| Total Operating Revenues | \$ 3,205,541 | \$ 3,305,384 | \$ 3,375,476 | \$ 3,257,609 | \$ 3,332,352 | \$ 3,412,328 | \$ 3,494,224 | \$ 3,578,085 | \$ 3,663,959 | \$ 3,751,894 | \$ 34,376,853 |
| Capital Revenues | | | | | | | | | | | |
| Section 5311 Funds | 2,063,261 | 927,824 | 924,215 | 1,016,503 | 1,040,899 | 1,040,899 | 1,040,899 | 1,040,899 | 1,040,899 | 1,040,899 | 11,177,197 |
| Section 5339 Funds | 55,804 | 57,793 | 59,526 | 61,312 | 63,151 | 64,667 | 64,667 | 64,667 | 64,667 | 64,667 | 620,919 |
| Total Capital Contributions | \$ 2,119,065 | \$ 985,617 | \$ 983,741 | \$ 1,077,815 | \$ 1,104,050 | \$ 1,105,566 | \$ 1,105,566 | \$ 1,105,566 | \$ 1,105,566 | \$ 1,105,566 | \$ 11,798,117 |
| Total Operating and Capital Revenues | \$ 5,324,606 | \$ 4,291,001 | \$ 4,359,217 | \$ 4,335,424 | \$ 4,436,402 | \$ 4,517,894 | \$ 4,599,790 | \$ 4,683,651 | \$ 4,769,525 | \$ 4,857,460 | \$ 46,174,970 |
| | | | | | | | | | | | |
| Total Operating and Capital Costs | \$ 4,912,548 | \$ 4,601,290 | \$ 4,255,381 | \$ 4,330,022 | \$ 4,940,598 | \$ 4,540,357 | \$ 4,649,326 | \$ 5,304,927 | \$ 4,875,172 | \$ 5,023,867 | \$ 47,433,488 |
| Total Operating and Capital Revenues | \$ 5,324,606 | \$ 4,291,001 | \$ 4,359,217 | \$ 4,335,424 | \$ 4,436,402 | \$ 4,517,894 | \$ 4,599,790 | \$ 4,683,651 | \$ 4,769,525 | \$ 4,857,460 | \$ 46,174,970 |
| Annual Surplus/Shortfall | \$ 412,058 | \$ (310,289) | \$ 103,836 | \$ 5,401 | \$ (504,196) | \$ (22,464) | \$ (49,536) | \$ (621,275) | \$ (105,647) | \$ (166,407) | \$ (1,258,518) |

Note: FY2014 City of Key West Adopted Budget utilized Fund Balance of \$150,000. Since utilizing Fund Balance is not a sustainable practice those dollars have not been included for local revenue estimates, resulting in an overall 10-year shortfall for existing service. Any excess capital dollars will be carried forward beyond this planning period to support future purchases.

Table 36: Vision Financial Plan

| Cost/Revenue | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 10-Year Total |
|---|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|--------------|---------------|---------------|
| Costs | | | | | | | | | | | |
| Operating Costs | | | | | | | | | | | |
| Maintain Existing Service | \$ 3,187,848 | \$ 3,264,356 | \$ 3,342,700 | \$ 3,422,925 | \$ 3,505,075 | \$ 3,589,197 | \$ 3,675,338 | \$ 3,763,546 | \$ 3,853,871 | \$ 3,946,364 | \$ 35,551,221 |
| New Service & Service Improvements | 435,209 | 579,660 | 1,337,764 | 1,436,260 | 1,579,502 | 3,914,809 | 4,741,636 | 4,855,436 | 4,971,966 | 5,091,293 | 28,943,535 |
| Other Operating Expense Priorities | 51,200 | 178,258 | 21,475 | 54,976 | 135,108 | 23,058 | 59,030 | 24,179 | 24,759 | 190,148 | 762,189 |
| Total Operating Costs | \$ 3,674,257 | \$ 4,022,274 | \$ 4,701,939 | \$ 4,914,161 | \$ 5,219,685 | \$ 7,527,064 | \$ 8,476,004 | \$ 8,643,160 | \$ 8,850,596 | \$ 9,227,805 | \$ 65,256,945 |
| Capital Costs | | | | | | | | | | | |
| Replacement Vehicles | \$ 819,200 | \$ 1,310,720 | \$ 885,837 | \$ 879,609 | \$ 1,407,375 | \$ 922,337 | \$ 944,473 | \$ 1,511,157 | \$ 990,352 | \$ 1,045,812 | \$ 10,716,873 |
| Expansion Vehicles | 409,600 | - | 858,993 | - | - | 1,762,125 | 944,473 | 483,570 | - | - | \$ 4,458,762 |
| Infrastructure | 879,903 | - | - | - | 9,007,199 | 4,611,686 | - | - | - | - | \$ 14,498,788 |
| Amenities Program & Miscellaneous Capital | 25,600 | 26,214 | 26,844 | 27,488 | 28,147 | 28,823 | 29,515 | 30,223 | 30,949 | 31,691 | \$ 285,494 |
| Technology | - | 52,429 | - | - | 56,295 | - | - | 60,446 | - | - | \$ 169,170 |
| Total Capital Costs | \$ 2,134,303 | \$ 1,389,363 | \$ 1,771,674 | \$ 907,097 | \$ 10,499,017 | \$ 7,324,971 | \$ 1,918,461 | \$ 2,085,397 | \$ 1,021,301 | \$ 1,077,503 | \$ 30,129,087 |
| Total Operating and Capital Costs | \$ 5,808,559 | \$ 5,411,637 | \$ 6,473,613 | \$ 5,821,258 | \$ 15,718,702 | \$ 14,852,036 | \$ 10,394,465 | \$ 10,728,557 | \$ 9,871,896 | \$ 10,305,308 | \$ 95,386,032 |
| Revenues | | | | | | | | | | | |
| Operating Revenues | | | | | | | | | | | |
| Federal | | | | | | | | | | | |
| Section 5311 for Operating | 496,176 | 531,976 | 549,379 | 537,273 | 564,138 | 577,677 | 591,542 | 605,739 | 620,276 | 635,163 | 5,709,339 |
| State | | | | | | | | | | | |
| FDOT State Block Grant | 215,830 | 220,840 | 220,739 | 233,921 | 226,445 | 231,880 | 237,445 | 243,143 | 248,979 | 254,954 | 2,334,176 |
| FDOT Commuter Assistance | 345,863 | 353,000 | 353,000 | 180,000 | 180,000 | 184,320 | 188,744 | 193,274 | 197,912 | 202,662 | 2,378,774 |
| Fuel Tax Rebate | 14,336 | 15,032 | 15,393 | 15,763 | 16,141 | 16,528 | 16,925 | 17,331 | 17,747 | 18,173 | 163,370 |
| New Funding (Service Development, Corridor, etc.) | 174,301 | 232,154 | 535,775 | 575,222 | 632,591 | 1,567,881 | 1,567,881 | 1,567,881 | - | - | 6,853,685 |
| Local | | | | | | | | | | | |
| Existing Local Funds | 980,667 | 1,028,304 | 1,052,983 | 1,078,255 | 1,104,133 | 1,130,632 | 1,157,767 | 1,185,554 | 1,214,007 | 1,243,143 | 11,175,445 |
| New Local Funds for Operating | 207,808 | 345,282 | 535,775 | 734,262 | 914,545 | 1,337,787 | 2,029,971 | 2,080,052 | 3,735,483 | 3,989,929 | 15,910,893 |
| Other | | | | | | | | | | | |
| Existing Farebox Revenues | 634,382 | 649,607 | 665,197 | 681,162 | 697,510 | 714,250 | 731,392 | 748,946 | 766,920 | 785,326 | 7,074,693 |
| New Service Farebox Revenues | 86,607 | 115,352 | 266,215 | 285,816 | 314,321 | 779,047 | 943,586 | 966,232 | 989,421 | 1,013,167 | 5,759,763 |
| Other Program Revenues (Parking, Advertising, & Misc.) | 518,287 | 530,726 | 543,464 | 556,507 | 569,863 | 583,540 | 597,545 | 611,886 | 626,571 | 641,609 | 5,779,997 |
| Additional Other Program Revenues (Parking Proposed Facility) | - | - | - | - | - | 403,523 | 413,207 | 423,124 | 433,279 | 443,678 | 2,116,810 |
| Total Operating Revenues | \$ 3,674,257 | \$ 4,022,274 | \$ 4,737,920 | \$ 4,878,180 | \$ 5,219,686 | \$ 7,527,064 | \$ 8,476,004 | \$ 8,643,160 | \$ 8,850,596 | \$ 9,227,805 | \$ 65,256,945 |
| Capital Revenues | | | | | | | | | | | |
| Section 5311 Funds | 2,063,261 | 927,824 | 924,215 | 1,016,503 | 1,040,899 | 1,040,899 | 1,040,899 | 1,040,899 | 1,040,899 | 1,040,899 | 11,177,197 |
| Section 5339 Funds | 55,804 | 57,793 | 59,526 | 61,312 | 63,151 | 64,667 | 64,667 | 64,667 | 64,667 | 64,667 | 620,919 |
| New Federal Grant Funds for Capital | 327,680 | 41,943 | 687,195 | 67,322 | 7,250,795 | 5,099,049 | 755,579 | 435,213 | - | - | 14,664,777 |
| New Local Funds for Capital | 81,920 | 10,486 | 171,799 | 16,831 | 1,812,699 | 1,274,762 | 188,895 | 108,803 | | - | 3,666,194 |
| Total Capital Contributions | \$ 2,528,665 | \$ 1,038,046 | \$ 1,842,734 | \$ 1,161,968 | \$ 10,167,544 | \$ 7,479,377 | \$ 2,050,039 | \$ 1,649,582 | \$ 1,105,566 | \$ 1,105,566 | \$ 30,129,087 |
| Total Operating and Capital Revenues | \$ 6,202,922 | \$ 5,060,319 | \$ 6,580,654 | \$ 6,040,148 | \$ 15,387,230 | \$ 15,006,441 | \$ 10,526,043 | \$ 10,292,743 | \$ 9,956,162 | \$ 10,333,370 | \$ 95,386,032 |
| | | | | | | | | | | | |
| Total Operating and Capital Costs | \$ 5,808,559 | \$ 5,411,637 | \$ 6,473,613 | \$ 5,821,258 | \$ 15,718,702 | \$ 14,852,036 | \$ 10,394,465 | \$ 10,728,557 | \$ 9,871,896 | \$ 10,305,308 | \$ 95,386,032 |
| Total Operating and Capital Revenues | \$ 6,202,922 | \$ 5,060,319 | \$ 6,580,654 | \$ 6,040,148 | \$ 15,387,230 | \$ 15,006,441 | \$ 10,526,043 | \$ 10,292,743 | \$ 9,956,162 | \$ 10,333,370 | \$ 95,386,032 |
| Annual Surplus/Shortfall | \$ 394,363 | \$ (351,318) | \$ 107,041 | \$ 218,890 | \$ (331,472) | \$ 154,406 | \$ 131,577 | \$ (435,815) | \$ 84,265 | \$ 28,062 | \$ (0) |

| | | | | | | | | | | | |
|--|------------|------------|--------------|--------------|---------------|---------------|--------------|--------------|--------------|--------------|---------------|
| New Local Funding & Directly Generated Sources Total | \$ 376,335 | \$ 471,120 | \$ 973,788 | \$ 1,036,908 | \$ 3,041,564 | \$ 3,795,119 | \$ 3,575,658 | \$ 3,578,211 | \$ 5,158,183 | \$ 5,446,774 | \$ 27,453,661 |
| New State Funding Sources Total | 174,301 | 232,154 | 535,775 | 575,222 | 632,591 | 1,567,881 | 1,567,881 | 1,567,881 | - | - | 6,853,685 |
| New Federal Funding Sources Total | 327,680 | 41,943 | 687,195 | 67,322 | 7,250,795 | 5,099,049 | 755,579 | 435,213 | - | - | 14,664,777 |
| Total All New Sources of Funding | \$ 878,316 | \$ 745,217 | \$ 2,196,758 | \$ 1,679,453 | \$ 10,924,950 | \$ 10,462,048 | \$ 5,899,118 | \$ 5,581,305 | \$ 5,158,183 | \$ 5,446,774 | \$ 48,972,122 |

Note: This Needs Plan is balanced over the 10-year period due to the assumption of new funding sources from local, state, and federal revenues. These sources may not come to fruition, but will be necessary in some form to advance any project or service above the existing operations and capital infrastructure.

Potential Revenue Sources

For KWDOT to move forward with the 10-year vision plan, additional revenue sources will be necessary to address unfunded needs. The following list provides revenue sources that KWDOT may be eligible for during FY2015-2024. It is important to note that during the planning horizon, additional sources of funding may surface that are not currently available. Therefore, it is vital that all agencies supporting public transit improvements continue to review funding opportunities and exhaust all available sources to support public transit enhancements.

- **Mobility Fee** – The city could implement a citywide mobility fee to support and fund mobility needs. The one-time payment for new development has the potential to fund transit capital and provide KWDOT with revenue to fund new transit infrastructure necessitated by growth and development.
- **Advertising Revenue** – KWDOT could increase its revenue through the more aggressive sale of advertising at shelters and/or on vehicles. The sale of external advertising may require some local policy amendments.
- **Tourist Development Tax** – The city could increase or reallocate the existing Tourist Development Tax for the provision of transit services to the beaches, hotels, and major attractions.
- **Bicycle Locker Rental Revenue** – KWDOT could generate additional revenue through the rental of bicycle lockers at public facilities and fixed-route bus stops.
- **Federal Discretionary Funding** – The city should investigate the use of Federal discretionary capital funding made available to assist with the funding of projects similar to those funded under the Transportation Investment Generating Economic Recovery (TIGER), Ladders of Opportunity, New Starts, and Small Starts federal funding programs.
- **Ad Valorem Increase** – The City and the County could increase the millage rate to generate revenues to support transit operations. The County also has the ability to create municipal service taxing unit (MSTU) and levy a millage to support additional public transit service.
- **Gas Tax** – Increases to the gas tax can be applied and used to fund operating and capital expenditures. However, as transit use increases and the rate at which gas is consumed fluctuates gas tax revenues may be an unstable source of funding for transit services. Currently, the City of Key West employs all gas tax available, so a legislative change would be required to allow the County to generate any additional gas tax.
- **Sales Tax** – The city may levy the additional ½ cent of the discretionary sales tax to raise additional funds to fund transit capital costs.
- **Fare Increase** – KWDOT periodically should evaluate the fares charged for service to ensure that the cost of service to users is maintained at a reasonable percentage consistent with the provision of service and also to prevent significant increases in fares at once, due to minor increases not periodically occurring.

- **Private Partnerships** –The City of Key West and the municipalities along the lower keys should work with KWDOT to continue to support transit services through new development. As new development occurs, the cities should ensure that the appropriate contributions are being secured for capital and operating costs related to providing public transit service to development. Partnerships should be sought with major employers to create employee pass programs or make donations to support transit service to their workplaces.
- **Service Development Grants (SDGs)** – These grants are made available through FDOT to assist with new and innovative public transit operating and capital expenses when state funding is available for this program.
- **Bed Tax** – During public involvement activities, bed tax was mentioned as a potential revenue source that could be implemented, particularly with the renovation of 500 hotel rooms in the City of Key West. A \$0.01 dedicated bed tax for transit could provide operating funds to increase frequency of service. The improved service frequency may reduce the need for private hotel shuttles, which could be a potential point to garner support from the industry for such a tax increase.
- **Increase parking fees** – Increasing the parking fees within the City of Key West could generate additional transit revenue. Parking costs and related revenues are included in the City of Key West Budget with transit service.
- **Land rental, value capture, and air rights** – Vacant city owned property can be rented with funding supporting transit service. In addition, air rights over shelters and facilities can be sold, properties benefitting from transit service may be taxed based on their benefit, and public-private agreements can be executed to rent for additional development around stations.

Appendix A: Private Provider Transportation Survey



June 12, 2014

Dear Transportation Provider,

The City of Key West Transit is developing a ten year plan that guides, assesses, and sets a vision for transit service incorporating the local operating environment, public involvement, and funding availability.

As part of the Transit Development Plan (TDP), Key West Transit must provide information on all public transportation providers within the City of Key West. Your agency has been identified as a transportation provider; therefore, you are being contacted. Please take a few moments to complete the attached survey and return to our attention to assist with this effort. You may return completed surveys as follows:

E-mail: MMoeller@tindaleoliver.com

Fax: (407) 657-9106, Attn: Michael Moeller

USPS: Tindale-Oliver & Associates, Inc.

Attn: Michael Moeller

135 W. Central Blvd., Suite 450

Orlando, FL 32801

Thank you for your participation and support of Key West Transit. If you have any questions or need additional information, please do not hesitate to contact Michael Moeller at (407) 657-9210, ext. 2226.

Key West Transportation Service Provider Survey

Key West Transit is in the process of developing its ten-year Transit Development Plan (TDP) major update, in accordance with the Florida Department of Transportation (FDOT) TDP Florida Rule 14-73.001. The State of Florida requires that Key West Transit list all of the transportation providers within its geographic service area. Please take the time to fill out this survey and assist Key West Transit in providing better transportation to all of Key West's residents.

1. What is the name of your company? _____

2. What type of service do you provide? (e.g., taxi, demand response, charter) _____

3. Please list the location of your facilities:

| Name (e.g., dispatch) | Location | Age | Condition (please circle one) |
|-----------------------|----------|-----|-------------------------------|
|-----------------------|----------|-----|-------------------------------|

| | | | |
|-------|-------|-------|--------------------------|
| _____ | _____ | _____ | Excellent Good Fair Poor |
| _____ | _____ | _____ | Excellent Good Fair Poor |
| _____ | _____ | _____ | Excellent Good Fair Poor |

4. What are the boundaries of your service area? _____

5. What are your hours of operation? _____

6. What is your fare per trip? _____

7. What is your service frequency? _____

8. What are your primary destinations? _____

9. What is your average annual ridership? _____

10. Please list your rolling stock

| Type (e.g., car, van, bus) | Age | Number of Units | Special Accessories |
|----------------------------|-----|-----------------|---------------------|
|----------------------------|-----|-----------------|---------------------|

| | | | |
|-------|-------|-------|-------|
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |

11. Please list any other equipment used to perform daily operation (e.g., automotive repair)

| Type | Age | Number of Units | Condition (please circle one) |
|------|-----|-----------------|-------------------------------|
|------|-----|-----------------|-------------------------------|

| | | | |
|-------|-------|-------|--------------------------|
| _____ | _____ | _____ | Excellent Good Fair Poor |
| _____ | _____ | _____ | Excellent Good Fair Poor |
| _____ | _____ | _____ | Excellent Good Fair Poor |

12. Please list any affiliations with groups or programs involved with public transit:

Thank you for taking the time to complete this survey. Please return the completed survey to Tindale-Oliver & Associates, Inc., 135 W Central Boulevard, Suite 450, Orlando, Florida 32801, or fax to (407) 657-9106, or email MMoeller@tindaleoliver.com. If the information is available in another format, please mail, fax, or e-mail the existing format without completing this questionnaire.

Private Provider Survey Responses

| Name | Service | Location | Boundaries | Hours | Fare | Service Frequency | Primary Destinations | Annual Ridership | Stock | Other Equipment |
|------------------------|---------|----------------------------|-----------------------------|----------------------|---------------------------|-------------------|---|------------------|--|--------------------|
| Keys Limo | Livery | Dispatch: 71st Street | Key West to Fort Lauderdale | 24/7 | \$180/hr | 2 rides/week | KW Airport and Downtown | N/A | 2 cars, 1 classical car, 1 stretch limo | N/A |
| Old Town Trolley Tours | Tours | Office/Maint: 122 Simonton | Key West | 9am to 6pm for tours | Adults:\$29, Seniors \$26 | every 30 minutes | N/A | N/A | 23 trolleys, 6 shuttle bus, 2 hydraterra | 4 service vehicles |
| Conch Tour Train | Tours | Office/Maint: 1805 Staples | Key West | 9am to 6pm for tours | Adults:\$29, Seniors \$26 | every 30 minutes | 303 Front St, 501 Front St, 900 Caroline St, 500 Truman Ave | N/A | 16 conch tour trains | 3 service vehicles |

Private Providers – No Response

| Name | Type |
|------------------|-----------|
| Five 6's | Taxi |
| CityView Trolley | Trolley |
| Keys Shuttle | Shuttle |
| Key West Cab | Taxi |
| Conch Limo | Limousine |

Appendix B: TDP Public Involvement Plan & FDOT Approval



Florida Department of Transportation

RICK SCOTT
GOVERNOR

1000 NW 11th Avenue
Miami, Florida 33119-0001

ANANTH PRASAD, P.E.
SECRETARY

June 12, 2014

Mr. Norman Whitaker
Director
City of Key West DOT
P.O. Box 1078
Key West, Florida 33040

RE: Key West DOT 2014 Transit Development Plan (2014-2024) Major Update – Approval of Public Involvement Plan

Dear Mr. Whitaker:

The Florida Department of Transportation (Department) has reviewed the submitted Public Involvement Plan of Key West DOT's 2014 Transit Development Plan (2014-2024) Major Update, as requested in your May 19, 2014, correspondence.

In accordance with Rule Chapter 14-73, Florida Administrative Code (FAC), the TDP development process must include the specification of an approved public involvement process and documentation of its use.

The Department approves KWDOT to utilize the submitted Public Involvement Plan to guide the TDP public outreach process. All public involvement activities conducted during the development of the Key West Transit FY 2015-2024 TDP must be consistent with the Public Involvement Plan and documented in the TDP.

Should you have any questions or need additional information, please contact me at (305) 470-5255.

Sincerely,

Raymond Freeman
District Transit Programs Administrator

cc: Aileen Boucle, FDOT; Dionne Richardson, FDOT; Ed Coven, FDOT; Carolyn Haia, KWDOT

Key West Transit Transit Development Plan



Public Involvement Plan

Prepared for:

City of Key West Department of Transportation
*627 Palm Ave
Key West, FL
(305) 809-3910*

May 2014

Tindale-Oliver & Associates, Inc.
*1000 Ashley Drive, Suite 100
Tampa, FL 33602
ph (813) 224-8862, fax (813) 226-2106*

*135 W. Central Boulevard, Suite 450
Orlando, Florida 32801
ph (407) 657-9210, fax (407) 657-9106*

TABLE OF CONTENTS

| | |
|---|------------|
| Introduction..... | 1-1 |
| Public Involvement Plan Techniques | 2-1 |
| Direct Involvement Activities..... | 2-1 |
| Information Distribution Activities..... | 2-4 |
| Measures of Effectiveness..... | 3-1 |
| Public Involvement Schedule..... | 4-1 |

LIST OF TABLES:

| | |
|---|-----|
| Table 1: Preliminary Project Schedule | 4-1 |
|---|-----|

I. INTRODUCTION

Key West Transit (KWT) is in the process of developing its ten-year Transit Development Plan (TDP). The ten-year TDP is a strategic guide for public transportation in the community over the next ten years. Several key objectives to be considered during the TDP development process include: identifying areas of potential enhancement for a new operational facility opening in 2015, promoting the use of KWT services by the City of Key West's large number of annual visitors, evaluating the Lower Keys Shuttle (which is a very important form of transportation connecting people, jobs, and places), and identifying any potential revenue sources to support the transit system. Several public involvement activities were selected for inclusion in the TDP's public involvement process to ensure the active participation of citizens in the community. Each of the public involvement activities are discussed in this section.

This Public Involvement Plan (PIP) has been developed as part of the TDP in order to formally document all planned public outreach activities to be undertaken. The PIP identifies numerous opportunities for public involvement as well as involvement on the part of local agencies and organizations. In accordance with the Florida Department of Transportation (FDOT) TDP Florida Rule 14-73.001, this PIP shall outline opportunities for public involvement throughout the TDP process. Activities proposed within this PIP include coordination with the TDP Review Committee, stakeholder interviews, a transit operator survey, on-board and stop level community outreach in the form of discussion groups, public workshops, and as appropriate, project presentations to governing boards and advisory committees. The results of the public involvement activities will be used in the development of the ten-year transit plan as part of the major TDP update.

Title VI of the Civil Rights Act

The KWT is committed to ensuring that no person shall on the basis of race, color or national origin, sex, age, disability, family or religious status, as provided by Title VI of the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987, and the Florida Civil Rights Act of 1992, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination or retaliation under any KWT program or activity.

Environmental Justice

Title VI of the 1964 Civil Rights Act and the 1994 U.S. Department of Transportation (U.S. DOT) Order on Environmental Justice requires that the transportation planning process seek to identify the needs of low-income and minority populations. KWT is committed to enhancing public involvement activities to identify and address the needs of minority and low-income populations in making transportation decisions.

Limited English Proficiency (LEP)

Public transportation providers receiving federal funding from the U.S. DOT have a responsibility, under Title VI of the Civil Rights Act of 1964, to take reasonable steps to ensure Limited English Proficiency (LEP) persons have meaningful access to benefits, services, information, and other important programs and activities. LEP persons include individuals who have a limited ability to read, write, speak, or understand English. KWT is committed to creating a positive environment for persons with LEP and ensuring that they have an opportunity for full participation in public involvement activities.

Special Accommodations

Persons who require special accommodations under the Americans with Disabilities Act (ADA) or persons who require translation service to participate in public meeting activities are requested to notify KWT at least 48 hours prior to workshops or meetings. Requests for alternative-format materials or translation should be made in advance to accommodate the development and provision of these materials. All public meeting notices will include the appropriate KWT staff contact phone number and deadline date for requesting special accommodations at workshops or meetings.

II. PUBLIC INVOLVEMENT PLAN TECHNIQUES

Many public involvement techniques were selected for inclusion in the PIP to maximize the potential for active participation by citizens in the community. Each of the techniques is briefly summarized in this section. Direct involvement techniques refer to those that engage the public in “hands on” workshops and/or discussion about the project. Information distribution techniques refer to those that utilize the dissemination of public information materials to inform the general public of the project.

Direct Involvement Activities

Public involvement activities involving direct interaction with agencies, organizations, and/or citizens will be used throughout the study process. The direct involvement activities selected for this TDP include the following.

- Public Information Materials
- Discussion Groups
- Stakeholder Interviews
- Public Workshops
- Review Committees Meetings
- Transit Operator Surveys
- City Commission Meeting

The following section describes each direct involvement activity in detail. In addition, the number of times each activity is programmed to be performed is noted where appropriate.

- **Review Committee** – A TDP Review Committee will be assembled to guide and provide input on the TDP and evaluate all deliverables. Review Committee members will be provided with meeting materials and the project schedule. In accordance with the Florida Sunshine Law, public notice will be advertised for all Review Committee meetings. Representatives from the following agencies and organizations may be selected as Review Committee members:
 - City of Key West Department of Transportation
 - Florida Department of Transportation District 6
 - CareerSource South Florida
- **Stakeholder Interviews** – Stakeholder interviews will be conducted to solicit ideas, concerns, and comments from key individuals/organizations, community leaders, and other individuals identified by KWT to obtain their opinions and ideas regarding current and future transit services in the City of Key West. Interviews are planned to be held with ten stakeholders and will seek to assess the stakeholder’s perceptions and attitudes towards transit and its role in the City of Key West. The interviews will be conducted

both in-person and by telephone. An interview script will be developed and submitted to KWT for review prior to the first interview. Representatives from the following agencies and organizations may be selected for stakeholder interviews:

- City Commissioners
- Key West Housing Authority
- Key West Chamber of Commerce
- Monroe County Tourist Development Council
- CareerSource South Florida
- Guidance Care Center, Inc.
- The Health Council of South Florida, Inc.
- Monroe County Local Coordinating Board

Results of the stakeholder interviews will be considered and documented during the development of the ten-year TDP.

- **Operator Surveys** – Transit operators have the greatest depth of contact with KWT's patrons. These operators are a valuable asset for providing rider input as well as important information on system network issues such as operations, safety, and scheduling. Informal interviews with the transit operators will be conducted as desired by KWT to obtain information about existing services as well as potential enhancements. A printed survey may also be distributed to the transit operators for anonymity. The operators will be asked to complete and return the surveys to a designated location.
- **Public Workshops** – Public workshops have proven to be an effective technique for obtaining substantive public participation in the planning process and will be the primary mechanism to obtain input from the general public regarding the transit needs in the City of Key West. The workshop locations will be selected in an attempt to ensure that the venues are accessible via transit. Additional support activities will include organization of facility details, preparation of appropriate notices and flyers for advertisement of the public workshops and meetings, preparation of materials, setup and cleanup, and preparation of a summary for each workshop. KWT staff will be responsible for posting the notices in a newspaper of general circulation, online, and onboard buses, as required.

Two public workshops will be conducted over the course of the project. The first workshop will occur during the initial TDP stage in order to discuss the current KWT services and get input on potential desired transit needs and enhancements.

The second public workshop will be held near the conclusion of the TDP to obtain input on proposed ten-year recommendations. These workshops may include both open-house and/or more formal presentation workshop formats that are open to the public. High traffic locations will be sought for open house format presentations in order to

maximize the amount of people that may be reached in this type of meeting. Formal presentation meetings may occur if the workshop is a part of another public meeting or event, or if the project team has been invited to speak at a scheduled organization meeting.

- **Discussion Group Workshops** – In order to obtain additional public input into the TDP process, two discussion group workshops will be conducted. These workshops will involve smaller groups of participants in order to promote a more in depth discussion about issues and needs. The workshops will be held within KWT's existing service area. Potential participants of the transit-user discussion group will be identified and invited to each workshop. Coordination with these participants will also involve the selection and scheduling of appropriate locations for the workshops. Potential workshop participants would include representatives of the business, health, social services, and education community, as well as the Key West Chamber of Commerce.

In lieu of more formal meeting locations, the Discussion Group Workshops may also be conducted onboard the buses and/or at bus stop locations to reach the greatest number of transit user participants. Presentations and discussions may also occur at scheduled events or through invitations to speak at upcoming meetings, particularly at the Rotary Club.

- **Public Presentations** – Two presentations of the TDP will be made at the direction of KWT staff and may include:
 - *The City of Key West Commission* – The Key West City Commission is the governing body for Key West Government. The Commission is responsible for developing policies, putting in place ordinances which carry out these policies, deciding tax rates, and approving the yearly budget. The TDP must be adopted by the City Commission prior to submittal for FDOT approval.
 - *Regional Workforce Board* – The Regional Workforce Board oversees workforce programs in Monroe County and surrounding areas. This organization connects human resources representatives to potential employees at no cost to either party. The Regional Workforce Board also assists in providing information on training opportunities and employment assistance.
 - *Monroe County Local Coordinating Board* – The Monroe County Local Coordinating Board works to provide quality and efficient transportation services to the transportation disadvantaged population. The Local Coordinating Board identifies transportation needs in the community and advises on services to be provided to the transportation disadvantaged.

Information Distribution Activities

The information distribution activities selected for the TDP are listed and discussed below.

- **Public Involvement Plan** – The public involvement plan will be made available on the KWT website.
- **Press Releases/Flyers for Public Workshops** – Appropriate flyers and notices will be prepared for the advertisement of public meetings and workshops. KWT staff will be responsible for posting the notices in a newspaper of general circulation, online, and onboard buses.
- **Comment Cards** – Comment cards will be available at public meetings as a way for the public to share comments and provide feedback in a way that may be more comfortable than voicing an opinion during an open meeting.
- **Surveys** – Surveys will be provided to transit operators in order to obtain valuable information regarding potential enhancements, rider complaints, and opinions of the passengers and visitors to the City of Key West.
- **Notification of General Public** – The general public will be given appropriate notice of all meetings. Review Committee meetings will be properly advertised and open to the public. Adequate time will be allotted at the end of each meeting for public comment.
- **Mailing/Contact Lists** – The KWT mailing list will enable the distribution of project-related information throughout the development of the TDP. Mailings will be designed to reach diverse populations throughout the City and the study area. Specifically, an effort will be made to reach local stakeholder groups with project-related materials. Such groups include the various chambers of commerce throughout the community, civic and advocacy groups, special interest groups, etc.
- **Additional Presentation and Workshop Materials** – Public involvement materials developed for the public involvement plan will be made available to KWT staff and the Review Committee members for use at their discretion at other public involvement events and opportunities. Materials include presentations, presentation boards, surveys, and other tools and informational resources used to gather public input throughout the study process. Visualization techniques (i.e., diagrams, maps, pictures) will be used to supplement and enhance program descriptions in order to optimize public understanding of issues and concepts.

III. MEASURES OF EFFECTIVENESS

Effectiveness measures have been established to evaluate the effectiveness of the public involvement process. For the purpose of this PIP, effectiveness measures will be defined as follows:

- **Total number of persons engaged** – This will be measured by using a sign-in/attendance log to monitor attendance for any discussion group, Review Committee meeting, and public workshop.
- **Total number of public involvement events** – The total number of public involvement events will be documented within the public involvement section of the TDP. In addition, the public meeting locations will be depicted on a map within the KWT geographic service area.
- **Total number of persons surveyed** – The total number of persons surveyed will be documented in the public involvement section of the TDP.
- **Review Committee survey** – A survey will be provided to all Review Committee members to allow them to rate their participation and the value of the Review Committee in the TDP development process.
- **Total service recommendations in the ten-year plan that result from public involvement** – Public involvement participants will be given comment forms to document comments and/or recommendations. All questions that cannot be answered at the meetings will be responded to in writing within 15 days, provided the person provides their name and address.
- **Public workshop summaries** – Workshop summaries will be prepared for each of the public workshop meetings. These summaries will provide insight into how effective each workshop was at collecting public input.

IV. PUBLIC INVOLVEMENT SCHEDULE

A project schedule was developed for the public participation portions of the study. This project schedule is provided in Table 1. Please note that the dates for specific meetings and public involvement activities are approximate and subject to change pending guidance from KWT and the project Review Committee.

Table 1
Preliminary Project Public Involvement Schedule

| Public Involvement Activity | Date |
|---|-------------|
| Review Committee Kick-off Meeting | May 2014 |
| Public Workshop (1 st round) | May 2014 |
| Stakeholder Interviews | May 2014 |
| Operator Survey | May 2014 |
| Discussion Groups | May 2014 |
| Public Workshop (2 nd round) | June 2014 |
| All Public Comments Due | July 2014 |
| Presentation #1 (Direction of City of Key West Department of Transit Staff) | August 2014 |
| Presentation #2 (Direction of City of Key West Department of Transit Staff) | August 2014 |

Appendix C: Public Workshop Materials

Received



STATE OF FLORIDA MAY 27 2014
COUNTY OF MONROE

City of Key West

Dept. of Transportation

PO Box 1800
Key West FL 33041
Office....305-292-7777
Extension...x219
Fax.....305-295-8025
legals@keysnews.com

INTERNET PUBLISHING
keywest.com
keysnews.com
floridakeys.com
key-west.com
Web Design Services

NEWSPAPERS
The Citizen
Southernmost Flyer
Florida Keys Free Press

MARKETING SERVICES
Commercial Printing
Direct Mail

FLORIDA KEYS OFFICES
Printing / Main Facility
3420 Northside Drive
Key West, FL
33040-1800
Tel 305-292-7777
Fax 305-294-0768
citizen@keywest.com

Internet Division
Tel 305-292-1880
Fax 305-294-1699
sales@keywest.com

Upper Keys Office
91731 Overseas Hwy
Tavernier, FL 33070
Tel 305-853-7277
Fax 305-853-0556
freepress@floridakeys.com

Before the undersigned authority personally appeared Tommy Todd, who on oath says that he is Advertising Director of the Key West Citizen, a daily newspaper published in Key West, in Monroe County, Florida; that the attached copy of advertisement, being a legal notice in the matter of

Notice of Morning Review Committee
Meeting And Evening Public Workshop

was published in said newspaper in the issue(s) of

May 18, 2014

Affiant further says that the Key West Citizen is a newspaper published in Key West, in said Monroe County, Florida and that the said newspaper has heretofore been continuously published in said Monroe County, Florida every day, and has been entered as second-class mail matter at the post office in Key West, in said Monroe County, Florida, for a period of 1 year next preceding the first publication of the attached copy of advertisement; and affiant further says that he has neither paid nor promised any person, firm or corporation any discount, rebate, commission or refund for the purpose of securing this advertisement for publication in the said newspaper.

[Handwritten Signature]
Signature of Affiant

Sworn and subscribed before me this 18 day of May, 2014

Notary Public:

Dawn Kawzinsky

Dawn Kawzinsky
Expires: 1/4/16



DAWN KAWZINSKY
NOTARY PUBLIC
STATE OF FLORIDA
Comm# EE157233
Expires 1/4/2016

Notary Seal

Personally Known x Produced Identification
Type of Identification Produced

**NOTICE OF MORNING REVIEW COMMITTEE MEETING
AND EVENING PUBLIC WORKSHOP**



Key West Transit announces the following
review committee meeting and public
workshop to which all persons are invited.

DATE/TIME /LOCATION

Wednesday, May 21, 2014

Frederick Douglas Community Center
111 Olivia Street
Key West, FL

Review Committee Meeting

9:00 a.m. to 11:00 a.m.

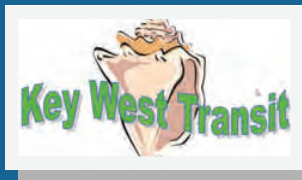
Public Workshop

6:00 p.m. to 8:00 p.m.

Key West Transit is working to develop the 2015/2024 Transit Development Plan Major Update that guides bus service and operations. Please join us at either the review committee meeting or the public workshop, to find out more information on your areas various transportation plans and provide your input on how to make public transportation work better for the community. Come out and share your thoughts so we can better serve you.

People who would like to offer comments, but are unable to attend the workshop, may do so by submitting written comments to the attention of Patricia Whitton at Tindale-Oliver & Associates, Inc., 135 W Central Boulevard, Suite 450, Orlando, Florida 32801.

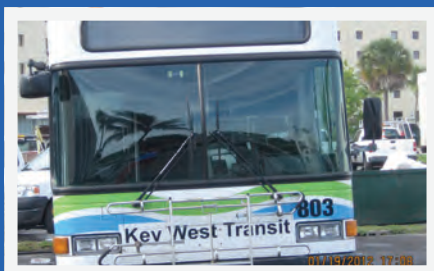
In accordance with the Americans with Disabilities Act (ADA) of 1990, persons needing a special accommodation to attend either the review committee meeting or the public workshop because of a disability or physical impairment should call the TTY number at (305) 809-1000 or the ADA Coordinator at (305) 809-3731 at least five business days in advance for sign language interpreters, assistive listening devices, or materials in accessible format.



City of Key West & Key West Transit 2015-2024 Transit Development Plan Public Meeting

Frederick Douglas Community Center
111 Olivia Street, Key West, FL

May 21, 2014 - 6 PM to 8 PM



Come share your thoughts so that we can better serve you!

Key West Transit is working to develop the 2015/2024 Transit Development Plan Major Update. Please join us at the Frederick Douglas Community Center to find out more information on Key West's various transportation plans and provide your input on how to make public transportation work better for our community.

This workshop is open to the general public and does not require an RSVP. People who would like to offer comments but are unable to attend the meeting may do so in advance by mailing them to Tindale-Oliver & Associates, Inc., attention Tricia Whitton, 135 W Central Boulevard, Suite 450, Orlando, Florida 32801 or emailing them to pwhitton@tindaleoliver.com. Call 407-657-9210, Ext. 2230 or email pwhitton@tindaleoliver.com for further information about the workshop.

Public participation is solicited by the City of Key West without regard to race, color, national origin, age, sex, religion, disability or family status. In accordance with the Americans with Disabilities Act (ADA) of 1990, persons needing a special accommodation to attend the public workshop because of a disability or physical impairment should call the TTY number at (305) 809-1000 or the ADA Coordinator at (305) 809-3731 at least five business days in advance for sign language interpreters, assistive listening devices, or materials in accessible format.

FKCC Mourns the Loss of Artist-in-Residence Jay Gogin

FKCC's artist-in-residence and ceramics instructor of 24 years, Jay Gogin, died June 13.

Florida Keys Community College's faculty, staff, students, administrators and friends mourn the loss of Jay Gogin, its artist-in-residence and ceramics instructor of 24 years, who died June 13, 2014, at age 57.

The popular teacher, known for his long beard and affectionately nicknamed "Hairy Potter," was also known as much for his generosity and spirit as he was for his talent and creativity.

After relocating to Key West in 1990, Gogin began teaching ceramics at FKCC. Starting with just one class, the ceramics program garnered nearly instant popularity and quickly expanded to include multiple courses including raku, wheel throwing, ceramic mural design, and Japanese wood-firing. Gogin's keen instruction and heartfelt zeal attracted students to eagerly return over and over.

Gogin consistently went above and beyond his job duties to engage, challenge, and delight his students as well as the community. He hosted visiting artists from all over the world, led cultural and educational trips to Europe and Japan, and organized numerous workshops, exhibits and fund-raising celebrations.

In 1997, he founded Mud-Pi, a student ceramics club, with the mission of enhancing awareness and appreciation of ceramics. He and his students have created dozens of intricately adorned ceramic wall murals, sculptures, pots and urns that provide the college's Key West campus its signature aesthetic -- highlighted by the landmark fountain in the heart of campus.

Similar pieces grace many locations in the Keys, including the Key West Public Safety Building and Kathy's Hope Serenity Garden. Gogin and Mud-Pi also regularly hosted young students -- elementary through high school

-- as well as special-needs individuals, to introduce them to the fine art of pottery.

"The word legend is often over used or misused when we describe certain individuals. To say that Jay is a legend is no exaggeration," said FKCC president Jonathan Gueverra. "His finest qualities extend beyond his artistic and creative abilities. Jay's kindness, his generosity and his willingness to share and to serve simply because these were the right things to do will never be forgotten. Through his artistic expression we will all continue to benefit."

"On behalf of the entire FKCC community, I thank Jay Gogin for his almost 25 years of service. I especially want to thank his wife Robin, who is equally generous and allowed the rest of us to be a part of their lives."

Originally from Wisconsin, Gogin's lifelong love and passion for pottery began when he created his first pot at age 9. He began showing his pottery at small Midwest art festivals, but his talent and unique zen-inspired technique quickly launched his work to nationally and internationally recognized exhibits. His artwork has been exhibited and still "lives" in private collections in nearly all 50 states and more than a dozen countries.

Two years ago, long-time FKCC supporter Michael Dively, a former student of Gogin's, created a \$25,000 endowment in the FKCC Foundation to establish the "Jay Gogin Excellence in Visual Arts Award." The award is presented to a promising FKCC student artist each year.

"I still remember with fondness my ceramic classes at FKCC," said Dively, a former Michigan legislator and college professor. "This award recognizes Jay's creativity, energy and commitment to his students -- and the impact Jay's artistic creations have made at the college and around Key West."

A celebration of life is being planned and will be announced at a later date.



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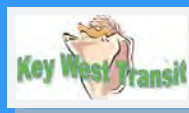


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City of Key West & Key West Transit 2015-2024 Transit Development Plan Public Meeting

Senior Citizen Center Auditorium
1400 Kennedy Drive, Key West, FL

June 25, 2014 - 5 PM to 8 PM



Come share your thoughts for the chance to win a DOOR PRIZE!!

Come share your thoughts so that we can better serve you!

Key West Transit is working to develop the 2015/2024 Transit Development Plan Major Update. Please join us at the Senior Citizen Center Auditorium to find out more information on Key West's various transportation plans and provide your input on how to make public transportation work better for our community.

Parking is available across the street from the Senior Citizen Center by the Poinciana Elementary School or use the Key West Transit bus service to come to the meeting.

This workshop is open to the general public and does not require an RSVP. People who would like to offer comments but are unable to attend the meeting may do so in advance by mailing them to Tindale-Oliver & Associates, Inc., attention Tricia Whitton, 135 W Central Boulevard, Suite 450, Orlando, Florida 32801 or emailing them to pwhitton@tindaleoliver.com. Call 407-657-9210, Ext. 2230 or email pwhitton@tindaleoliver.com for further information about the workshop.

Public participation is solicited by the City of Key West without regard to race, color, national origin, age, sex, religion, disability or family status. In accordance with the Americans with Disabilities Act (ADA) of 1990, persons needing a special accommodation to attend the public workshop because of a disability or physical impairment should call the TTY number at (305) 809-1000 or the ADA Coordinator at (305) 809-3731 at least five business days in advance for sign language interpreters, assistive listening devices, or materials in accessible format.



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City of Key West

Dept. of Transportation

Before the undersigned authority personally appeared Tommy Todd, who on oath says that he is Advertising Director of the Key West Citizen, a daily newspaper published in Key West, in Monroe County, Florida; that the attached copy of advertisement, being a legal notice in the matter of

Notice of Review Committee Meeting & Workshop
Key West Transit Development Plan

was published in said newspaper in the issue(s) of

June 18 & 22, 2014

Affiant further says that the Key West Citizen is a newspaper published in Key West, in said Monroe County, Florida and that the said newspaper has heretofore been continuously published in said Monroe County, Florida every day, and has been entered as second-class mail matter at the post office in Key West, in said Monroe County, Florida, for a period of 1 year next preceding the first publication of the attached copy of advertisement; and affiant further says that he has neither paid nor promised any person, firm or corporation any discount, rebate, commission or refund for the purpose of securing this advertisement for publication in the said newspaper.

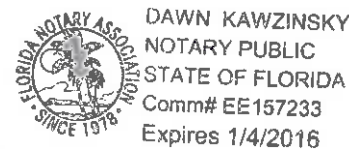

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**NOTICE OF MORNING REVIEW COMMITTEE MEETING AND
EVENING PUBLIC WORKSHOP**



Key West Transit announces the following review committee meeting and public workshop to which all persons are invited

DATE/TIME/LOCATION

Wednesday, June 25, 2014
Senior Citizen Center Auditorium
1400 Kennedy Drive, Key West, FL

Review Committee Meeting
11:00 a.m. to 1:00 p.m.

Public Workshop
5:00 p.m. to 8:00 p.m.

Key West Transit is working to develop the 2015/2024 Transit Development Plan Major Update that guides bus service and operations. Please join us at either the review committee meeting or the public workshop, to find out more information on your areas various transportation plans and provide your input on how to make public transportation work better for the community. **Come out for the chance to win door prizes and share your thoughts so we can better serve you.**

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June 18 and June 22, 2014 Key West Citizen

391165

FROM PAGE 1

Studios

Continued from Page 1A

said they will host plenty of art events during the interim.

"Through partnerships and off-site events we're going to stay pretty active until we have the new building," said Elena Devers, deputy director of The Studios. "We're going to keep engaging in things off site."

But The Studios isn't leaving the armory without putting on a grand finale: "Mango Madness and Member Summer Salon" opens at 6 p.m. Thursday, along with McAloon's show, "Now & Then & There."

The main, first-floor hall will present a show and sale of works by about 60 local artists who are members of The Studios. Both exhibitions will run through July 11.

The evening is also a celebration of all things mango with a mango cooking contest judged by City Commissioner Jimmy Weekley and business owner Richard Talmadge, a mango fashion contest and the serving of various mango drinks. It's



Lauren P. McAloon looks for an appropriate location for one of her sculptures at The Studios Key West.

also a night to mark McAloon's first solo show.

"Ever," she said Tuesday, as she carefully put the finishing touches on hanging her own work in the upstairs gallery space, including reinventions of installations that have appeared before in Key West, such as "Threshold," a contemplation of the Cuban migration experience via handmade boats known as chungs.

Tall, dark bamboo poles greet visitors to the upstairs gallery. McAloon cut holes in each to make them into pipes. By Thursday, the three-dimensional piece will be complete with six rudders preserved from Cuban chungs that landed in Key West.

"I have 11 of them," McAloon said of the rudders, which park rangers and locals collected from the shores of the Dry Tortugas years ago. "I'm

their caretaker. They're handmade. The energy in them is incredible."

"Threshold" speaks to the perilous journey across the Florida Straits from Cuba to the tips of America, she said, but also honors the personal decision that she tries to imagine.

"It's amazing to me people make that decision to come over that threshold and leave behind so much," McAloon said.

Her newer works are down the hall, in a side room. They're smaller pieces, a collection she calls "Vessels."

McAloon has also included a piece once called "Focus," but retitled "Refocus" for Thursday's show: 13 window-type frames of metal hang from the ceiling. Each panel holds clear glass balls, affixed to circles of iron she calls "crosshairs."

The installation originally held images of people affected by the number of wars over the years, a child left behind or a wife. The viewer peers into the glass balls to see the images.

"Refocus," however, honors people affected by the many murderous shooting rampages in 2014.

"It's only 2014," McAloon said. "Not the victims, this time it's the people surviving them. Their whole lives have been changed."

McAloon proposed the show to The Studios' directors as one of the last armory exhibitions and wanted the upstairs space, essentially a white-walled, hardwood floor hallway much smaller than the sprawling downstairs gallery.

"I love this space," McAloon said. Devers said it's a fitting tribute to honor McAloon's work, along with that of other local artists who are members of The Studios.

"McAloon herself has helped realize the vision of hundreds of exhibiting artists over the past seven years," Devers said.

On view through July 11, a "boot camp" painting class had just ended. Rows of tables, all coated with dried paint splatters were waiting for her to put away — along with those trusty beige-upholstered metal chairs that have witnessed a performance of the musical Hedwig and poet Billy Collins.

And that was only this past year. gfilosa@keynews.com

City

Continued from Page 1A

Fernandez contract killed.

Commissioner Tony Yaniz went further.

"We now have the announcement in our hands to terminate Mr. Vitas' contract," Yaniz said at the meeting's end.

Vitas' contract is up next July.

Mayor Craig Cates said he has told Vitas and Smith they must work together on the city's business.

"I think Shawn's door has been open," Cates said. "I'm concerned, Bob, you're not talking with him."

Others said the Fernandez contract is a blow to city staff. The morale has been terrible in this city, and I think this has made it worse," said Commissioner Billy Wardlow. "I think this was all orchestrated a long time ago."

Commissioner Jimmy Weekley said the right procedures were not followed in the Fernandez deal.

"What I'm upset about is the contract did not come before the city commission," Weekley said. "We did not have the chance to review the contract."

Only Commissioner Teri Johnston sided with Vitas, saying the commission has no authority to dictate hiring and firing the city manager's staff.

"We have micromanaged this gentleman to this point," Johnston said of Vitas, citing his 30 years of prior city management experience. "I would say this is Bob's call."

Commissioner Clayton Lopez called Johnston's logic "poppycock," saying he is appalled at the \$114,000 salary at a time when he has been calling for fair wages across the board at city hall.

"It's a slap in the face to every employee at city hall," said Yaniz, "and now Shawn Smith is going to leave?"

In a bombshell announcement earlier in the evening, Smith told commissioners he isn't certain whether he wants to continue as the city's top attorney after his contract expires in December.

"As of late, I've watched the city spiral downward and it's troubling and it hurts," Smith said. His voice breaking, "Given the present state of things, I am not all that inclined to do so. It's a decision I'm going to

make with my family."

While Vitas said he researched prior contracts struck by former city managers and followed suit, he acknowledged the local laws.

"We don't have consistent policies," Vitas said. "There is no consistency because the policies themselves don't address all of the issues. They lack clarity and they lack being concise."

Not true, Smith responded, urging commissioners to phone a former assistant city manager who recently resigned after six years to the

dismissal of staff and city leaders.

"Call Mark Finigan and ask him how the process works," Smith said, "because you know you'll get a straight answer."

The political clash over whether Vitas ignored two city laws that require all contracts to have a review by the legal team before they are approved and anything over \$20,000 must win commission approval escalated at Old City Hall during Tuesday's meeting.

Fernandez told The Citizen he wrote the first draft of his contract last month and gave

it to Vitas.

Vitas said the position was upgraded and that only Fernandez has the expertise to run the department and oversee its multimillion dollar stormwater system.

"My decision was to bring someone on board with 28 years with the city, someone who has built that utility and worked there longer than he

has served as assistant city manager," Vitas said.

Tuesday marked the first time the public — whether on local access television, Internet streaming and in person at 510 Greene St. — had a chance to see the troubled relationship between the two highest-paid Key West officials, who both serve at the pleasure of the commission.

But Vitas, who arrived in 2012 from Lake Zurich, Ill., hasn't received the level of admiration — and high approval ratings — from the commission like Smith has.

"Shawn is the most important person in the city," Wardlow said Tuesday. "He protects us. He's the one that has to go to battle." gfilosa@keynews.com

June 18, 2014
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6/18/14 City of Key West Purchasing Dept.
June 18, 2014 Key West Citizen 20140618

NOTICE OF MORNING REVIEW COMMITTEE MEETING AND EVENING PUBLIC WORKSHOP

Key West Transit announces the following review committee meeting and public workshop to which all persons are invited.

DATE/TIME/LOCATION

Wednesday, June 25, 2014

Senior Citizen Center Auditorium

1400 Kennedy Drive, Key West, FL

Review Committee Meeting

11:00 a.m. to 1:00 p.m.

Public Workshop

5:00 p.m. to 8:00 p.m.

Key West Transit is working to develop the 2015/2024 Transit Development Plan Major Update that guides bus service and operations. Please join us at either the review committee meeting or the public workshop, to find out more information on your ideas, voice transportation plans and provide your input on how to make public transportation work better for the community. Come out for the chance to win door prizes and share your thoughts so we can better serve you.

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June 18 and June 25, 2014 Key West Citizen 20140618

THE CITIZEN

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THE CITIZEN

NATION

COLUMBIA, MD.

\$50M pledge for research

Businessman and philanthropist Gordon Gund is pledging \$50 million in matching donations as part of an effort to restore vision for some blind people.

Gund is chairman of the Foundation Fighting Blindness, based in Columbia, Maryland. The 74-year-old former owner of the Cleveland Cavaliers lost his sight to a degenerative retinal disease at age 50.

On Saturday, the foundation announced that Gund will match \$50 million or more in contributions to fund research to cure retinal diseases that cause blindness. The goal is to raise \$100 million total by 2020.

WILSONVILLE, ORE.

Hot air balloon lands at prison

Inmates were sent indoors when a hot air balloon landed in the parking lot of an Oregon women's prison, but it wasn't an escape attempt.

The Oregonian reports that the pilot told officials at the Coffee Creek Correctional Facility that he was taking part in a balloon festival Thursday morning but was running low on fuel and battling strong winds.

Prison spokeswoman Vicki Reynolds says the pilot decided the parking lot of the facility south of Portland was the safest place to land. No one was hurt.

Reynolds says inmates who were in the recreation yard were sent inside for about a half hour while the balloon was removed.

She says the parking lot is far enough from the main prison that officials "felt confident in assuming this wasn't an inmate escape attempt."

NEW YORK



Mayor Bill de Blasio, center, takes part in the Marmalade Parade with his children Dante de Blasio, left, and Chiara de Blasio, right, in the Coney Island section of the Brooklyn borough of New York, Saturday. Dante and Chiara were chosen King Neptune and Queen Marmalade of the annual parade.

MOORE, OKLA.

Police won't be charged in death

A prosecutor says police won't face charges in the death of a man who struggled with officers outside an Oklahoma movie theater.

Cleveland County District Attorney Greg Mashburn told The Norman Transcript Friday that what the officers did during the fight with 44-year-old Luis Rodriguez was appropriate under the law.

Rodriguez died Feb. 15 after the altercation with three Moore police officers and off-duty Oklahoma game wardens working security at the Warren Theatre in Moore.

Mashburn says Rodriguez's physical health caused his death, not the actions of police and security guards.

Police have said officers were responding to a domestic disturbance report when they tried to question Rodriguez. He was pepper-sprayed before officers used two pairs of handcuffs to restrain him as he was face down on the ground.

PEOPLE IN THE NEWS

ANAHEIM, Calif. — The nation's video game athletes have gathered in Southern California to battle aliens and bad guys for cash and glory.

More than 1,000 esports players are taking part in the Major League Gaming Championships in Anaheim, which began Friday and runs through Sunday, the Orange County Register reported.

The contestants don special headsets and face off in soundproof booths in games such as "StarCraft II," "Call of Duty: Ghosts" and "Super Smash Bros. Melee." Their battle chatter is broadcast live and announcers provide the play-by-play.

They're playing for \$150,000 in prize money. Some have practiced up to 12 hours a day.

Matthew Fink, 25, of Minneapolis was competing in the "StarCraft II" open bracket. Born without a spleen, he lost his legs and forearms to infection at an early age.

Because of the amputations, he is slower than some when using the computer mouse and keyboard but said the game's emphasis on strategy helps even the playing field.

"I'm a very competitive person, but I've always felt like I was at some sort of disadvantage at whatever activity I undertook," Fink told the Register. "StarCraft" is a game about how fast you are, but only up to a certain point. Eventually it's no longer about how fast your fingers are but how fast your mind works.

About 1,500 people were expected to watch the main events at the Anaheim Convention Center, and more than 2 million from around the world were expected to watch online via Major League Gaming's free streaming site, MLG.tv.

"Our audience is 16- to 34-year-old guys tuning in from 175 countries on average, and what's fascinating is that they are watching for two to three hours at a time," league spokeswoman Katie Goldberg said.

CROTON-ON-HUDSON, N.Y. — Music luminaries honored Pete Seeger on the shore of the Hudson River at Saturday's Clearwater Festival.

the first of the annual music and environmental program he started to be held after his death.

Folk artists Tom Paxton, Tom Chaplin, Holly Near, Dar Williams and others performed together to honor Seeger, who died in January at age 94. Sets were planned centered on music of the Weavers and Almanac Singers, both bands that featured Seeger, and highlighting the banjo, which Seeger frequently picked in concert.

Lucinda Williams, Rufus Waulwright, Richard Thompson, the Mavericks,



Norah Jones and Josh Ritter are among the headliners at the two-day festival expected to draw around 25,000 people.

"It's up to us to pass the music on as he intended," Chaplin sang in a verse written for the occasion in his song, "One Voice."

Seeger began hosting "folk picnics" in the 1960s to pay for building a boat that would travel on the Hudson to highlight environmental issues. Seeger and his wife, Tosh, who died last July, lived in nearby

Beacon, in a home with a spectacular view of a bend in the river.

The informal fundraising concerts became the Clearwater Great Hudson River Revival in 1978. In recent years it has settled in a park just into the river in this community 35 miles north of New York City and has modernized beyond its folk roots. With the strong lineup, Seeger's remembrances and sunny skies, organizers were expecting their biggest crowd ever.

E-cigarette regulations proposal announced

THE ASSOCIATED PRESS

SAN MATEO, Calif. — A San Francisco congressman unveiled legislation Friday that would regulate electronic cigarettes in the same way as typical tobacco products, accusing the e-cigarette industry of targeting children and teenagers with marketing.

"With flavors like gummy bear, cotton candy, and chocolate cake, our kids are literally vaping these things up," said U.S. Rep. Jacky Speier, who announced the proposal outside the San Francisco General Hospital emergency room. "With ads using sex and sex appeal, our teens are vaping after these objects."

The legislation would restrict television advertisements of electronic cigarettes as was done for tobacco, said a statement from Speier's spokeswoman, Katrina Rill. Speier plans to introduce the bill Monday to regulate the devices that heat a liquid nicotine solution to create inhalable vapor.

The proposal would also prohibit marketing to minors, but advertising that increases use by children and ban most flavored in the products. It would require the Food and Drug Administration to establish childproof packaging standards and dosage limits.

The move comes as the FDA also looks to impose cigarette regulations. The federal agency said Friday it was extending the public comment period to August on a proposal to ban sales to minors, add warning labels and require new products to get FDA approval. Its measure doesn't restrict marketing to ban flavors but leaves room for further regulations.

Poisonings and burnings by e-cigarettes have increased, said Dr. Neal Benowitz, associate medical director of the San Francisco Division of the California Poison Control System, which is based at San Francisco General.

"We have seen a significant jump from two to three cases of e-cigarette-related poisoning per month in 2012 to 12 cases in 2014," he said.

Dr. Tomas Aragon of the San Francisco Department of Public Health said regulating e-cigarettes like regular tobacco products is a common-sense move to "prevent increased recruitment of our

youth into a life of nicotine addiction."

Messages requesting comment from advocacy groups — including the Tobacco — Vapor Electronic Cigarette Association, the Smoke-Free Alternatives Trade Association and the Electronic Cigarette Industry Group — were not immediately returned Friday afternoon.

LAST DAY TO REGISTER TO VOTE OR CHANGE A POLITICAL PARTY

The last day to register to vote or change your political party for the upcoming Primary Election is Monday, July 28, 2014. Anyone who is not a registered voter by this date will not be eligible to vote on Tuesday, August 26, 2014.

R. Joyce Griffin
Supervisor of Elections
www.kewselections.org

NOTICE OF MORNING REVIEW COMMITTEE MEETING AND EVENING PUBLIC WORKSHOP

Key West Transit announces the following review committee meeting and public workshop to which all persons are invited.

DATE/TIME/LOCATION

Wednesday, June 26, 2014
Senior Citizen Center Auditorium
1400 Kennedy Drive, Key West, FL
Review Committee Meeting
11:00 a.m. to 1:00 p.m.
Public Workshop
5:00 p.m. to 8:00 p.m.

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June 18 and June 22, 2014 Key West Citizen

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June 22, 2014
Advertisement of
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**Key West Transit - TDP Public Meeting
Sign-In Sheet - May 21, 2014**

**Key West Transit - Review Committee Meeting
Sign-In Sheet - May 21, 2014**

Wednes. 5-21-14 9:00-11:00 am/6:00-8:00 pm Frederick Douglass Community Ctr, 111 Olivia St

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So, on behalf of those that ride this Shuttle daily including: government workers: County, State, Sheriff's staffs & private businesses as well: officer workers, HTA/Mallory Square sales workers/managers, hotel service workers (those who can't write/or speak English to defend this route);

● construction worker guys; & long-term teenagers that ride this particular route during the school year (music instruments/books/bags in tow)

Keys Energy, Smather's' Beach (Sunset Sports), etc.....

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I've been riding this bus for nearly 6 years.

We are concerned riders that have attended the various workshops/City meetings & have voiced our opinions.

Perhaps the County's representatives, due to the substantial monies invested in this Transit's funding, could please take notice.

Can Yourself or a spokesperson attend these meetings? (Review Committee meets 9-11 a.m. Public Workshop- is slated for 6:00-8:00 pm).

www.facebook.com/CityofKeyWest

KWDOT has made cuts in the past & our requests to look at revamping the bus schedule has not been implemented.

Riders have Lost jobs due to the Bus schedule Not working for them.

Even the drivers have called for a revamping of schedule- They have much expected of too.

for most riders: hour or 1.5 hour+ trip into Old Town.

IF you ride from Marathon: it's almost 2 hours....they have to work up to 50+ miles away.

+++++It's extremely important to have the Lower Keys Shuttle buses running more often, than every 2-4 hours...

The bus schedule has Time GAPS up to 4 +/- HOURS.

(IF I miss the 5:40 pm Shuttle leaving Key West to Ramrod, I have to wait for an 8:55pm bus)

The tourists tend to think the bus comes EVERY Hour....Not so.

I understand completely of what it takes to keep this schedule going & try to explain it to them.

However, they still Despise the 3-Hour Gaps in service.

Especially when the Last scheduled evening bus is only a 1 hour difference w/ the one coming before it.

● High School kids, Beach, hotel & shop workers, the Elderly, college students still are asking for & Needing a 7:30-ish bus to get them home at a decent hour.

So that they are Not getting home at 10/11 p.m.

Some "CUT" their work hours short due to THAT 3-4 HOUR gap.

Parents & Spouses are complaining about the riders getting home too Late.

Getting home around 10 or 11 p.m. on a weeknight's a Nightmare.

I was sent an email the following:

"As for that almost 4 hours' time gap on the schedule, we're aware of this issue"

MANY need to be in Key West or in Marathon by 7-7:30 a.m. & that's not happening, either

Current Example: My husband (Ramrod Mile Marker 27), is supervising the Garage in Marathon, BUT can NOT ride/utilize the existing Bus Transit, due to the 1st bus arrival in Marathon @ Walgreens is @ 7:33 a.m.

(& that does Not provide allowance for travel time to back of the airport to Aviation Blvd, where the shop is located.

&/or if the bus runs 10-15 minutes late, like its known: due to traffic snarls, construction & other unusual conditions).

TOP ISSUES THAT
NEED HELP:

- ① 3-4 HOUR GAPS
- ② 7am & 8am Target for Key West and Times Marathon Workers
- ③ 50'clock OLD Town modified to 5:15

He has to be there at 7:30 sharp to open shop. How many others cannot work in Marathon due to this Limited schedule?

This applies to many, many others working early days to avoid the hot sun now & in the upcoming summer months.

Our bartenders need a bus to run later in the evening....they'd like to see one running out of each city, at 11 or 12 midnight.

(& so are those that would like to have dinner & a movie on the weekend= Friday/Saturday nights.....

& I understand drivers don't like the hassle of the late shifts, however due to intoxicated riders/rowdiness).

I've even suggested having a SPECIAL LATE FRIDAY/SATURDAY even route that riders could pay anywhere from \$20-\$50 to enjoy Key West's amenities AND Special Events

(like the DOOBIE BROTHERS' concert recently....Husband & I could NOT attend due to there NOT being any affordable Transportation at that hour).

(Charge high! so that its worth to KEY WEST DOT....it's far better than drivers paying \$6,000/\$7,000 for a DUI?)

However, no good came of it.

Also, a co-worker mentioned (who attended the Doobie Concert) that it'd be great advertisement for the event & its sponsors.

Would think You could model these special events after the Captain Morgan Shuttle's Fantasy Fest coordination technique?

These Special Events (or Simply just Friday/Saturday nights) should have somewhat same status by charging a HIGH Fee,

which would benefit everyone involved: Both Riders & the Transit.

Run the buses later AND charge Much More to Cover.

There's a need for schedule revision to incorporate MORE Transit times.

Yes, I've been riding this bus a long time.

& in that time, KWDOT has eliminated SORELY needed early morning bus runs into Key West/Marathon.

The Construction worker guys needed the early route, have complained & No One listened to them.

IF early runs/late runs were added back into the schedule, this would help eliminate Traffic Congestion, when workers have more of a Flex schedule. Not placing such a demand on our highway/city's roads infrastructure in the 8 to 5 time slot.

This route services Not only our Lower Keys residents & businesses/service industries/governmental workers but also aids our tourists w/ service to the Airport (so CRUCIAL), to Old Town businesses, to the Waterfront (ferries, etc. for those wanting to go diving, going to the Dry Tortugas, etc) & all points along route.

One day, we had 3 from Looe Key Resort, board the bus w/ ALL of their gear! & arrive down at the Bight.

IF this route is modified---these young men would have had troubles w/ the many POUNDS of gear, trying to "attempt a transfer". Should You not be here at the meetings?

We Need Your voice.

We can NOT "afford" this Lower Keys shuttle to continue to operate in this fashion.

People (Again): have Lost their jobs due to the Bus schedule Not working in our favor.

You are needed at these meetings.

They say there is NO money for the city's budget to accommodate such Requests, but these service workers need this bus to run more efficiently & more often.

IF service workers are lost due to an ineffective/non-accommodating bus schedule→ this will hurt Monroe County/Marathon/Key West's business

(look at my husband's inability to use the bus up to Marathon).

& is probably hurting the tourist industry currently (due to lack of timely connections for our visitors). I've heard them complain bitterly, waiting in the hot sun for hours.

I myself have to drive in on occasion or have to drive across town, due to LACK of a timely connection. (\$15+ it costs...when I already have a monthly \$75 bus pass)

Thank you for taking your time to Please consider attending or sending someone to represent us.

Kerry Cromie
305-257-7043

Cromiednk@Netzero.net
Kerry@EKMA.com



KEY WEST TRANSIT
TRANSIT DEVELOPMENT PLAN



GENERAL COMMENT CARD

Name:

Alison Morales Kerr

Address:

1713 Vonphister St.

KW

City

FL

State

33040

Zip

310-990-0327

Telephone (optional)

Alison.Morales@flhealth.gov

Email (optional)

COMMENTS

Please use this form to provide written comments to Key West Transit staff and project team. We encourage you to provide your name and contact information so that we may keep you informed or respond to questions or concerns. We appreciate your feedback.

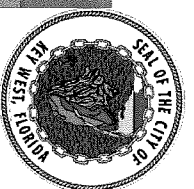
- ① I conducted an open-ended community health survey with 342 respondents in Bahama Village. Forty-six specifically mentioned insufficient transportation was an issue in Bahama Village. Two specifically stated we need shaded bus stop benches around the Jack T. Murray Senior Citizen complex & on Petronia & Emma.
- ② I am conducting a survey in Marathon w/ 150 responses thus far. Five people have mentioned they want transit locally dropping off residents @ San Bruno beach

Please fill out the comment card and place at the designated location or mail your written comments to Tindale-Oliver & Associates, Inc., Attn: Tricia Whitton, at 135 W Central Boulevard, Suite 450, Orlando, FL 32801 or pwhitton@tindaleoliver.com by July 15, 2014.

[illegible]



Key West Transit - TDP Public Workshop
Sign-In Sheet - June 25, 2014



| Name | Address | Email Address | Phone | Permission to Use Photo (Y/N) |
|---------------------|------------------------|-----------------------------|--------------|-------------------------------|
| Isabel Hernandez | 627 Palm Ave | Phernandezkeywestcity.com | 809-3970 | Y |
| Travis Young | 1400 Kennedy Dr. #11 | marquissams@ad.com | 206-3040 | Y |
| Mark McClelland | 6529 Maloney Ave Lot 8 | markmcclelland64@yahoo.com | 741-7908 | Y |
| Edwin Hale | " " " " | edwinhal@gmail.com | " " | Y |
| Alison Morales Kent | 1713 Vonphister St. | Alison.Morales@flhealth.gov | 310-990-0327 | Y |
| Theresa Dora | | | | |
| Shirley St. Blount | 222 Eames Ln | WELL10T@FKAA.COM | 305-296-2283 | X |
| Candace Haine | 627 Palm Ave | Chae@keywestcity.com | 305-809-3913 | Y |
| Regina Beatt | 627 Palm Ave | rcscott@keywestcity.com | 305-809-3910 | Y |
| Shirley Shire | 333 Julie St | | 305-294-1909 | Y |
| Larry Byrne H | 980 Emma St. | | 305-295-3902 | Y |
| Barbara Yellow | 1400 Kennedy Dr #134 | | 305-292-9202 | Y |
| Scott Dora | | | 305-896-0052 | Y |
| Blaine Mott | 1400 Kennedy Dr | | | |
| Shirley Shire | 1400 Kennedy Dr #128 | | 305-414-3009 | Y |
| Olivia Dora | 1400 Kennedy Dr #1306 | | 305-600-7717 | Y |

Patricia Whitton

From: Kerry Cromie <kcromie@fkaa.com>
Sent: Monday, July 21, 2014 4:38 PM
To: Patricia Whitton
Cc: LaChant Barnett; Richard Dreyer; chaia@keywestcity.com; nwhitaker@keywestcity.com; rhernand@keywestcity.com; cbusald@keysso.net; ahiggins@keywestcity.com; graham-sheryl@monroecounty-fl.gov; Maureen Grynewicz <maureen.grynewicz@westcare.com> (maureen.grynewicz@westcare.com)
Subject: RE: Key West Transit Technical Memorandum #1
Attachments: Capture.JPG

Hi Patricia,

Am so sorry- ONLY just received this request this a.m.

Know that comments concerning the Memorandum were asked for- from us, at the last meeting. And it's been hectic.

Am terribly Sorry.

the following points ("Roughly typed"....Please Forgive & Not my own only, BUT of others heard daily):

- *We need the Lower Keys Shuttle to get into Marathon/or Key West by 8 a.m. easily but Prefer 7 a.m. in the mornings (for construction workers, outdoor trades, childcare, etc.)*

So, yes your key point: "IMPROVING THE FREQUENCIES" on PAGE 47 is absolutely the Passengers' #1 PRIORITY.

I think possibly TRUE? to taking buses off minor, smaller streets & keeping to the Major Thoroughfares, is needed.

More Direct connections from Point A to Point B. BUT we need to get workers into the Business areas by 7 & 8 a.m. as well. Making them transfer's Not a good idea.

- *I agree with the "Stock Island idea of having to travel around both islands to get to one destination is a PAIN."*

Schedules Do need to be reviewed and modified.

The Lower Keys shuttle route times need to be looked at too: running fast early on that 1st run into Key West, just to sit at Sugarloaf for 7+/- minutes, is not good.

I Feel that Perhaps Every other route could have the Boca Chica/Airport stops cut, in order to get the schedule into a more direct route with what our Ridership Needs.

Currently husband, who is Monroe County Garage Mgr. can NOT ride the bus from Ramrod Key, Mile Marker 27 to Marathon daily & open the County Garage (where the Lower Keys shuttle Bus resides @ Aviation Boulevard) at 7:30 a.m. He can't get there on time, with the current schedule. someone should take a look at the schedule on both ends.

High School kids, Beach, hotel & shop workers, the Elderly, college students are still requesting a 7:30-ish bus to get them home at a decent hour.

Parents & Spouses are complaining about the riders getting home too Late.

Getting home around 10 or 11 p.m. on a weeknight's a Nightmare.

- *Also Note: Figure 32 & 33 PAGE 49, Majority of us have to walk to & from destinations when we leave the bus. Bike racks would definitely help.*

- There are Bartenders & other businesses who wish the bus to run late.
BUT I believe the majority of our ridership's within the 7 a.m. to 7 p.m. window, and that they are begging for a 7 or 7:30 p.m. bus run from K.W. running North (VERSUS the current 9 p.m. & 10 pm. bus out of Key West ONLY being 1 hour apart.....We've a 3 HOUR+ gap between that 5:30 & 9 p.m. bus out of Key West) AND everyone of different walks of Life are asking for that to be achieved.
- And Yes, like the GREEN route, I feel the Lower Keys shuttle should run later on Fridays/Saturdays (up to Midnight?) even if riders are Required to Pay higher Fares.
This would be really needed. I think the Fares are currently good. (I'm Not liking Big Coppitt & Bay Point paying \$4 – the same amount as a Marathon rider, but not sure what can be done about it???? Think the Seniors fares might be good @ \$1.50. I know many can NOT afford much nowadays however. Perhaps a \$1.
- Think Daily Passes is Wise for Tourists' sake. BUT where You buy a weekly pass, you should also be able to Purchase a MONTHLY & that is Not so Currently. Have to get over to the City's offices during a weekday only (& Not from Noon to 1 either) to purchase these MONTHLIES. Doesn't make much sense when you can purchase weekly on the bus.
Do Not agree with whoever stated: "that the Tourists don't use the buses to the Waterfront area." I believe they do.
We've seen snorkel, diving & fishing gear (poles, tanks, fins, etc) brought on by riders, on many an occasion. Should have a daily & charge \$15-25 for all you wish to ride all day?
- Others have told us, that we need newer, better-maintained buses put on. They Wish to see at least 2 of the LARGER buses running.
The other evening (here in July) our workers (many of them work all day in the hot sun) had to ride the bus all the way home, with No A/C. They pay full fare & then have such.
And Yes, they need to be cleaned of the slime, Grease & grime that is often found on seats & windows. We advertise that we've a beautiful ride but it can be far from that some days.
The vehicles' shocks: true- need help...we need more mechanics or what?..... but also certain drivers need to learn to not drive so hard, just to get to the next destination.
FIGURE 51: I somewhat agree with- except for the couple of the drivers who must race for.....is it "breaks"?
- KWDOT needs to provide drivers with lunch & other breaks that they so DESERVE.... We've Lost many good drivers-
We NEED to consider them, in these schedules too. Not have them have to drive Fast, just so they can obtain a break in that long work day.
- Signs stating rules in several languages: "No Loud talking, No Loud radios, No feet on the seats & Personal possessions should either be on lap, or in luggage areas." Would be valuable for drivers attempting to keep order on bus. AND if the driver's not available, us regulars would like that visual rules posted (not those overhead symbols no one can decipher) so can point out to the offender to help keep the Peace.
- Wi-Fi would be nice for Lower Keys Shuttle. (personally, I don't care about this, OR how new the bus is, I'm more concerned about schedule times, & the ability to get to an appointment on time & NOT to have to drive in myself to make it happen...That's More important I feel)

● **Not SURE HOW MUCH MONEY City of Marathon's placing on this shuttle.**
However, that should be scrutinized by F.D.O.T. and by the City too.

*****AND we do NEED to make better connections with the Miami-Dade route*****

Thanks Kindly & Hope we can continue to be a part of this VALUABLE review.

Sincerely,

Kerry Cromie & Candice Busald (Candice requested her name here, due to deadline)

Kerry Cromie

Kerry Cromie, Draftsman, Engineering Dept.

Florida Keys Aqueduct Authority

1100 Kennedy Dr, Key West, FL 33040

(305) 295-2152

kcromie@FKAA.com

Florida Keys Water - It's Worth Saving!

cromiednk@netzero.net

26965 Shannahan Rd, Ramrod Key, Mile Marker 27

From: Patricia Whitton [mailto:pwhitton@tindaleoliver.com]

Sent: Friday, July 18, 2014 12:56 PM

To: Kerry Cromie; cbusald@keysso.net; ahiggins@keywestcity.com; graham-sheryl@monroecounty-fl.gov

Cc: LaChant Barnett; Richard Dreyer; chaia@keywestcity.com; nwhitaker@keywestcity.com; rhernand@keywestcity.com

Subject: Key West Transit Technical Memorandum #1

Hello,

Thank you for attending the 2nd Review Committee meeting and providing great conversation and input. We are in the process of completing the draft report and would like to incorporate any comments that you may have on the technical memorandum that was provided during our last meeting. Please let me know by the end of the day on Monday, if you have any comments or revisions to the document. We must provide the draft report next week in order to meet the Florida Department of Transportation submittal requirements. Thanks again and enjoy your weekend!

Sincerely,

Tricia T. Whitton, AICP
Assistant Project Manager



Tindale-Oliver & Associates, Inc.
135 W. Central Boulevard, Suite 450
Orlando, Florida 32801

P: 407.657.9210, ext. 2230

F: 407.657.9106

pwhitton@tindaleoliver.com

www.tindaleoliver.com



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Patricia Whitton

From: Kerry Cromie <kcromie@fkaa.com>
Sent: Monday, July 21, 2014 4:57 PM
To: Patricia Whitton
Cc: LaChant Barnett; Richard Dreyer; chaia@keywestcity.com; nwhitaker@keywestcity.com; rhernand@keywestcity.com; cbusald@keysso.net; ahiggins@keywestcity.com; graham-sheryl@monroecounty-fl.gov; Maureen Grynewicz <maureen.grynewicz@westcare.com> (maureen.grynewicz@westcare.com)
Subject: RE: Key West Transit Technical Memorandum.....P.S.....

Hi Patricia,

Oops.....P.S.... saw this on a side txt.file & forgot to add it in:

- Believe street lighting should be the City's/County's & individuals responsibilities. Not so much the Transit's. (Up the Keys we are told to have a flashlight or cell phone as light).

- **ADVERTISING'S MANDATORY.** But it needs to be honest. When You tout fast, cool a/c, a scenic ride without stresses & cares and it's the opposite with broken a/c, drivers driving us too fast like cattle, crammed in like sardines, someone's headphones blasting, while the youth are cursing, so that all you see is the back of someone's head 1 mm away from you, locals & tourists will not ride again. Many of the government workers I know, will not ride due to that honest/true & regular portrayal. It's sad but true.

- Yes, there needs to be better Emergency notifications (Yes, that IS another form of **ADVERTISING**: **ADVERTISING IS SUCH A MUST....**to keep everyone informed. I come from an artist background: little signs with puny little lettering is **FUTILE**. I was **ALWAYS** taught to make signs **VISIBLE** from a distance. Even in this email, I promise you: I am Not hollering when I make certain words **CAPITALIZED**: it is Only to stress those meanings. It is getting that message across. You've yards of overhead empty spaces on the buses, that you can place messages. Those little 8.5x11 sheets posted at the front of the buses **ONLY**, are **NOT** getting it. Especially with the Seniors' eye-sight. They can't see well. Post it in the **REAR** overhead of the buses as well on posters.

- And the phrase: "Ridership's Low" is because ridership needs to be aware of the schedule & the times. They will Not ride IF it's not a Certainty. In Order to build ridership numbers, You must gain the Confidence. And do that by providing possibly??? once or twice a year **FREE** service **ONLY** with the written submission of Survey-Opinion cards by each & every rider. Later hours would bring More riders IF riders can **DEPEND** on it.

Thanks Again, so much.

Sincerely,

Kerry Cromie & Candice Busald

Kerry Cromie



Patricia Whitton

From: Kerry Cromie <kcromie@fkaa.com>
Sent: Tuesday, July 22, 2014 10:02 AM
To: Patricia Whitton
Cc: LaChant Barnett; Richard Dreyer; chaia@keywestcity.com; nwhitaker@keywestcity.com; rhernand@keywestcity.com; ahiggins@keywestcity.com; graham-sheryl@monroecounty-fl.gov; Maureen Grynewicz <maureen.grynewicz@westcare.com> (maureen.grynewicz@westcare.com); cbusald@keysso.net; William Duckworth
Subject: RE: Key West Transit Technical Memorandum.....P.S.....

Good morning- Patricia.

Always welcome. & Much appreciated as well.

Please see the following, from one of our "past" riders, William (Bill) Duckworth who no longer rides due to reasons.

Bill was a dedicated daily rider who worked for the County & added this on yesterday evening:

"Please add my name and comments.

I agree with your suggestions. The frequency of the buses should be a primary consideration. As a person that rode the bus from Marathon to KW for 2 1/2 years I saw the problems, went to KW City Commission meetings, etc.

I pray it works out for the riders that need to get to work at a certain time."

I, Kerry (& Candi) Hope that we can continue to be of assistance to this Plan.

Thank You for listening & do believe we can depend on FDOT, TindaleOliver, K.W.D.O.T.

& all of us to see a number of these necessary improvements Realized.

Best Wishes in all personal & work-related endeavors ahead.

Kerry Cromie (& Candice Busald)

Kerry Cromie
Kerry Cromie, Draftsman, Engineering Dept.
Florida Keys Aqueduct Authority
1100 Kennedy Dr, Key West, FL 33040
(305) 295-2152
kcromie@Fkaa.com
Florida Keys Water - It's Worth Saving!



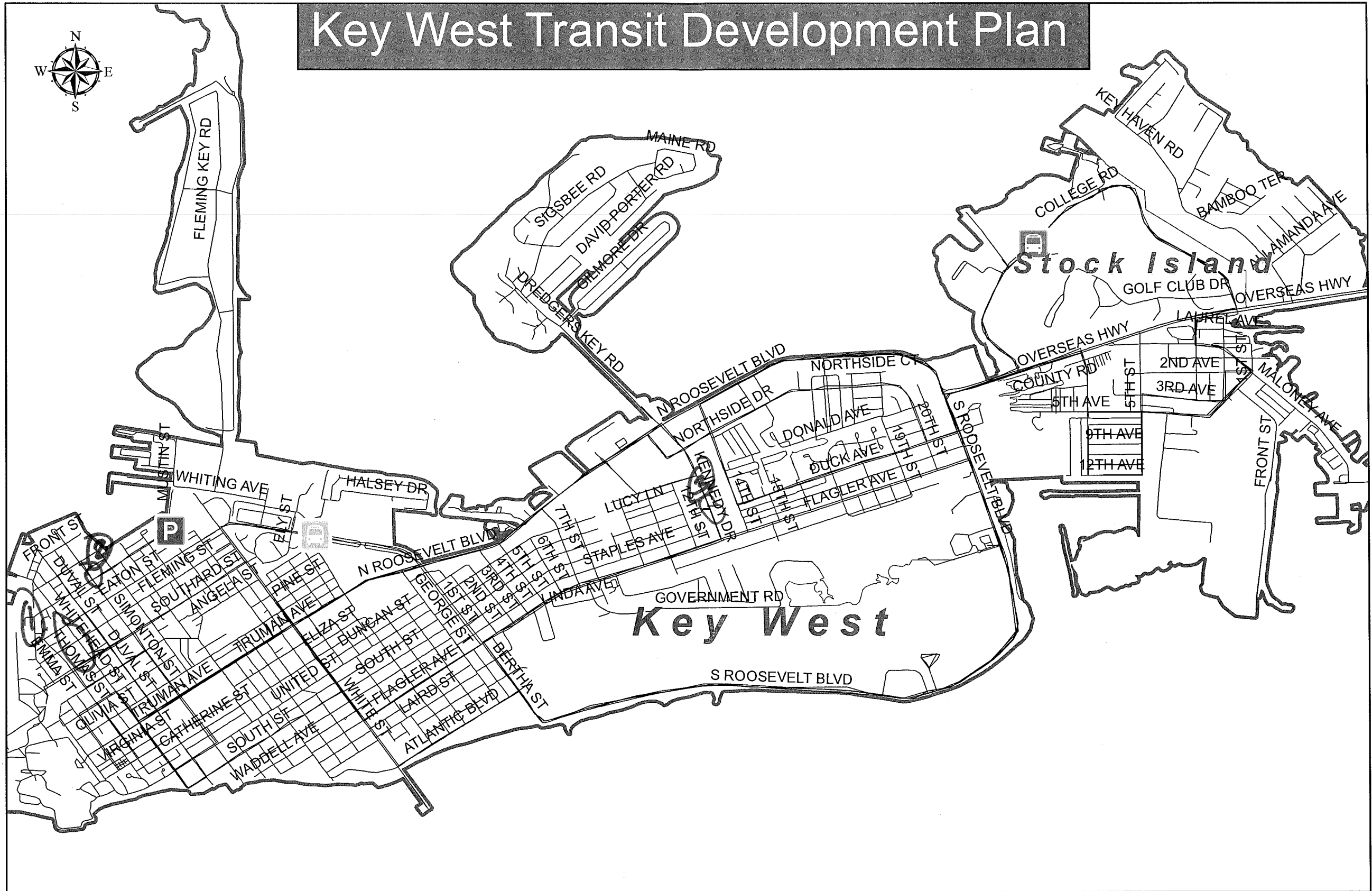
From: Patricia Whitton [mailto:pwhitton@tindaleoliver.com]

Sent: Tuesday, July 22, 2014 9:35 AM

To: Kerry Cromie; cbusald@keysso.net

Cc: LaChant Barnett; Richard Dreyer; chaia@keywestcity.com; nwhitaker@keywestcity.com; rhernand@keywestcity.com; ahiggins@keywestcity.com; graham-sheryl@monroecounty-fl.gov; Maureen Grynewicz

Key West Transit Development Plan



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|--|------------------------|--|----------------|
| | City Limits | | Existing DOT |
| | Key West Park and Ride | | Key West Roads |
| | New Transit Facility | | |

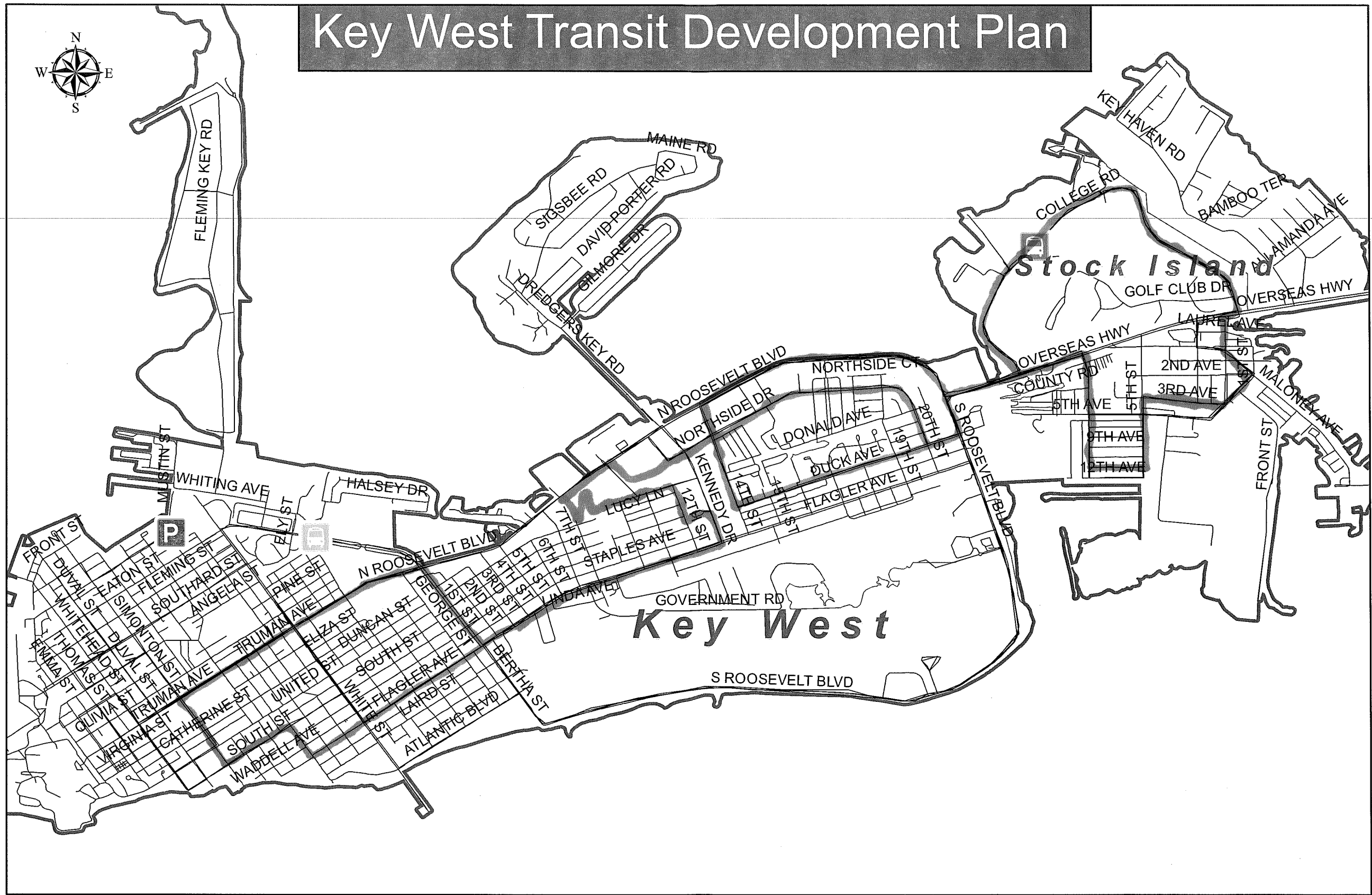
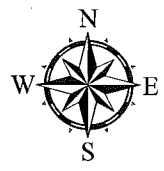
1. Post office
2. Social Security
3. Senior citizen

Study Area



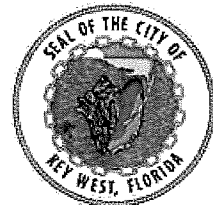
Source: City of Key West, Monroe County, 2012 American Community Survey

Key West Transit Development Plan

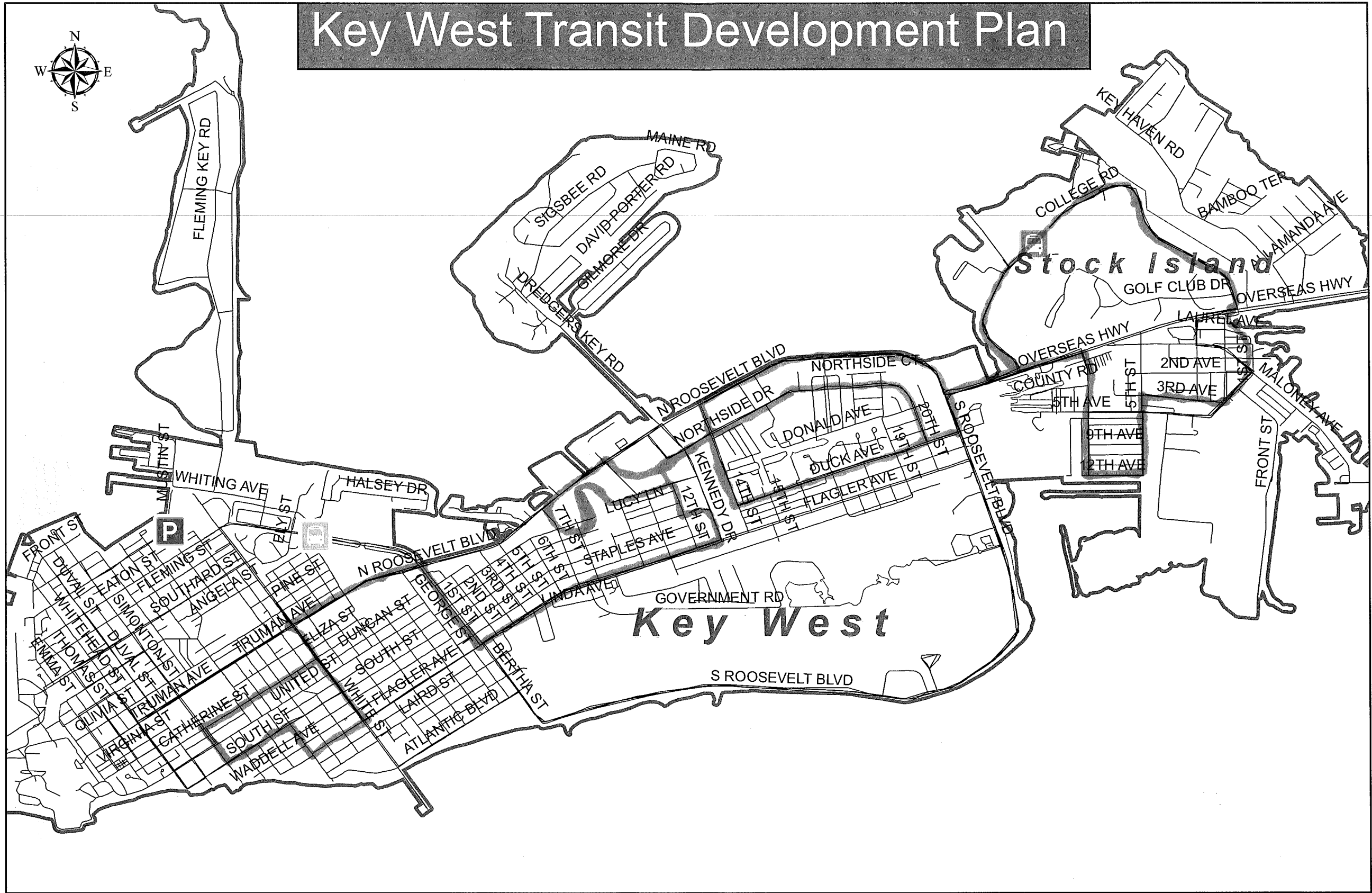


Study Area

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|--|------------------------|--|----------------|
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Key West Transit Development Plan



Study Area

City Limits

Existing DOT

Key West Park and Ride

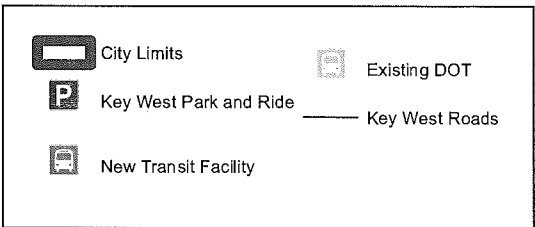
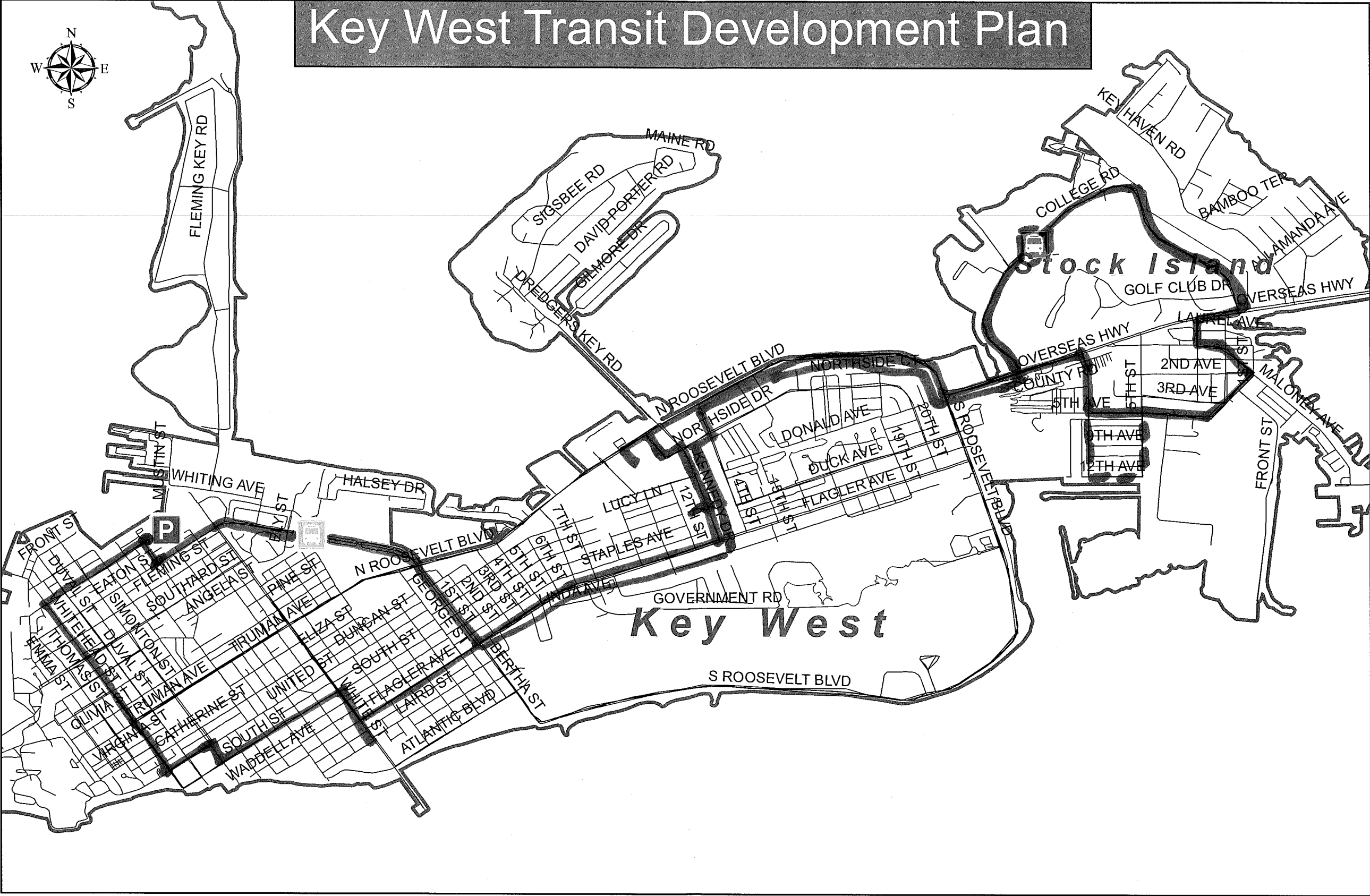
Key West Roads

New Transit Facility



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 Planning and Engineering

Key West Transit Development Plan



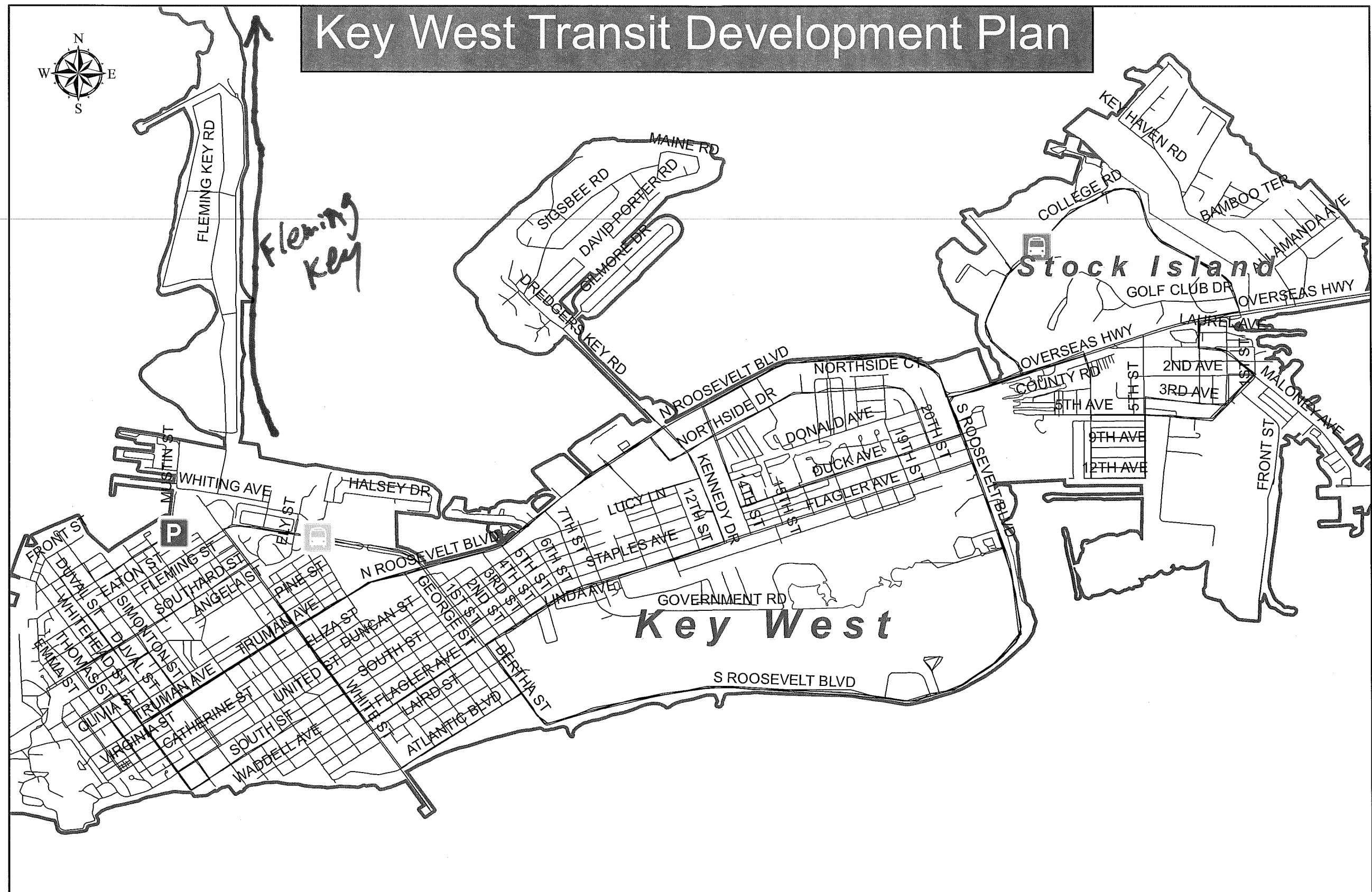
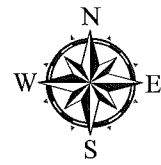
Study Area



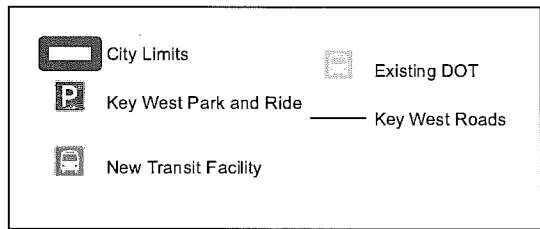
Tindale-Oliver
&
Associates, Inc.
Planning and Engineering

Source: City of Key West, Monroe County, 2012 American Community Survey

Key West Transit Development Plan

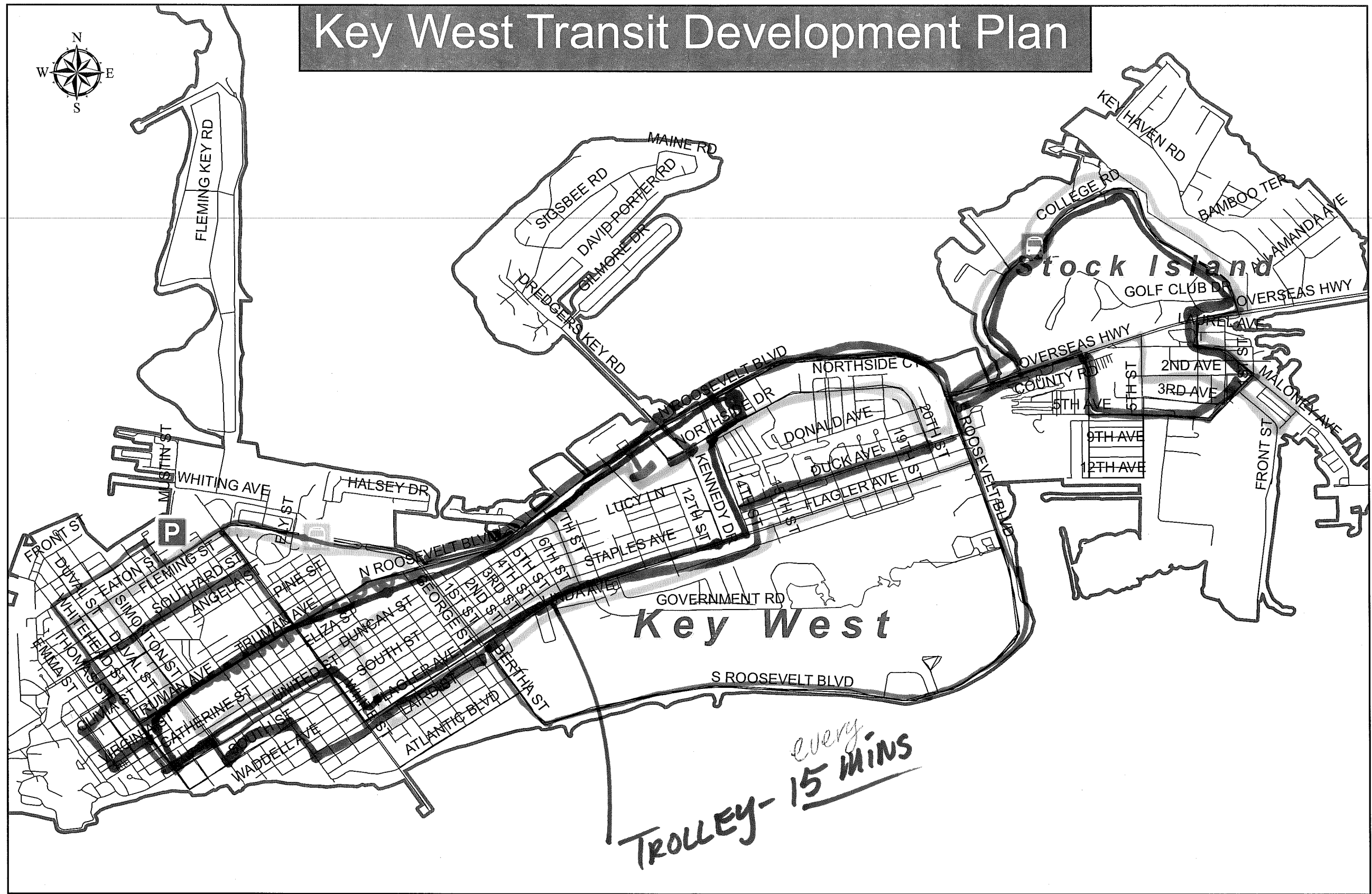


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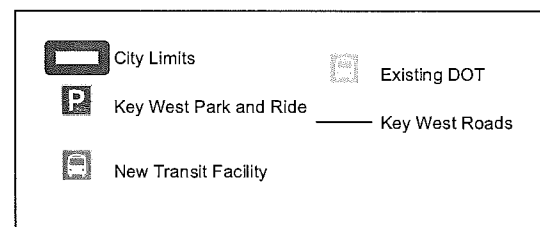


Source: City of Key West, Monroe County, 2012 American Community Survey

Key West Transit Development Plan



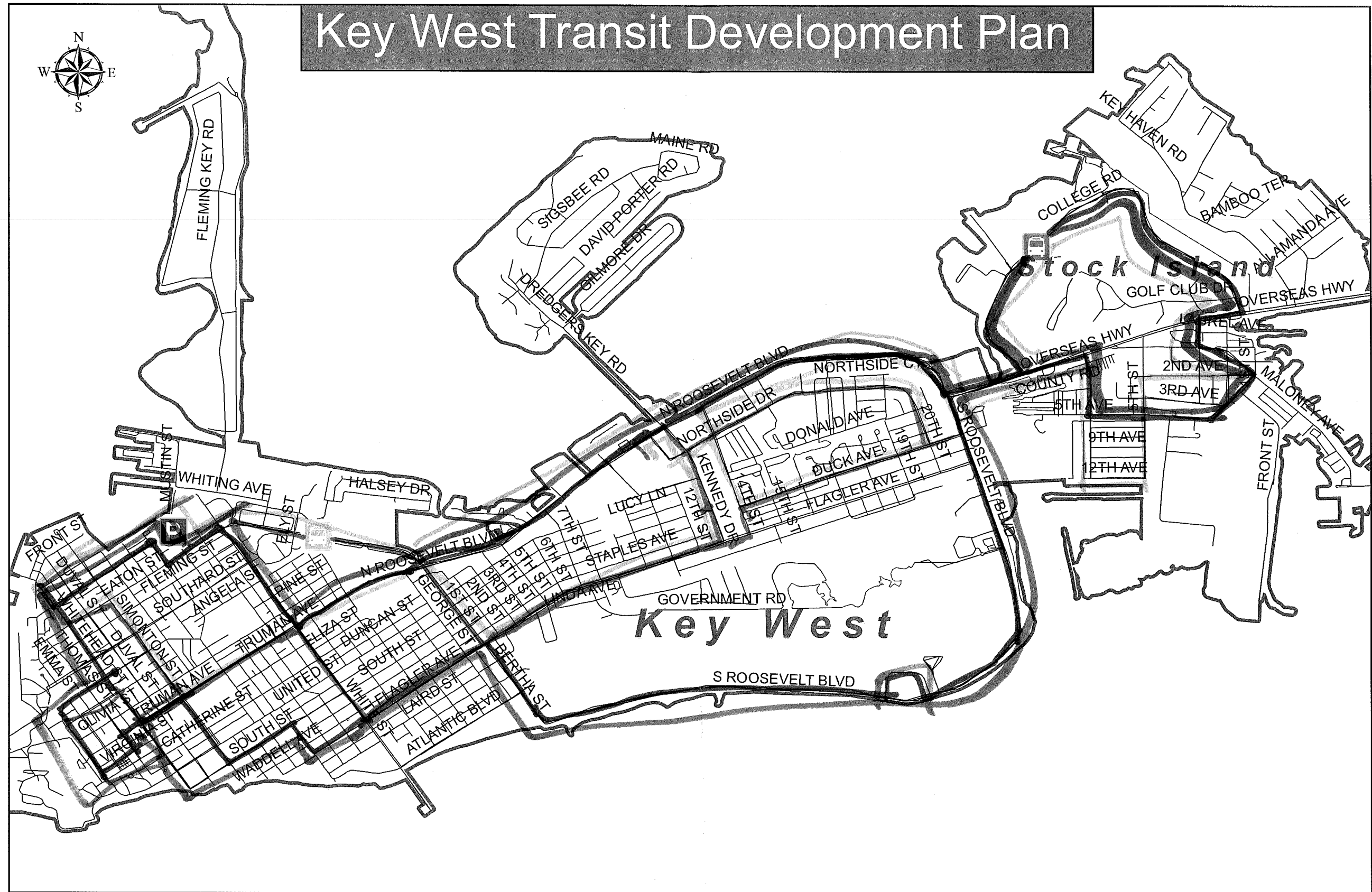
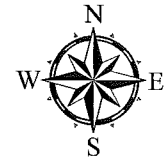
Study Area



Tindale-Oliver & Associates, Inc.
Planning and Engineering

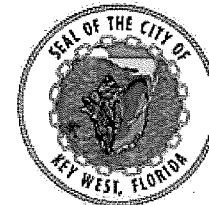
Source: City of Key West, Monroe County, 2012 American Community Survey

Key West Transit Development Plan



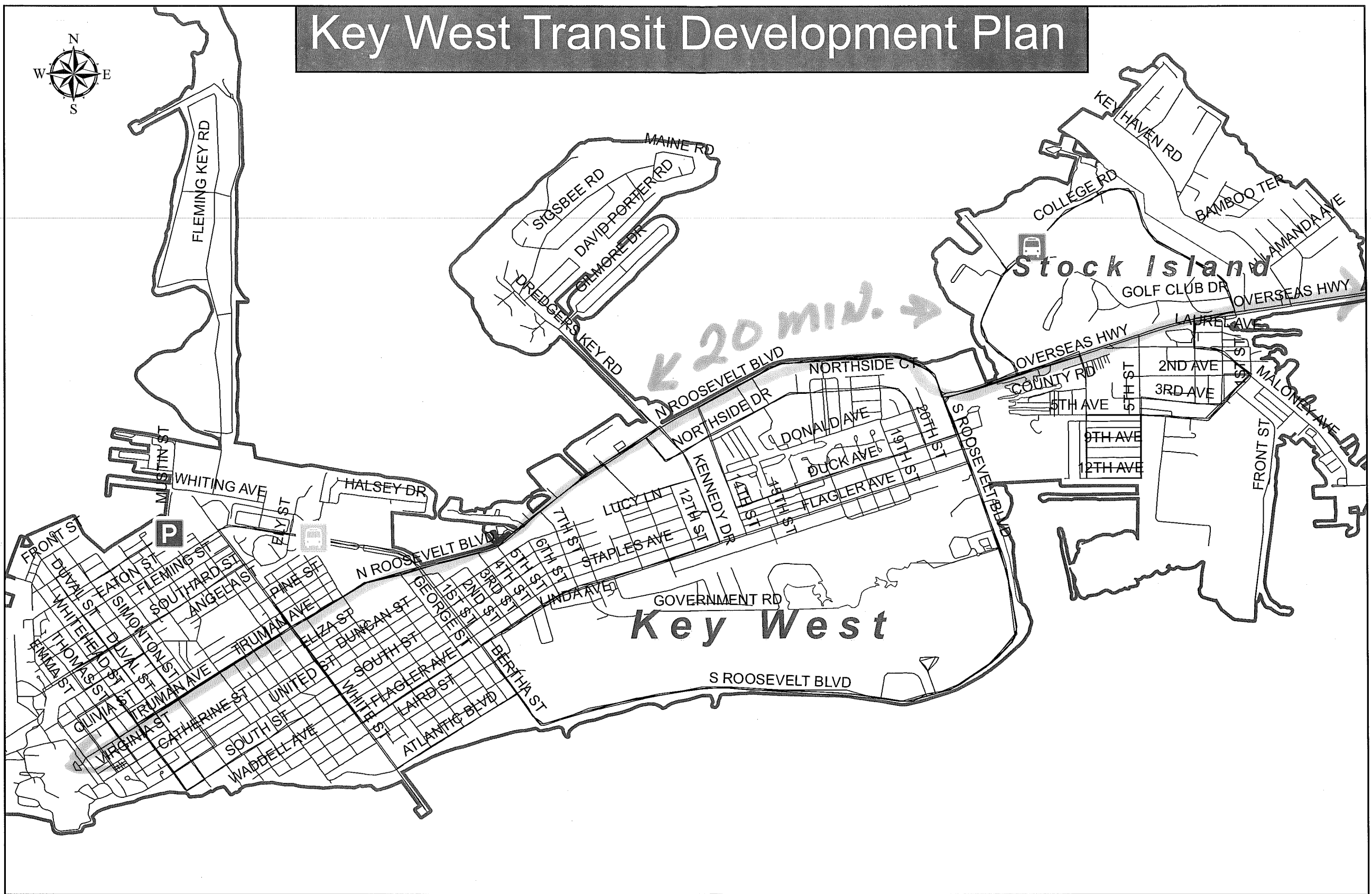
Study Area

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| | City Limits | | Existing DOT |
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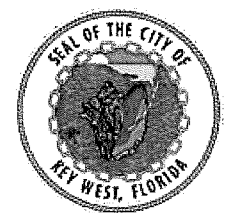
Source: City of Key West, Monroe County, 2012 American Community Survey

Key West Transit Development Plan



Study Area

| | | | |
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Source: City of Key West, Monroe County, 2012 American Community Survey

STAKEHOLDER INTERVIEW QUESTIONS

KEY WEST TRANSIT TDP

1. Are you currently aware of Key West's public transit system (Key West Transit) and its services?
2. Do you use Key West Transit? Why? Why not?
3. Who do you believe uses the transit system? (Workers, Students, Unemployed, Elderly, Tourists/Visitors)
4. What groups of travelers seem to experience the most difficult transportation conditions (the disabled, low-income, elderly, commuters, etc)? Why?
5. What type of transit services would you like to see more of in Key West and the Lower Keys? (More Frequent Fixed-Route, Vanpools, Trolley, Increased Weekend Service, Late Evening Service)
6. Is there a need for more service in core areas currently served by Key West Transit in the City of Key West and the Lower Keys? Is there a need for transit service in other areas of Monroe County?
7. What do you think are the most significant issues facing transit users?
8. What are reasonable passenger fares for transit service? (please specify per trip or other)
9. Do you believe there is a congestion problem in the City of Key West? (If yes, go to the next question, if no skip to question 11)
10. Do you believe that public transportation can relieve congestion in the City of Key West?
11. What are the major destinations within your immediate community?
12. What are the major destinations outside of your community where people are traveling to, from your area?
13. Is more regional transportation needed to connect the City of Key West with surrounding areas (Lower Keys, Middle Keys, Upper Keys, etc.)?
14. Are you willing to pay additional local taxes for an expanded transit system?
15. What types of local funding sources should be used to increase transit service in the future? (i.e. private partnerships, fare increases, ad valorem tax, sales tax, gas tax)
16. Where do you see Key West Transit ten years from now?

17. Do you believe Key West Transit has done an effective job providing transit service?
18. Do you believe Key West Transit has done an effective job marketing transit service options?
19. Are you supportive of Land Development Codes and policies that require coordination of and funding for transit services that connect to and support land uses that promote transit oriented developments within the community?

Appendix D: Relevant Plans Review & Summary

City of Key West Comprehensive Plan, 2013

Overview

The City of Key West's Comprehensive Plan was adopted on March 5, 2013. This Plan and its updates are consistent with the State, Regional and County plans; and will serve as the basis for all land development decisions within the City of Key West. In addition to fulfilling legislative requirements, the City's Plan: protects and maintain its natural, historic and cultural resources; preserves its community character and quality of life; ensures public safety, and; directs development and redevelopment in an appropriate manner.

Key West is a beautiful natural environment with a vibrant culture, an interesting historical architecture, active neighborhoods, and community-wide interests that are supported by involved residents from all walks of life and a responsible and responsive government.

Our mission is to protect our natural and built environment and honor our local heritage and cultural identity with citizens actively engaged in the life of our neighborhoods and community. Together we shall promote ongoing redevelopment of a sustainable economy, quality of life, and modern city infrastructure. Our government shall act on behalf of the long-term, generational interests of residents and visitors of Key West.

From these various elements, the Transportation Element is concerned stating that the City shall coordinate multimodal transportation system improvements and implementing programs with documented shifts in socio-economic conditions, demographic changes, and implications of the goals, objectives, and policies of the Land Use Element, including the Future Land Use Plan Map.

Transportation Element

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| Policy 2-1.6.1 | Integrated Multimodal Transportation and Land Use Planning: The City shall continually monitor and evaluate the impacts of existing and proposed future land development on the transportation system in order to achieve integrated management of the land use decisions and transportation impacts. |
| Policy 2-1.6.2 | Multimodal Transportation Performance Criteria: The City of Key West shall enforce Land Development Regulations which require that future land development comply with traffic circulation level of service standards cited herein. Performance criteria shall require that new development bear an equitable share of costs for transportation system improvements necessary to accommodate traffic generated by proposed new development. |

City of Key West Comprehensive Plan, 2013 (Continued)

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| Policy 2-1.6.3 | Transportation Site Plan Review Criteria: The City of Key West shall enforce Land Development Regulations which include performance criteria designed to manage issues surrounding trip generation; design of efficient internal traffic circulation and parking facilities, including minimizing pedestrian and vehicular conflict, off-street parking, as well as safe and convenient circulation and maneuverability; control of access points; potential need for acceleration/deceleration lanes; adequate surface water management and drainage; and landscaping. |
| Policy 2-1.6.4 | Transportation Concurrency Exception Area: As a result of the completion of the State mandated hurricane evacuation modeling workshops and amendments to the Comprehensive Plan, the City will be allocated 91 new BPAS units annually starting in 2013. Due to the City's exception from transportation concurrency, the development or redevelopment of these units shall not be subject to roadway concurrency requirements. |
| Future Land Use Element | |
| Goal 1 | Ensure that the character and locations of land uses incorporates management practices and principles of resource conservation, enhance community appearances, promote orderly land use transition, and, minimize threats to health, safety, and welfare which may be caused by incompatible land uses, environmental degradation, hazards and nuisances. |
| Policy 1-1.1.1 | Planning Horizons: The City's short term planning horizon shall be 5 years and the long term shall be 20 years. The Future Land Use Map shall contain an adequate supply of land in each district to meet the demands of the existing and future population, and the City shall ensure that infrastructure and services are or will be made available to meet the needs of this projected population. In the event that the City's land area increases through annexation or decreases, the projected population will be adjusted accordingly. |

City of Marathon Comprehensive Plan, 2013

| Overview | |
|--|---|
| <p>The social and economic vitality of Marathon is in jeopardy and must be ensured through protection of the fragile, natural resources and revitalization and development that protects the unique character, historical and cultural heritage of the city.</p> <p>With the knowledge that the City needs redevelopment and new development to provide the necessary improvements to guarantee the residents of the City a clean, healthy environment and a sound economy in which to live and enjoy their families, it is the desire and intent of the City through the Goals, Objectives, and Policies of the adopted Comprehensive Plan and Land Development Regulations implemented in the Plan to protect their character.</p> <p>The City shall manage growth to enhance the quality of life for residents and visitors of the City, to maintain and enhance the unique small town character of the community and to promote development which strengthens Marathon’s unique role as the “Heart of the Florida Keys”.</p> | |
| Future Land Use | |
| Objective 1-1.1 | The City shall accommodate new growth and redevelopment in a manner which protects and enhances existing land use, patterns of employment, housing, and commerce that define the City’s community character. This will be accomplished in part by discouraging uses inconsistent with Marathon’s unique “Keys” character and future land use. |
| Policy 1-1.2.2 | <p>The City shall promote land use and transportation plans and policies designed to improve the appearance and function of the U.S. 1 corridor. These plans and policies shall include, but not limited to :</p> <ul style="list-style-type: none">-Installation and maintenance of landscaping-Installation and maintenance of medians, including additional left hand turn lanes-Installation and maintenance of traffic signals and signage-Installation and maintenance of stormwater-Pedestrian and bike path lanes |

City of Marathon Comprehensive Plan, 2013 (Continued)

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| Policy 2-1.6.3 | Transportation Site Plan Review Criteria: The City of Key West shall enforce Land Development Regulations which include performance criteria designed to manage issues surrounding trip generation; design of efficient internal traffic circulation and parking facilities, including minimizing pedestrian and vehicular conflict, off-street parking, as well as safe and convenient circulation and maneuverability; control of access points; potential need for acceleration/deceleration lanes; adequate surface water management and drainage; and landscaping. |
| Policy 2-1.6.4 | Transportation Concurrency Exception Area: As a result of the completion of the State mandated hurricane evacuation modeling workshops and amendments to the Comprehensive Plan, the City will be allocated 91 new BPAS units annually starting in 2013. Due to the City's exception from transportation concurrency, the development or redevelopment of these units shall not be subject to roadway concurrency requirements. |
| Transportation Element | |
| Goal 7-2 | Mass Transit: To provide a coordinated surface transportation system for transportation disadvantaged people within the City and to encourage such as system for all residents and guests. |
| Objective 7-2.1 | Encourage Transit Services: The City shall encourage the provision of transit service for all residents to major trip generators. |
| Policy 7-2.1.1 | Ensure High Intensity Uses Accommodate Traffic Needs: The City shall continue to maintain Land Development Regulations requiring, where appropriate, high intensity uses be built to accommodate mass transit by being designed to include such features as adequate turning radii for large vehicles, direct access to sheltered areas with seating that can serve as a bus stop, and pedestrian access to adjacent properties. Specific trip thresholds shall be addressed in the Land Development Regulations. |
| Policy 7-2.1.2 | Support ADA Compliance: Through development review, the City shall ensure compliance with the Florida Accessibility Code for Building Construction pertaining to the establishment of accessible routes for new developments. |
| Policy 7-2.1.3 | Encouraging Links to Transportation Hubs: The City shall encourage development of a transit system that links other hubs of transportation, such as Marathon Airport, Boot Key Harbor City Marina and designated off-site parking areas, with trip destinations in a connected, continuous manner to provide an integrated transportation system. |
| Policy 7-2.1.4 | Encourage Clustering of Major Trip Generators: The City shall continue to maintain Land Development Regulations that favor the clustering of major trip generators and transit oriented uses. |
| Policy 7-2.1.5 | Encourage Bicycle/Pedestrian Interconnection Paths: The City shall continue to maintain Land Development Regulations that encourage all developers to assist the transition to transit by such efforts as providing car pools, transit facilities, and pedestrian/bicycle/ paths. Resort redevelopment proposals shall be required to the maximum extent practicable to provide bicycle/pedestrian interconnection paths to surrounding areas to decrease road traffic. |

City of Marathon Comprehensive Plan, 2013 (Continued)

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| Policy 7-2.1.6 | Continue To Seek Funds for the Transportation Disadvantaged: The City shall continue to seek funds for the transportation disadvantaged and other transit and paratransit operations from all applicable Federal, State, and other sources and shall continue to provide gas tax revenues to public transit and/or paratransit services. |
| Policy 7-2.1.7 | Encourage Public and Private Transit Paratransit Services: The City shall encourage the operation of public and private transit and paratransit services and shall seek legislation to exempt transit facilities such as terminals and repair shops from US 1 concurrency requirements. |

Monroe County Comprehensive Plan, 2010

| Future Land Use Element | |
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| Goal 101 | Monroe County shall manage future growth to enhance the quality of life, ensure the safety of County residents and visitors, and protect valuable natural resources |
| Objective 101.2 | Monroe County shall address local community needs while balancing the needs of all Monroe County communities. These efforts shall focus on the human crafted environment and shall be undertaken through the Livable CommuniKeys Planning Program. |
| Policy 101.20.1 | Monroe County shall develop a series of Community Master Plans. Master Plans will be developed in accordance with the following principles: Each Community Master Plan will contain a Transportation Element addressing transportation needs and possibilities including circulation, safe and convenient access to goods and services, and transportation alternatives that will be consistent with the overall integrity of the transportation system not resulting in negative consequences for other. |
| Transportation Element | |
| Goal 401 | To provide a coordinated surface transportation system for transportation disadvantaged people within Monroe County and to encourage such a system for all residents. |
| Objective 401.1 | Monroe County shall encourage the provision of transit service for all residents to major trip generators. |

Monroe County Comprehensive Plan, 2010 (Continued)

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|-----------------|---|
| Policy 401.1.5 | Monroe County shall continue to seek funds for the transportation disadvantaged and other transit and paratransit operations from all applicable Federal, State, and other sources and shall continue to provide gas tax revenues to public transit and/or paratransit services. |
| Objective 401.2 | Monroe County shall ensure at the time a development permit is issued, adequate paratransit services are available to support the development at the adopted level of services standard concurrent with the impacts of such development. However, because transit services are not now provided throughout the county, transit services will not be required to be concurrent with development. |
| Policy 401.2.1 | Monroe County shall strive to continue to provide service to the transportation disadvantaged eight (8) hours each weekday upon twenty-four (24) hours of notice. |
| Objective 401.3 | Monroe County's Transportation Program shall provide services to the transportation disadvantaged and shall work in conjunction with the City of Key West's Port and Transit Authority, the Designated Official Planning Agency and the Florida Department of Transportation in coordinating the provision of paratransit services. |
| Policy 401.3.1 | Monroe County shall continue the Monroe County Transportation Program for operating transportation programs in coordination with the Local Planning Organization, Key West Port and Transit Authority, and the Florida Department of Transportation. |
| Policy 401.3.2 | Monroe County shall work with the Local Planning Organization but shall not assume the designation of Community Transportation Coordinator or Designated Official Planning Agency due to the limited mission of the Monroe County Transportation Program. |
| Policy 401.3.3 | Monroe County shall continue to seek funds for the transportation disadvantaged from all applicable Federal, State, Regional and other sources in order to provide service and maintain a modern fleet of paratransit vehicles. |
| Policy 401.3.4 | Monroe County shall, through the Monroe County Transportation Program and Planning Department, annually review the Florida Department of Transportation 5-Year Plan. |

Key West Transit Development Plan, 2010

| Transportation Element | |
|------------------------|---|
| Goal 1 | Increase Frequencies on the Fixed-Route System |
| Objective 1-1 | As funding allows, determine how increased frequencies can be accomplished from operational improvements and refined running times. |
| Strategy 1-1 | Determine how frequencies could be increased by reducing the current number of routes (6 to 4) but increasing their frequency with the current available fleet. |
| Strategy 1-2 | Determine how frequencies could be increased to 30 minutes through the purchase and addition of buses to a realigned route network. |
| Goal 2 | Establish Operational/Seasonal Schedules |
| Objective 2-1 | Establish operational and seasonal schedules as a means of meeting customer demand in a way that is invisible to the riding public. |
| Strategy 2-1 | Implement an ongoing service planning process. In this process, route running times would be checked on a periodic basis to detect changing user conditions. This would include a.m. and p.m. peak hours, mid-day, and evening during the tourist and off-tourist seasons. The existing Synchromatics software could be used to assist in this process. |
| Goal 3 | Promote Employer – Provided Subsidies |
| Objective 3-1 | The Transportation Commute Benefit Program is a provision of the Internal Revenue Code, Section 132(f), which permits employers to subsidize their employees' cost of commuting to work, by transit and vanpools, up to \$110 per month. These expenses are tax deductible to the employer and cost the employer less than providing the same amount in gross income. |
| Strategy 3-1 | Educate employers so they can take advantage of the provision in the tax code that allows employees to use pre-tax income dollars to pay for qualified fringe benefits such as transit passes, vanpool fares, and qualified parking. |
| Strategy 3-2 | Educate employees so they take home more of their paycheck by utilizing transit. |
| Goal 4 | Add More Buses in Daily Service |
| Objective 4-1 | As budget constraints are decreased, additional resources (i.e., buses and operators) could be added to the existing service to reduce the current headways and provide additional capacity for new customers. |
| Strategy 4-1 | It is recommended that additional service be considered on a yearly basis as revenue stream increases. |
| Goal 5 | Bus Replacement Program |
| Objective 5-1 | The current bus fleet has nine (9) mid-life vehicles that range in mileage from 230,000 to 315,000 miles. Based on the rate of current usage of 45,000 miles per year the 500,000 mile service life will be reached in approximately 5 years. The Department should evaluate a phased replacement schedule of a total cost of \$6.0 million for the eventual replacement of these vehicles. |

Key West Transit Development Plan, 2010 (Continued)

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| Strategy 5-1 | Rotate the usage of these vehicles to balance the mileage since some of the older vehicles have dramatically less usage than the newer vehicles by as much as 50 percent. |
| Strategy 5-2 | Developed a phased bus replacement implementation program. |
| Goal 6 | Coordinate with the Monroe County Planning Department |
| Objective 6-1 | KWDoT through close coordination with Monroe County's Planning Department should be recognized as a viable asset not only to the City but to the County as a whole. |
| Strategy 6-1 | The KWDoT should request that the Monroe County CIP section under "Mass Transit" recognize the Key West Transit and the Lower Keys shuttle as a viable transit system. |
| Strategy 6-2 | The Key West City Commission should encourage the identity of the transit system by the County as a contributing asset to Monroe County and should work with the City in promoting it use. |
| Objective 6-2 | After the 2010 census, work with both Monroe County and City planners to update the current land use data for implementation for future transit modeling updates. |
| Strategy 6-3 | The Key West City Commission should encourage the County to consider utilizing some County Surface Transportation Program funding to support KWDoT transit enhancements such as marketing, development of passenger amenities and transit facilities. |
| Goal 7 | Continue to Explore the Use |
| Objective 7-1 | Local funding should be explored further to directly support public transit services available to the general public. |
| Strategy 7-1 | Identify and meet on a quarterly basis with potential local funding agencies. This would allow for the expansion and improvement of transit services and could be leveraged to qualify for additional state and federal grants. |
| Goal 8 | New Administrative and Operations Facility |
| Objective 8-1 | Accelerate the design and construction of a new administrative and operations facility for KWDoT. |
| Strategy 8-1 | Since the design and construction of this facility has been funded, the city should immediately develop a procurement schedule that accelerates the construction of this facility. |
| Goal 9 | Maintenance, Miscellaneous and Passenger Amenity Items |
| Objective 9-1 | Apply for Federal Grants for major maintenance equipment and tools required to maintain the federally financed buses. Other miscellaneous items, such as money counting equipment, bus shelters and benches, and bus signs, are also eligible for capital grant assistance. |
| Strategy 9-1 | Program these purchases in the TDP so they are eligible. Although these purchases may occur sporadically throughout the TDP period FTA Section 5311 funds are programmed annually. (2009 through 2018) |
| Goal 10 | Examination of Community Service and Special Event Policies |
| Objective 10-1 | KWDoT should continue to monitor the number and type of special event transportation services it provides. |

Key West Transit Development Plan, 2010 (Continued)

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| Strategy 10-1 | KWDoT should promote more private–public partnership sponsorships with the food, beverage and entertainment industries as long as they continue to be profitable. |
| Goal 11 | Maintain Efforts to Develop a Unified Public Image and Marketing Approach |
| Objective 11-1 | Develop a positive, unified public image of KWDoT transit. |
| Strategy 11-1 | Develop a unified marketing theme to promote awareness of transit thus increasing ridership. |
| Strategy 11-2 | Track the results of marketing efforts for effectiveness. |
| Strategy 11-3 | Develop marketing budgets that are comparable to other transit agencies based on size and service area. |
| Goal 12 | Develop a Community Outreach and Education Program |
| Objective 12-1 | KWDoT transit should expand its community outreach programs to provide an understanding of the specific services offered and their benefits to the community. |
| Strategy 12-1 | It is recommended that a formal Community Outreach Program be established and continued throughout the TDP planning horizon. |
| Strategy 12-2 | Provide e-mails “blasts” to interested public and private entities of updates to service or other important information. |
| Strategy 12-3 | Develop and conduct quarterly “results oriented” user group meetings that discusses service feedback as well as operator implementation strategies. |
| Goal 13 | Promote Additional Commuter Assistance Programs |
| Objective 13-1 | To promote employer supplied carpool and vanpool services in order to improve bus ridership and promote mobility. |
| Strategy 13-1 | The focus of these efforts should be on major employers located in the city and on Stock Island. Opportunities to partner with business owners for this provision of shared use could result in a “win-win” for both public and private sectors. |
| Strategy 13-2 | Inform employers that their available pool of potential employees could reach out beyond the current walking or cycling distances to their place of employment. |
| Goal 14 | Encourage Training Opportunities for Fleet Maintenance Employees |
| Objective 14-1 | KWDoT should provide employee training to their fleet maintenance personnel to expand their capabilities. |
| Strategy 14-1 | The future expanded maintenance facility will offer more opportunity to provide a full service repair facility for the bus fleet. By better training, services that are subcontracted out can be done in-house at a reduced cost. |

Monroe County Transportation Disadvantaged Service Plan (TDSP), 2012

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| 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 |
| 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) |
| 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 |
| 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 |
| 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 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 |

Miami-Dade Transit Development Plan, 2012

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| Goal 1 | Improve the Quality of Transit Services |
| Objective 1.1 | Improve the accessibility to major health care, recreation, education, employment cultural and social services facilities |
| Objective 1.2 | Improve transit level of service on major roadway corridors and between major origins and destinations |
| Objective 1.3 | Maximize service reliability and efficiency |
| Objective 1.4 | Maximize multimodal travel options and provide travel choices |
| Objective 1.5 | Fill transit service coverage gaps |
| Objective 1.6 | Promote transit reliability |
| Objective 1.7 | Improve transportation facilities' and services' regional connectivity |
| Objective 1.8 | Include provisions for non-motorized modes in new projects and in reconstructions |
| Objective 1.9 | Metrorail Bike Path Improvements (M-PATH) – SW 67th Avenue to the Miami River |
| Objective 1.10 | Metrorail Bike Path Improvements (M-PATH) – Dadeland South to SW 67th Avenue |
| Objective 1.11 | Improve transit services that provide access to educational facilities |
| Goal 2 | Improve Customer Convenience, Comfort and Safety on Transit Service and within facilities |
| Objective 2.12 | Improve safety on vehicle service operations |
| Objective 2.13 | Reduce roadway and multi-modal crashes |
| Objective 2.14 | Enhance outreach opportunities to educate the community on transportation issues and highlight transit service benefits such as service reliability, passenger cost savings, and environmental benefits |
| Objective 2.15 | Maintain convenient, clean, safe transit passenger facilities and vehicles |
| Goal 3 | Increase the security of transit vehicles and facilities. |
| Objective 3.1 | Ensure transit vehicles and facilities provide a secure environment |
| Objective 3.2 | Increase security at transit stops and intermodal stations and connections |
| Goal 4 | Support Economic Vitality |
| Objective 4.1 | Provide Transit access to urban centers at a minimum of 30-minutes during the peak |
| Objective 4.2 | Enhance major tourist travel and access opportunities within the Urban Development Boundary |

Miami-Dade Long Range Transportation Plan (LRTP), 2013

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| Goal | Improve Transportation System and Travel |
| Objectives | Maximize multimodal travel options and provide travel choices |
| Objectives | Fill transit service gaps |
| Objectives | Promote transit reliability |
| Objectives | Increase reverse commute opportunities for disadvantaged communities |
| Objectives | Promote transportation improvements that provide for the needs of the elderly and disabled |
| Objectives | Improve transit services that provide access to educational facilities |

Florida Transportation Plan: Horizon 2060, 2010

| Overview | |
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| <p>In 2010, FDOT completed the 2060 Florida Transportation Plan (FTP) Update, which looks at a 50-year transportation planning horizon. The plan calls for a fundamental change in how and where Florida invests in transportation and defines transportation goals, objectives, and strategies to make Florida's economy more competitive, communities more livable, and the environment more sustainable for future generations. The FTP supports the development of state, regional, and local transit services. The growth in Florida requires new and innovative approaches by all modes to meet the needs today and in the future.</p> | |
| Long-Range Goals and Objectives | |
| Goal | Invest in transportation systems to support a prosperous, globally competitive economy. |
| Objective | Improve transportation connectivity for people and freight to establish and emerging regional employment centers in rural and urban areas. |
| Objective | Invest in transportation capacity improvements to meet future demand for moving people and freight. |
| Goal | Make transportation decisions to promote responsible environmental stewardship. |

Florida Transportation Plan: Horizon 2060, 2010 (Continued)

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| Objective | Plan and develop transportation systems and facilities in a manner which protects and, where feasible, restores the function and character of the natural environment and avoids or minimizes adverse environmental impacts. |
| Objective | Plan and develop transportation systems to reduce energy consumption, improve air quality, and reduce greenhouse gas emissions. |
| Goal | Maintain and operate Florida's transportation system proactively. |
| Objective | Achieve and maintain a state of good repair for transportation assets for all modes. |
| Objective | Minimize damage to infrastructure from transportation vehicles. |
| Objective | Optimize the efficiency of the transportation system for all modes. |
| Goal | Improve mobility and connectivity for people and freight. |
| Objective | Expand transportation options for residents, visitors, and businesses. |
| Objective | Reinforce and transform Florida's Strategic Intermodal System facilities to provide multi-modal options for moving people and freight. |
| Objective | Expand and integrate regional public transit systems in Florida's urban areas. |
| Objective | Increase the efficiency and reliability of travel for people and freight. |
| Objective | Integrate modal infrastructure, technologies, and payment systems to provide seamless connectivity for passenger and freight trips from origin to destination. |

Strategic Regional Policy Plan for South Florida, 2004

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| Goal 8 | Enhance the Region’s mobility, efficiency, safety, quality of life, and economic health through improvements to road, port, and public transportation infrastructure. |
| Policy 8.4 | Expand use of public transportation, including buses, commuter rail, waterborne transit, and alternative transportation modes that provide services for pedestrians, bikers, and the transportation disadvantaged, and increase its role as a major component in the overall regional transportation system. |

State of Florida Transportation Disadvantaged Five-Year/Twenty-Year Plan, 2005

| Overview | Key Considerations |
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| <p>The plan, required under the Florida Statutes, includes the following elements:</p> <ul style="list-style-type: none"> • Explanation of the Florida Coordinated Transportation System • Five-Year Report Card • Florida Office of Program Policy Analysis and Government Accountability Review • Strategic Vision and Goals, Objectives, and Measures | <p>The five-year and long-range strategic visions were reviewed and used for guidance.</p> <p><i>Five-Year Strategic Vision:</i></p> <p>Develop and field-test a model community transportation system for persons who are TD incorporating the following features:</p> <ul style="list-style-type: none"> • Statewide coordination of community transportation services, including Smart Traveler Technology, Smart Vehicle Technology, and Smart Intermodal Systems. • Statewide coordination and consolidation of community transportation funding sources. • A statewide information management system for tracking passenger eligibility determination. • Integration of Smart Vehicle Technology on a statewide multimodal basis to improve vehicle and fleet planning, scheduling, and operations. This effort includes vehicle and ridership data collection, electronic fare media, and geographic information system (GIS) applications. • Development of a multimodal transportation network to optimize the transportation system as a whole, using Smart Intermodal Systems. This feature would be available in all areas of the state via electronic access. <p><i>Long-Range Strategic Vision:</i></p> <p>Create a strategy for the Florida CTD to support the development of a universal transportation system</p> |

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| | <p>with the following features:</p> <ul style="list-style-type: none">• A coordinated, cost-effective multi-modal transportation system delivered through public-private partnerships.• A single, uniform funding system with a single eligibility determination process.• A sliding scale of fare payment based on a person's ability to pay.• Use of electronic fare media for all passengers.• Services that are designed and implemented regionally (both inter-county and inter-city) throughout the state. |
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Florida's Strategic Intermodal System Strategic Plan, 2010

Overview

Florida's Strategic Intermodal System (SIS), a high-priority network of transportation facilities critical to Florida's economic competitiveness and quality of life, was created in 2003. The SIS comprises the state's largest and most strategic transportation facilities, including major air, space, water, rail, and highway facilities. SIS facilities are the primary means for moving people and freight between Florida's diverse regions, as well as between Florida and other states and nations. The SIS is Florida's highest statewide priority for transportation capacity improvements. The 2010 SIS Strategic Plan strengthens strategies for improving mobility, increasing intermodal connectivity, and supporting economic development and sets the stage for the SIS to be:

- **More strategic:** The overall size of the SIS will remain similar to the period prior to 2010, enabling the SIS to continue to account for the vast majority of long distance person and freight trips to, from, and within Florida.
- **More intermodal:** The SIS will become more multimodal and intermodal, providing more choices for moving people and freight, and seamless transfers among these choices. SIS designation will expand to include urban fixed guideway transit corridors connecting multiple urbanized area counties within a single region; integrated logistics centers combining truck, rail, and other forms of freight transportation; and commercial spaceports. FDOT and partners will place greater emphasis on alternatives for moving people and goods statewide, including expanded use of rail, water, and urban fixed guideway transit. The SIS also will continue to emphasize intermodal connectors—roads, rail, and waterways linking hubs and corridors. FDOT will work with partners to expand the types of connectors designated on the SIS, including transit corridors directly connecting two SIS hubs and local roads primarily used to move freight shipments between two SIS hubs.
- **More system-wide:** FDOT and partners also will give more attention to how the SIS functions as a system to move people and freight, including how the SIS links with regional and local facilities to support trips from beginning to end. In congested urban areas as well as between regions, FDOT will work with partners to develop corridor-wide solutions for improving the safety and efficiency of travel and transport. These corridor solutions may involve multiple facilities and modes, and will coordinate SIS investments with needed improvements to regional and local roads, transit services, and general aviation airports to help keep local traffic off the SIS.
- **More partnership-oriented:** FDOT will continue to ensure the state's full range of transportation partners are able to participate in SIS planning and implementation.

Transportation Disadvantaged Memorandum of Agreement, 2012

Overview

The Transportation Disadvantaged Memorandum of Agreement is a contract between the Florida CTD and the Community Transportation Coordinator (CTC). The CTC is required to comply with the following:

- Become and remain totally apprised of all of the Transportation Disadvantaged resources available or planned in their designated service area.
- Plan and work with CTCs in adjacent and other areas of the state to coordinate the provision of community trips that might be handled at a lower overall cost to the community by another Coordinator.
- Return any acquired profits or surplus funds originating through the course of business.
- Develop a TDSP.
- Maximize the use of available public school transportation resources and public fixed-route or fixed-schedule transit services.
- Provide or arrange 24-hour, 7-day-per-week transportation disadvantaged service as required in the designated service area by any federal, state or local government agency sponsoring such services.
- Comply with all local, state, and federal laws and regulations that apply to the provision of transportation disadvantaged services.
- Submit an Annual Operating Report detailing demographic, operational, and financial data regarding coordination activities in the designated service area.
- Comply with safety, insurance, audit and record keeping, and performance requirements.

Moving Ahead for Progress in the 21st Century Act (MAP-21)

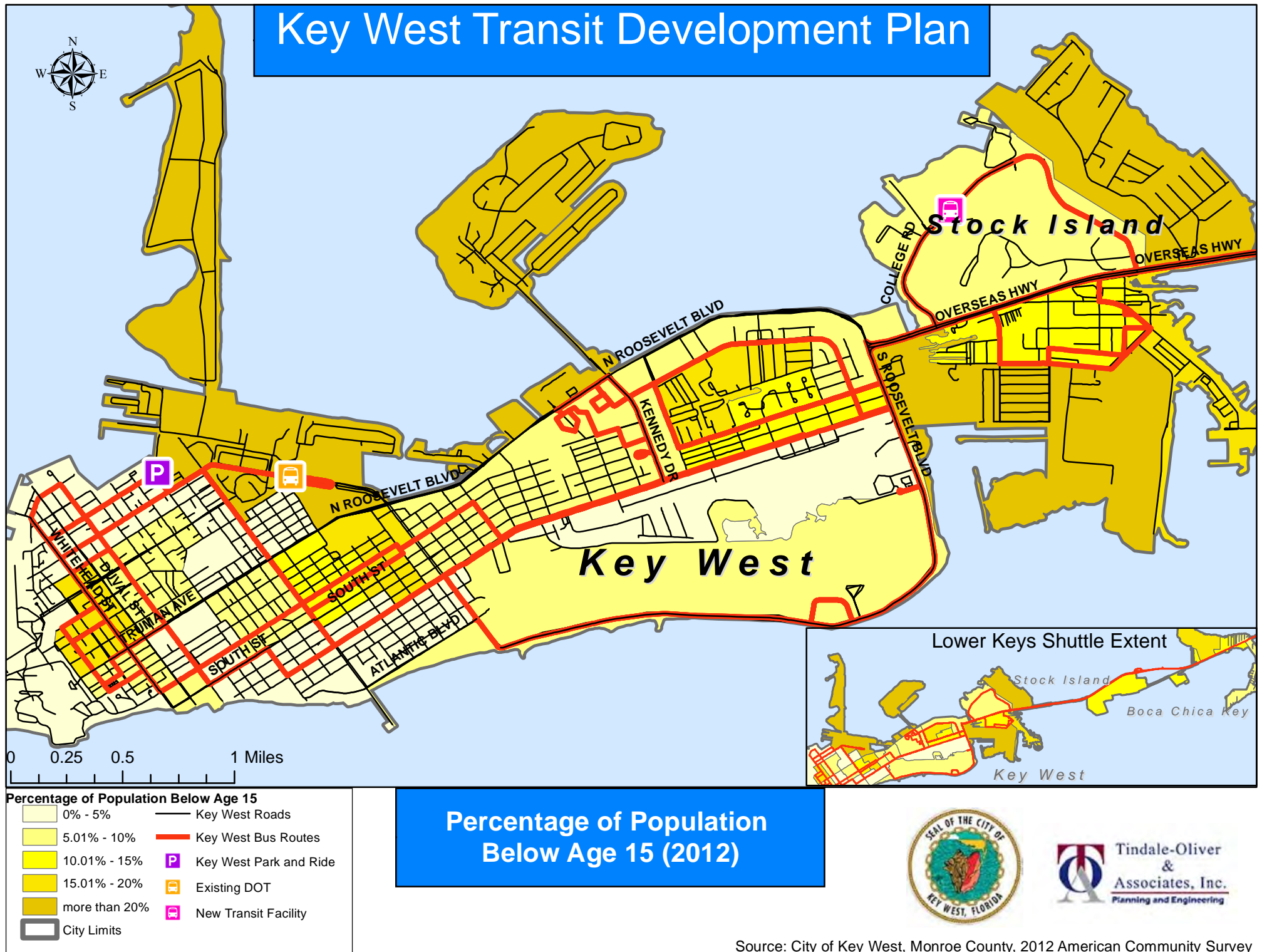
| Overview | Key Considerations |
|---|---|
| <p>On July 6, 2012, President Obama signed into law P.L. 112-141, the Moving Ahead for Progress in the 21st Century Act (MAP-21). The Act extends federal highway and transit funding through federal fiscal year 2014.</p> <p>The intention of MAP-21 is to create a streamlined, performance-based, and multimodal program to address the many challenges facing the U.S. transportation system, including improving safety, maintaining infrastructure, reducing traffic congestion, improving system efficiency and freight movement, protecting the environment, and reducing delays in project delivery.</p> | <ul style="list-style-type: none"> • The Section 5309 program (Transit Capital Investment) previously provided capital assistance for new and replacement buses and facilities, modernization of existing rail systems, and new fixed guideway systems. The program is now the Fixed Guideway Capital Investment Grants and focuses on providing grants to assist in financing new fixed guideway capital projects, small start projects, and core capacity improvement projects. • The Section 5310 program (Transportation for Elderly Persons and Persons with Disabilities) and Section 5317 program (New Freedom) are combined into an expanded Section 5310 program, Formula Grants for the Enhanced Mobility of Seniors and Individuals with Disabilities. Expanded project eligibility to include services that exceed ADA requirements, improve access to fixed route service and decrease reliance by individuals with disabilities on complementary paratransit, and alternatives to public transportation that assist seniors and individuals with disabilities with transportation. Areas with populations of 200,000 or more will receive 60% of the funding and at least 55 percent of the apportionment must be spent on capital projects. • The Section 5316 program, JARC is eliminated, but JARC projects are given a modified definition and are now eligible for funding under the Section 5307 and Section 5311 programs. • A new program, Section 5324 (Public Transportation Emergency Relief), can provide operating and capital assistance in cases where a state of emergency has been declared to support evacuation services, rescue operations, and temporary public transportation service, among other needs during or after an emergency. • A new program, Section 5326 (Transit Asset Management), establishes and implements a National Transit Asset Management System in which federal funding recipients must prepare transit asset management plans and report on the condition of their respective systems. • A new program, Section 5337 (State of Good Repair Grants), takes over the Fixed Guideway Modernization program that was originally part of Section 5309 and shifts to a primarily formula-based process for distributing funds to advance transit systems to a state of good repair. • A new program, Section 5339 (Bus and Facilities Formula Grants), establishes funds to replace, rehabilitate, and purchase buses and related equipment, and to construct bus-related facilities. |

Title VI and Environmental Justice (EJ), 2012

| Overview | Key Considerations |
|--|---|
| <p>The new Environmental Justice (EJ) Circular issued by FTA and effective August 15, 2012 provides recipients of FTA funding with guidance for incorporating EJ principles into plans, projects, and activities. The Circular covers EJ guidelines removed from the Title VI Circular with exception of the service and fare equity analysis section that remains in the Title VI Circular.</p> <p>Concurrently, FTA issued new guidance on Title VI, effective October 1, 2012, to help grant recipients better understand and comply with federal civil rights requirements. The revised circular includes the removal of several references to EJ, which are now incorporated into the separate EJ Circular, better defining the distinctions between Title VI and EJ.</p> | <p>Environmental Justice Circular</p> <ul style="list-style-type: none"> • Designed to provide a framework to assist recipients in integrating EJ principles into its transit decision-making process. • Contains recommendations for agencies on how to fully engage EJ population in the transportation decision-making process, how to determine whether a policy, project or action will subject the EJ population to a disproportionately high and adverse human health or environmental effects, and how to avoid minimize, or mitigate these effects. • Discusses that the agencies public engagement plan incorporate outreach designed to encourage meaning full participation from members of the EJ population. • Identifies the guiding principles of EJ as follows: <ul style="list-style-type: none"> ○ To avoid, minimize, and mitigate disproportionately high and adverse effects. ○ To ensure the full and fair participation by all potential affected communities ○ To prevent the denial of, reduction in, or significant delay in the receipt of benefits by minority and low-income populations. <p>Title VI Circular</p> <ul style="list-style-type: none"> • Title VI prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving Federal financial assistance. • All recipients are required to submit Title VI programs every three years. • Title VI program must be approved by grantee’s Board of Directors or equivalent before it is submitted to FTA. • Grantees must submit all documents that comprise a complete Title VI Program, even if the documents have not changed since the last submission. • Reporting requirements are based on whether the transit provider operates 50 or more fixed route vehicles in peak service and are located in an urbanized area of 200,000 or more in population. • Transit providers are required to evaluate service and fare equity changes or monitor transit service for Title VI impacts. |

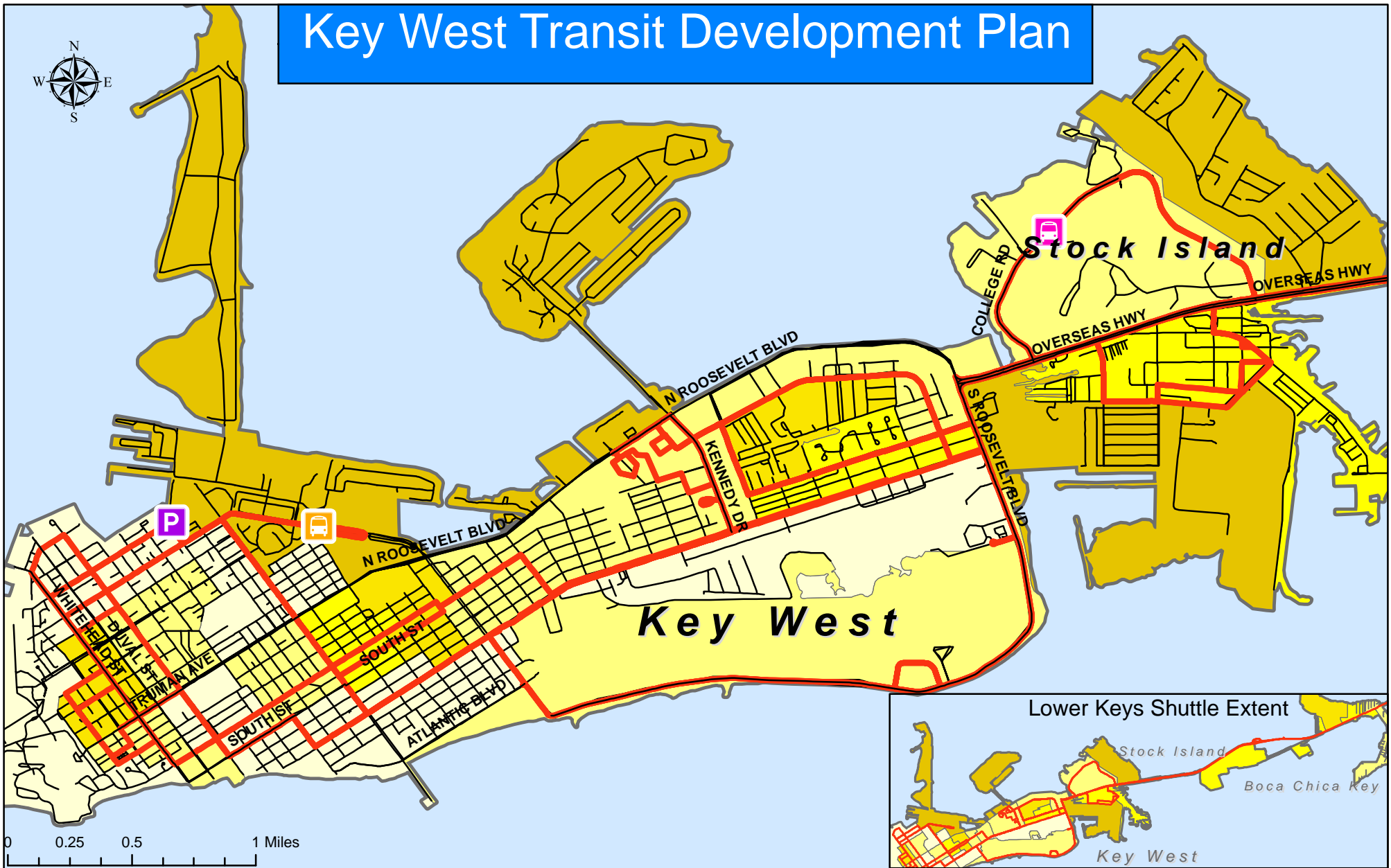
Appendix E: Supplemental Mapping Analysis

Key West Transit Development Plan

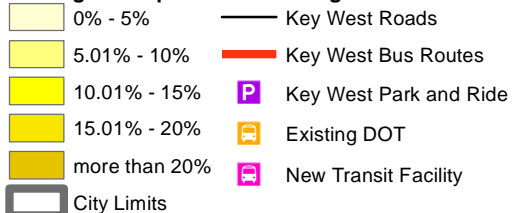


Tindale-Oliver & Associates, Inc.
Planning and Engineering

Key West Transit Development Plan



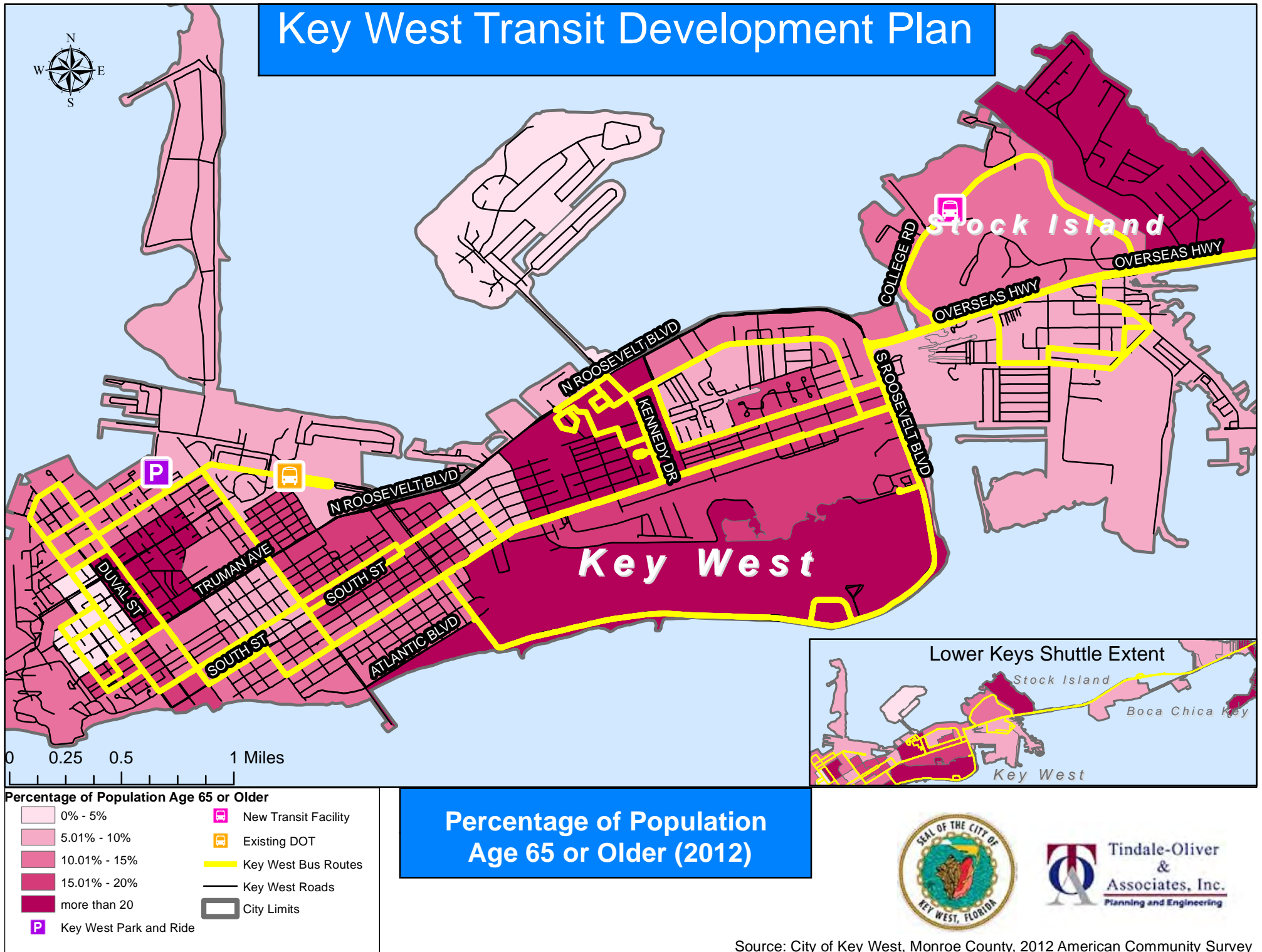
Percentage of Population Below Age 15



Percentage of Population Below Age 15 (2024)

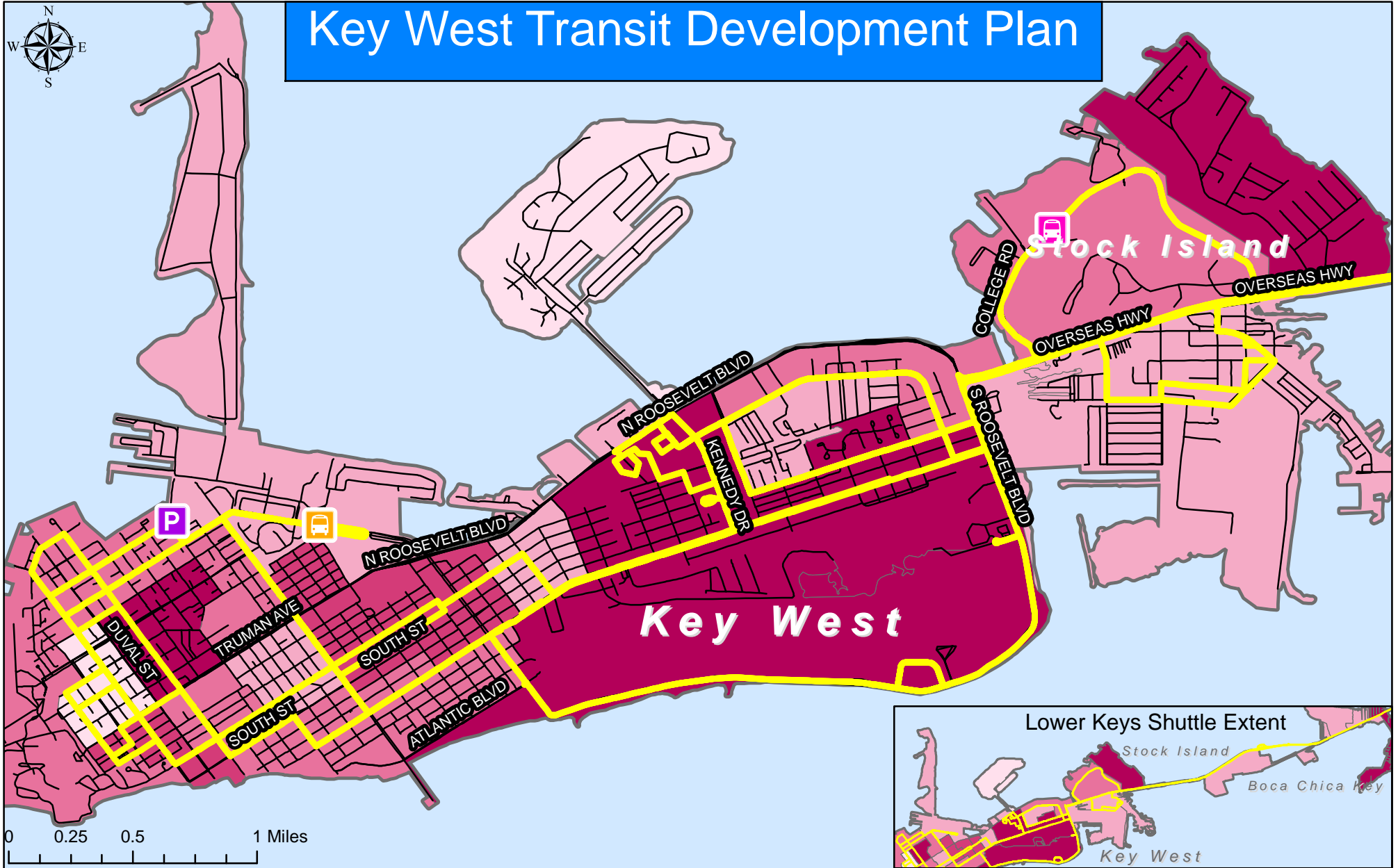


Key West Transit Development Plan

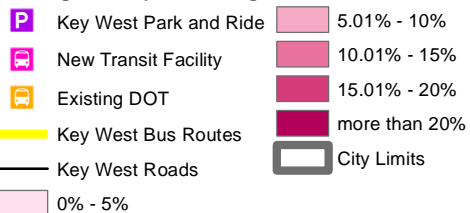


Source: City of Key West, Monroe County, 2012 American Community Survey

Key West Transit Development Plan



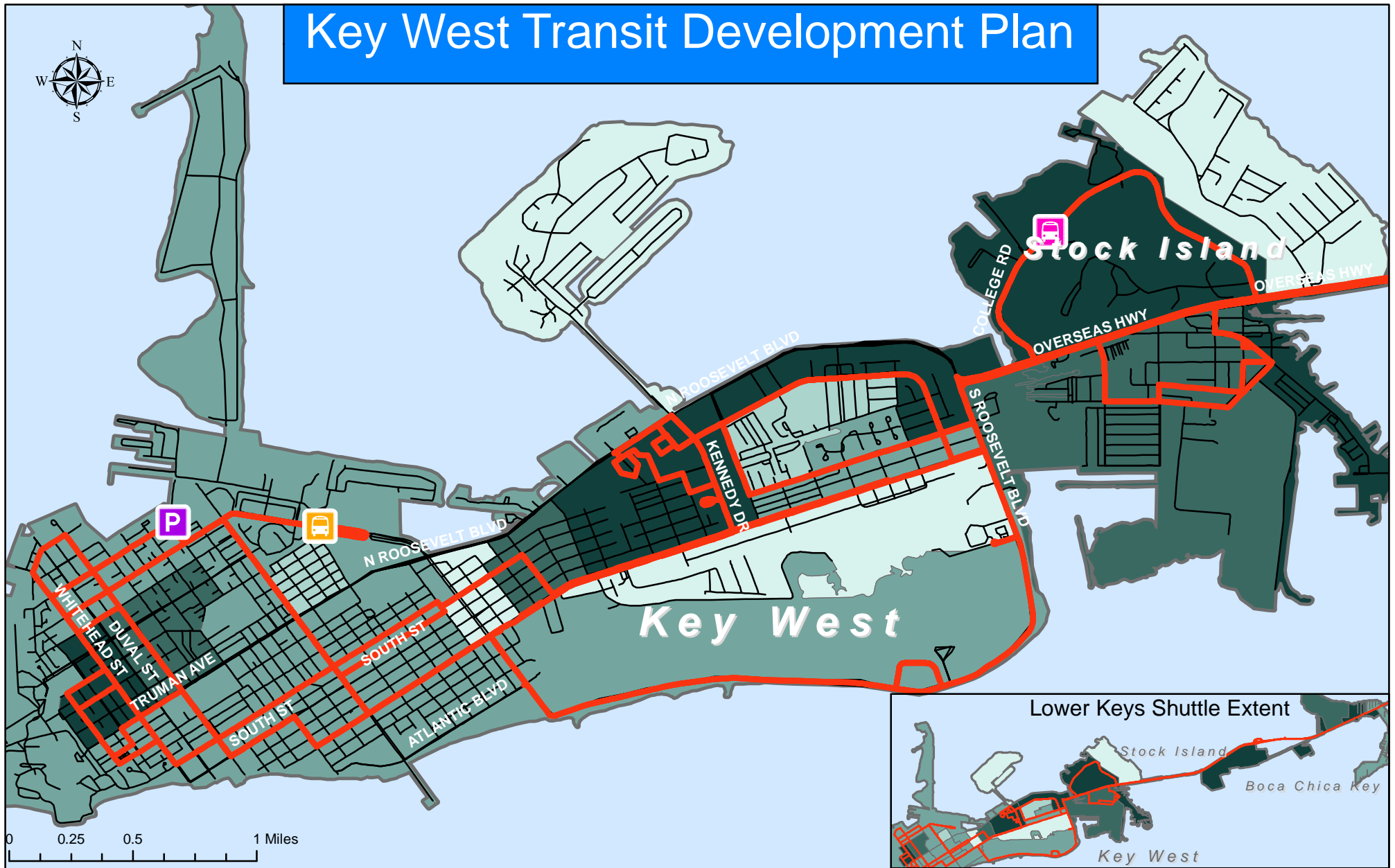
Percentage of Population Age 65 or Older



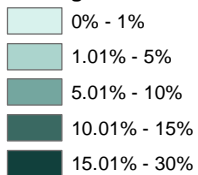
Percentage of Population Age 65 or Older (2024)



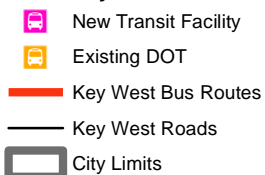
Key West Transit Development Plan



Percentage of Households Below Poverty Level



P Key West Park and Ride

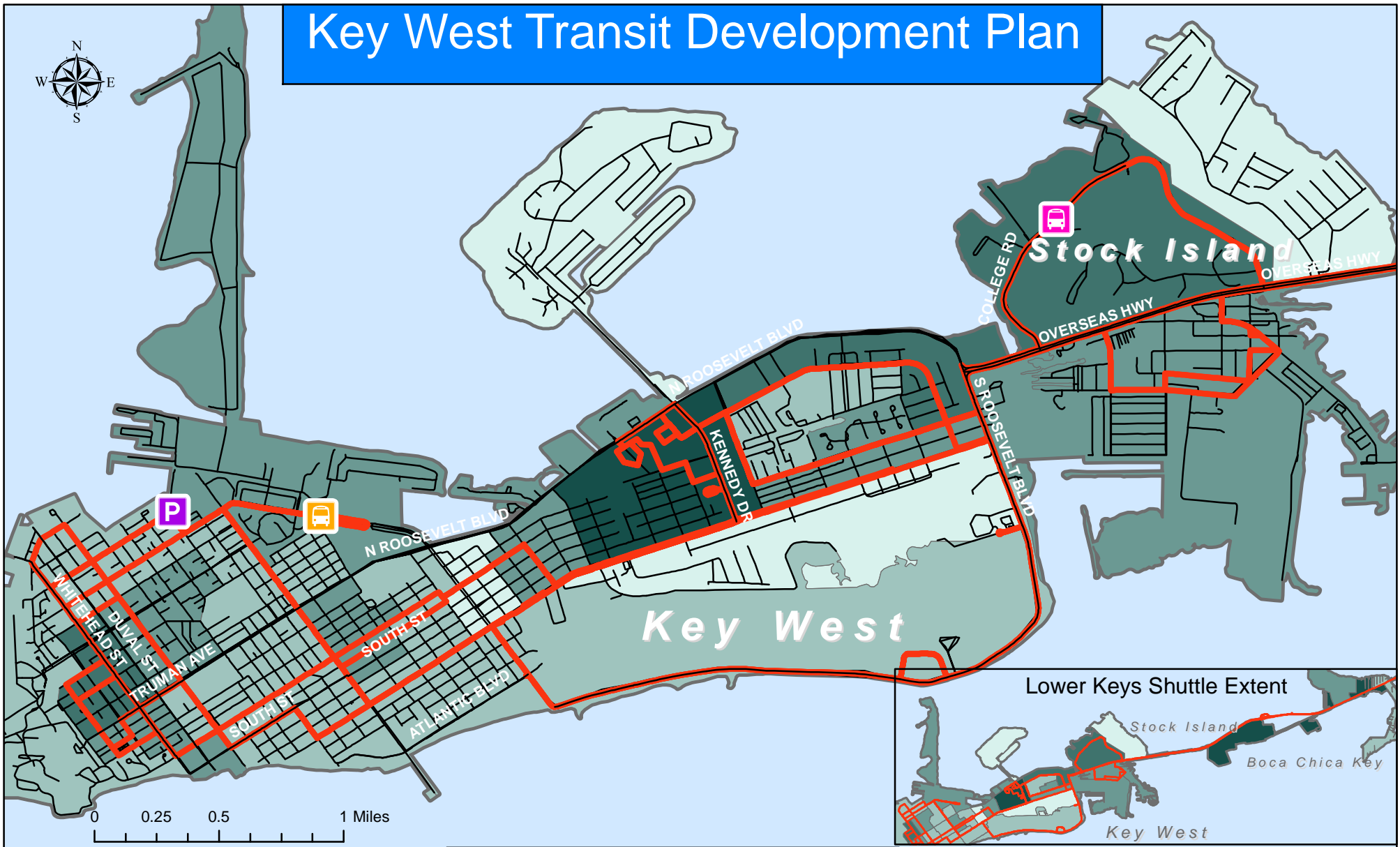


Low Income Households (2012)

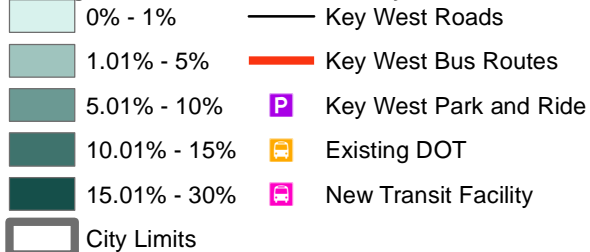


Source: City of Key West, Monroe County, 2012 American Community Survey

Key West Transit Development Plan



Percentage of Households Below Poverty Level



Low Income Households (2024)



Key West Transit Development Plan

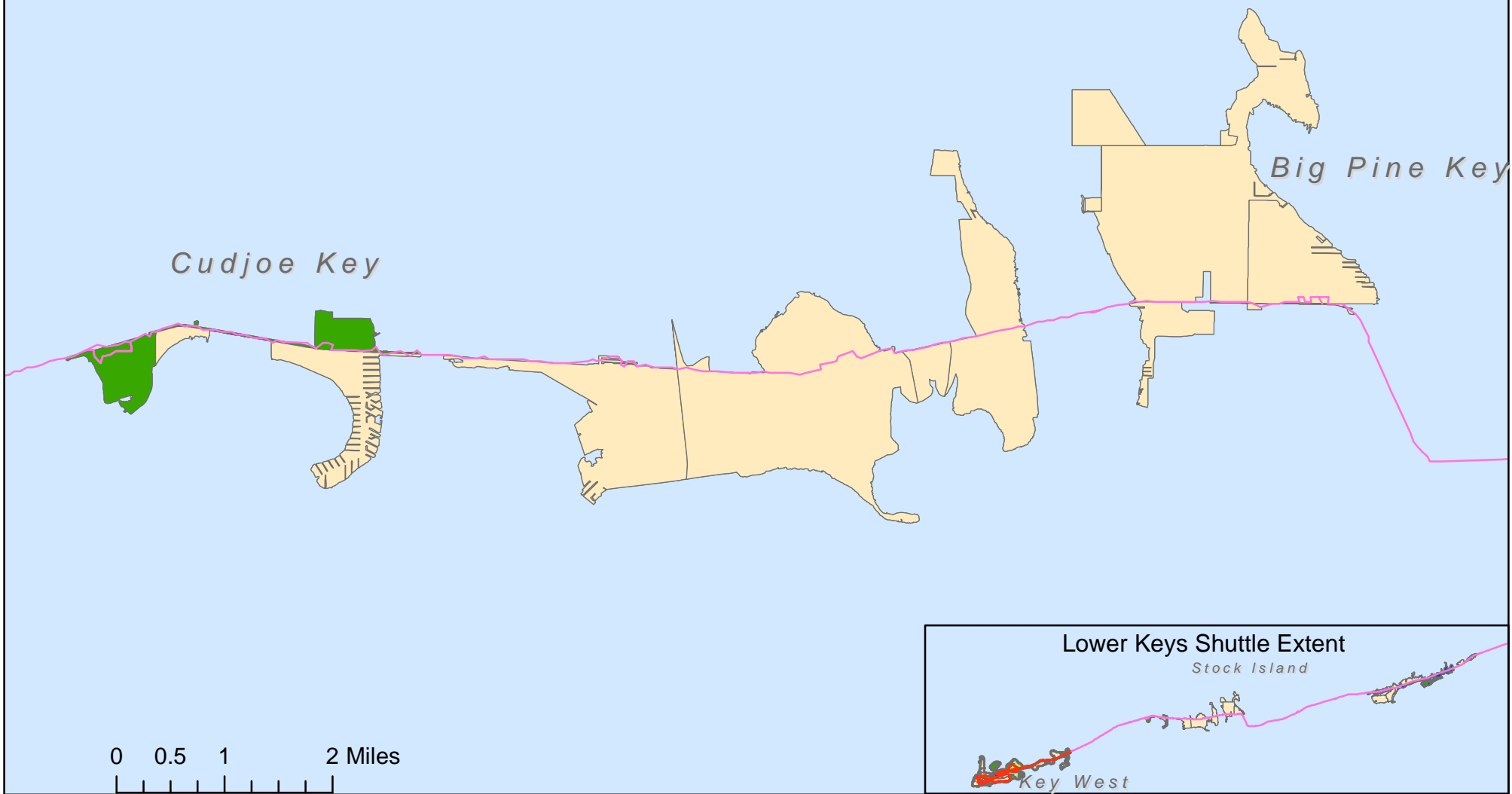
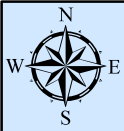


Transit Orientation
Index

- Lower Keys Lime/Pink
- low
- medium
- high
- very high



Key West Transit Development Plan

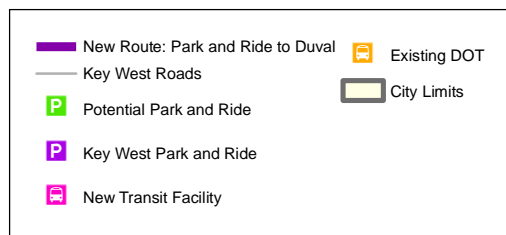
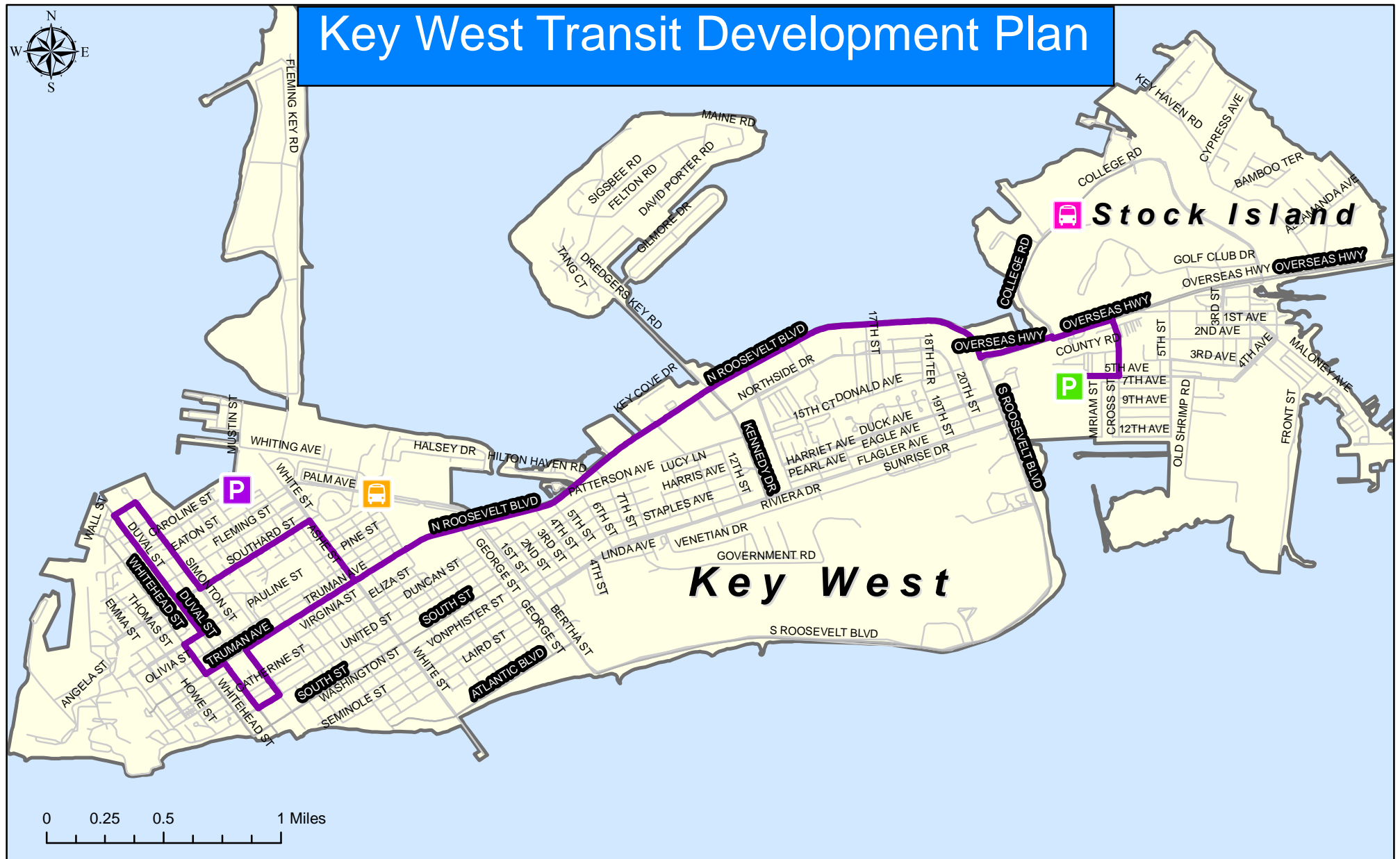


- low
- medium
- high
- very high
- Lower Keys Lime/Pink

Transit Orientation Index

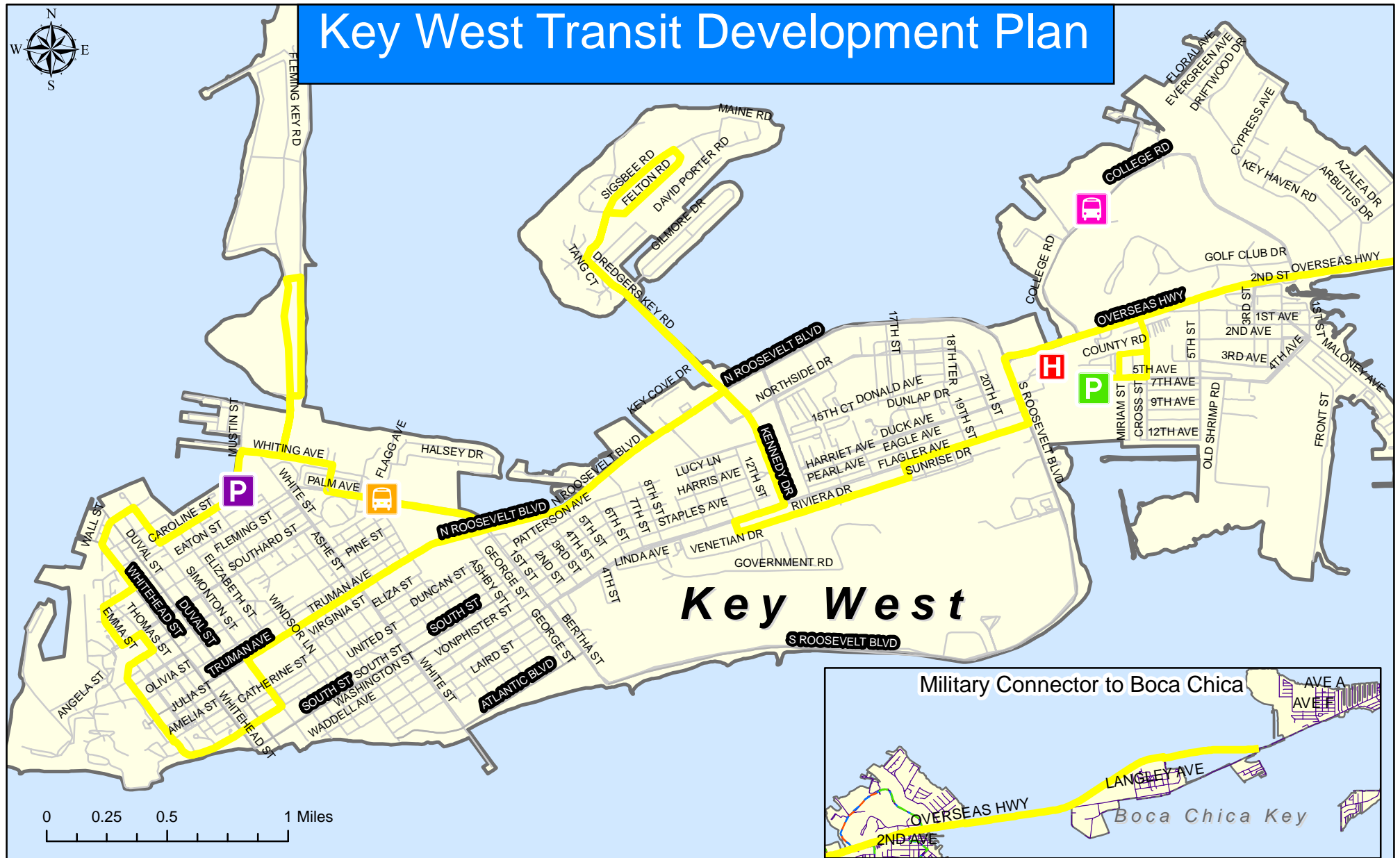


Appendix F: 10-Year Potential Transit Alternatives



**New Route:
Park and Ride to Duval**

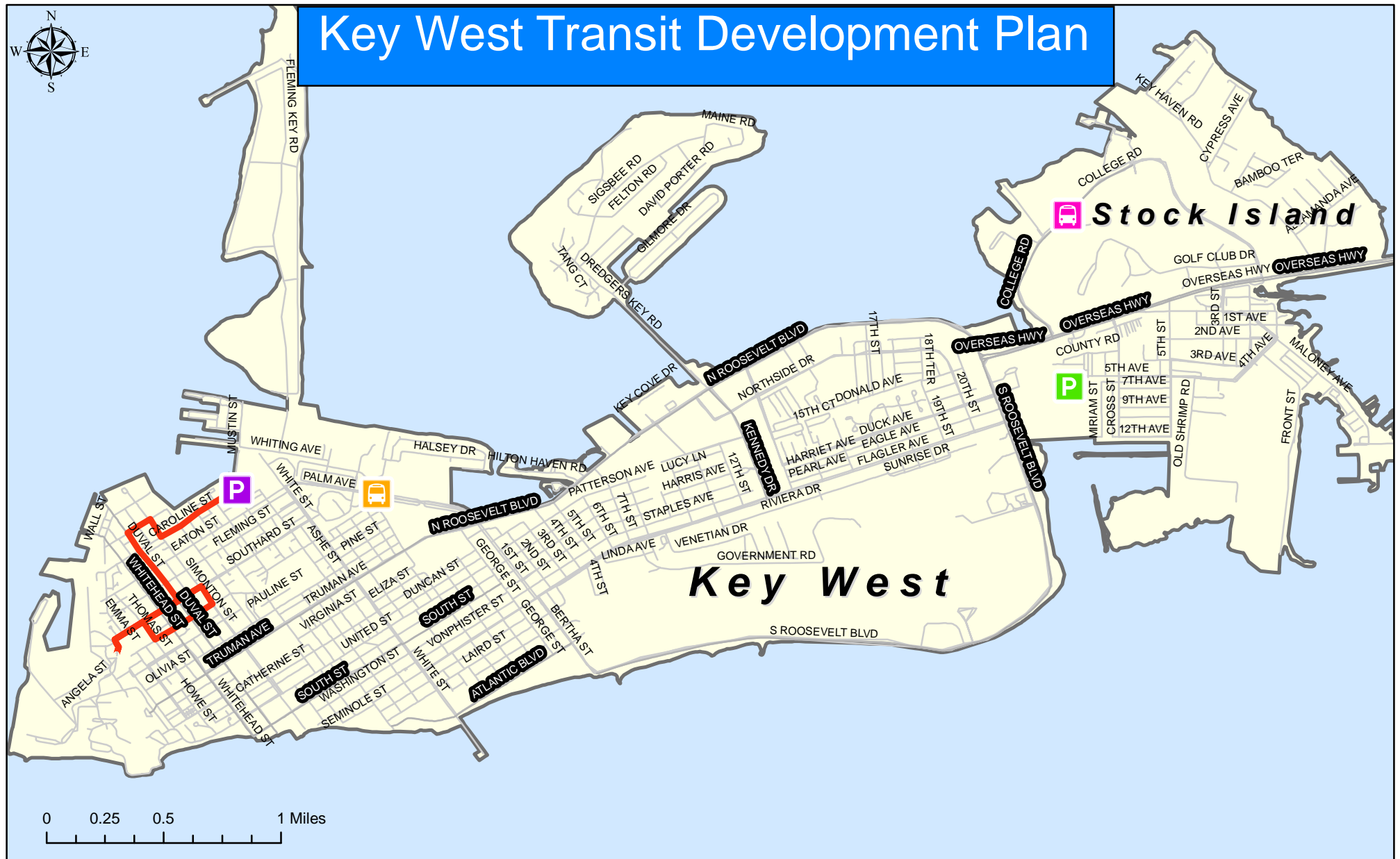











- | | | | |
|--|-------------------------------|--|----------------------|
| | New Route: Military Connector | | New Transit Facility |
| | VA Hospital | | Existing DOT |
| | Potential Park and Ride | | Key West Roads |
| | Key West Park and Ride | | City Limits |

New Route
Military Connector with Service
to new Park and Ride

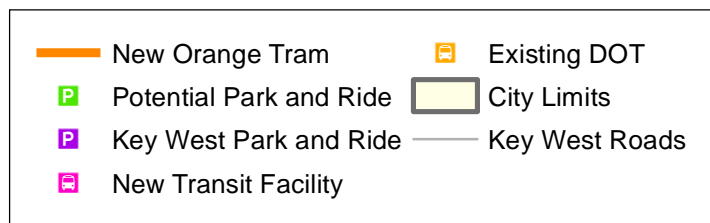
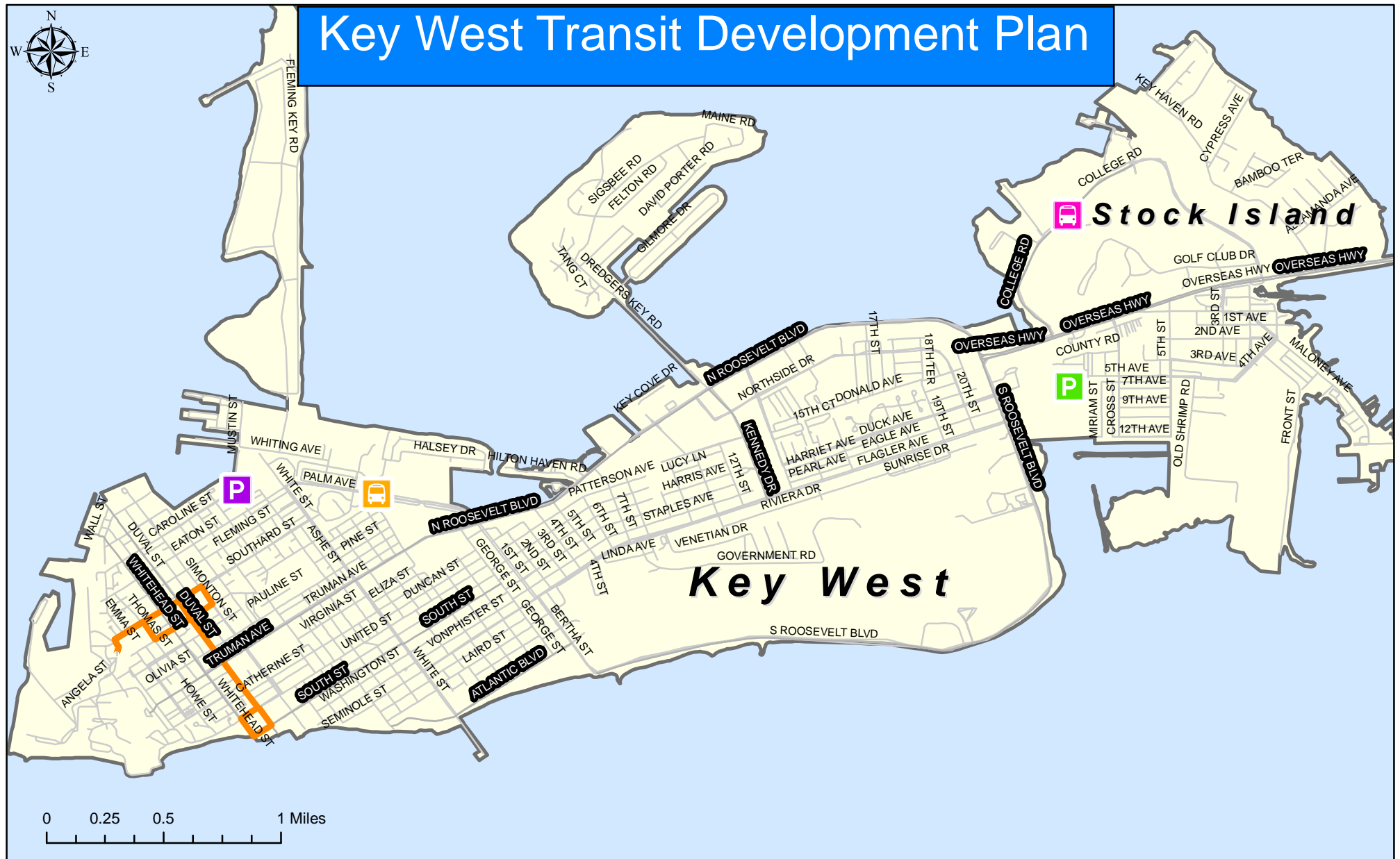




- | | | | |
|---|-------------------------|---|----------------|
|  | New Red Tram |  | Existing DOT |
|  | Potential Park and Ride |  | City Limits |
|  | Key West Park and Ride |  | Key West Roads |
|  | New Transit Facility | | |

**New Red
Tram**





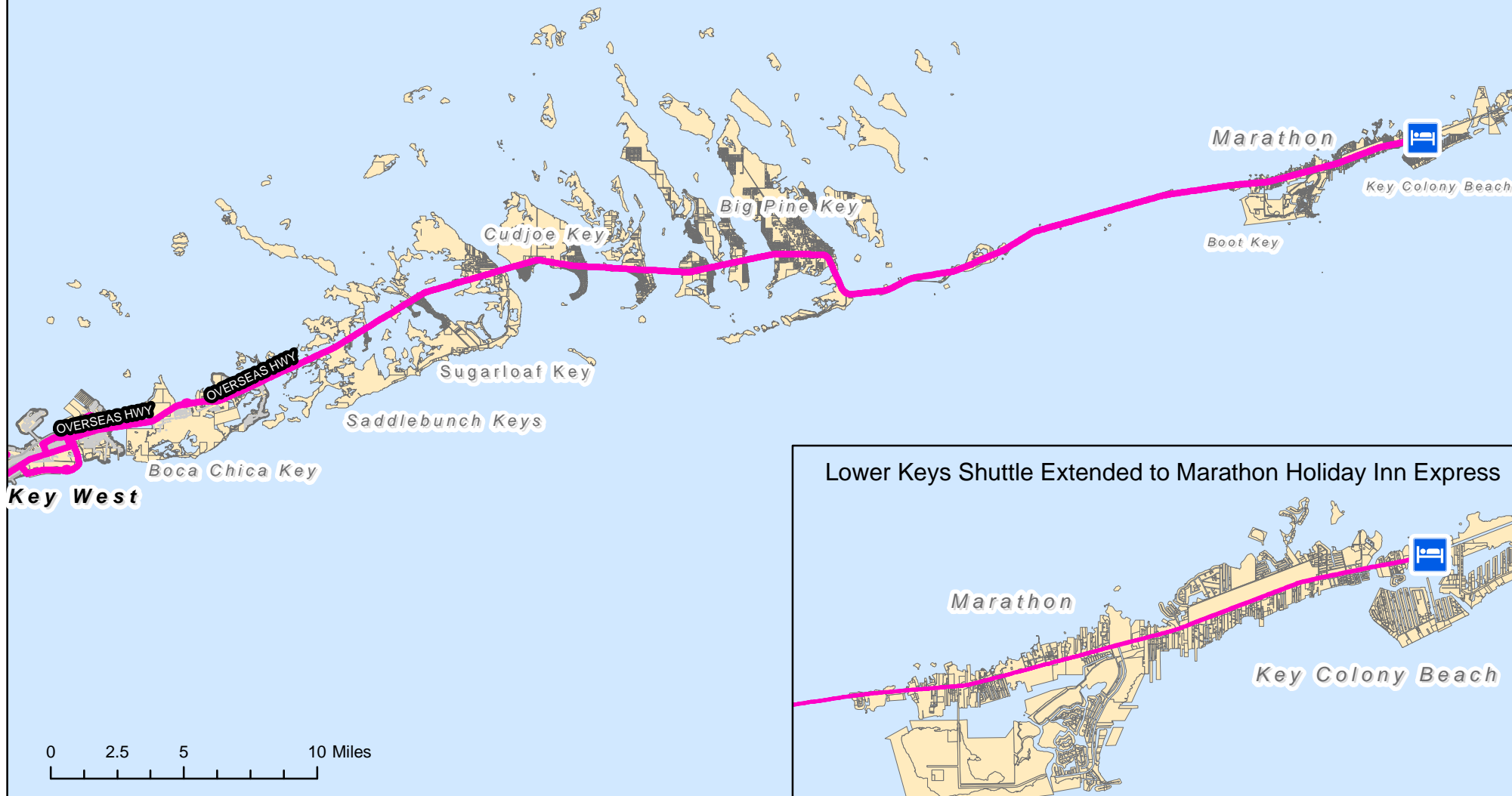
**New Orange
Tram**



Source: FDOT, City of Key West, Monroe County, 2012 American Community Survey



Key West Transit Development Plan



Holiday Inn



Lower Keys Shuttle Extension



Key West Roads

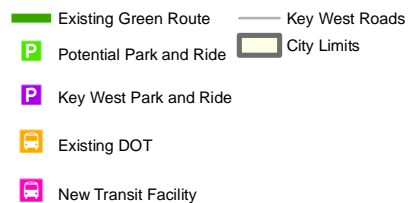


City Limits

Lower Keys Shuttle Extension



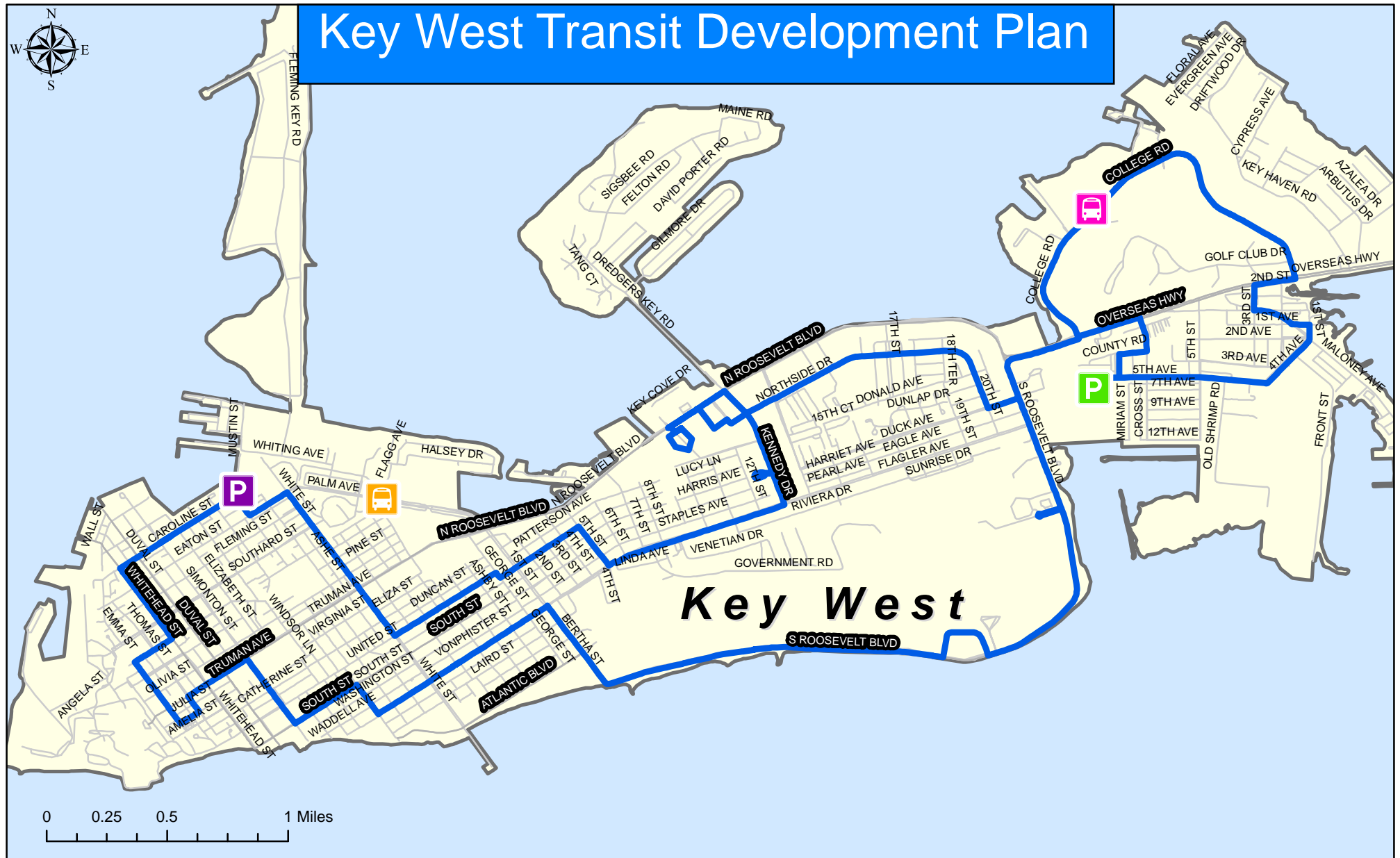
Tindale-Oliver
&
Associates, Inc.
Planning and Engineering



Existing
Green Route



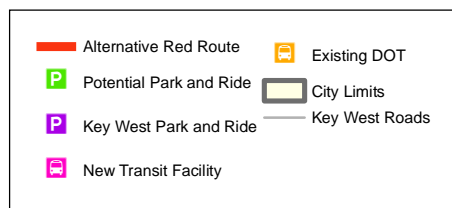
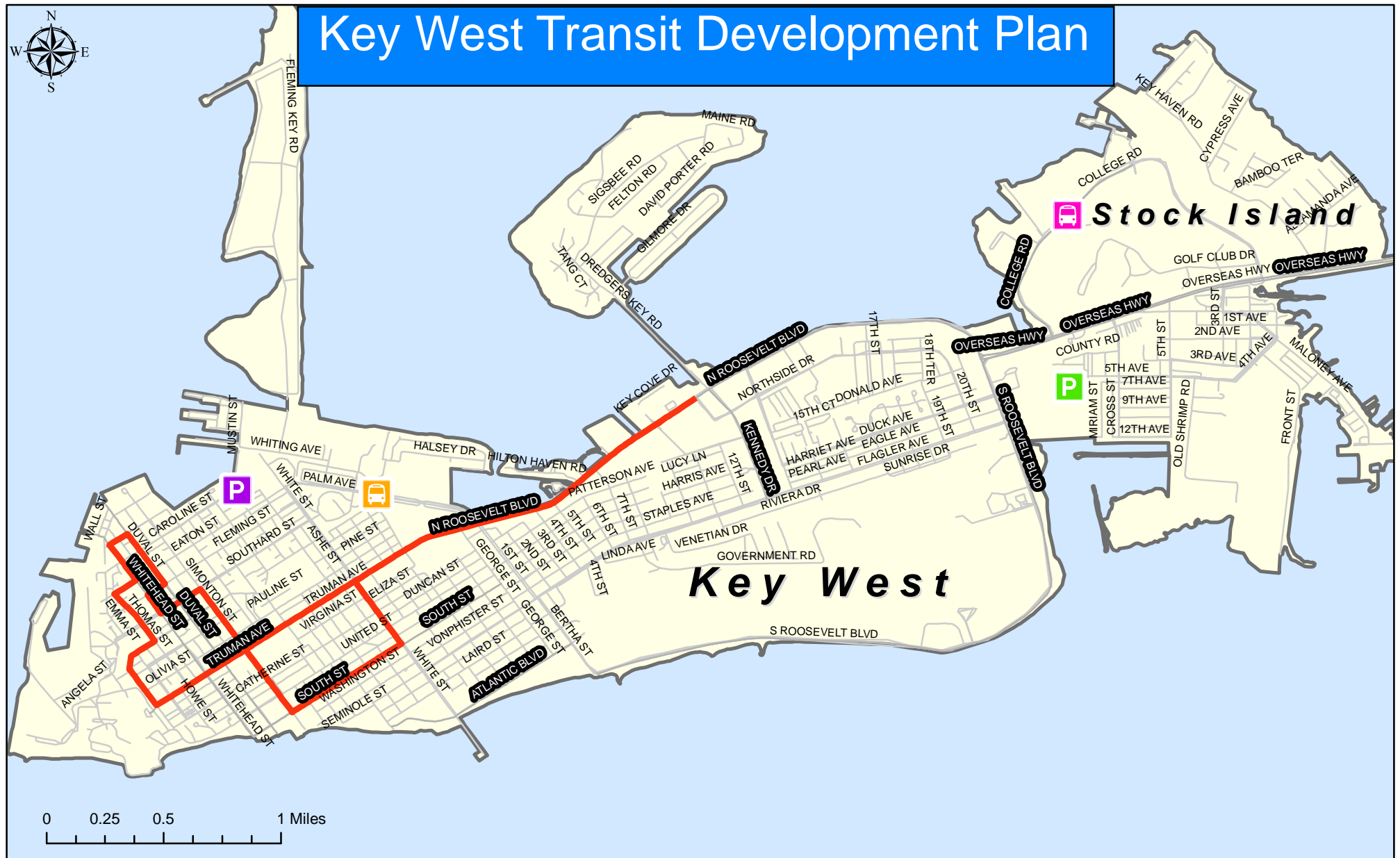
Source: FDOT, City of Key West, Monroe County, 2012 American Community Survey



| | |
|-------------------------|----------------|
| Blue Existing Route | Key West Roads |
| Potential Park and Ride | City Limits |
| Key West Park and Ride | |
| Existing DOT | |
| New Transit Facility | |

Existing
Blue Route

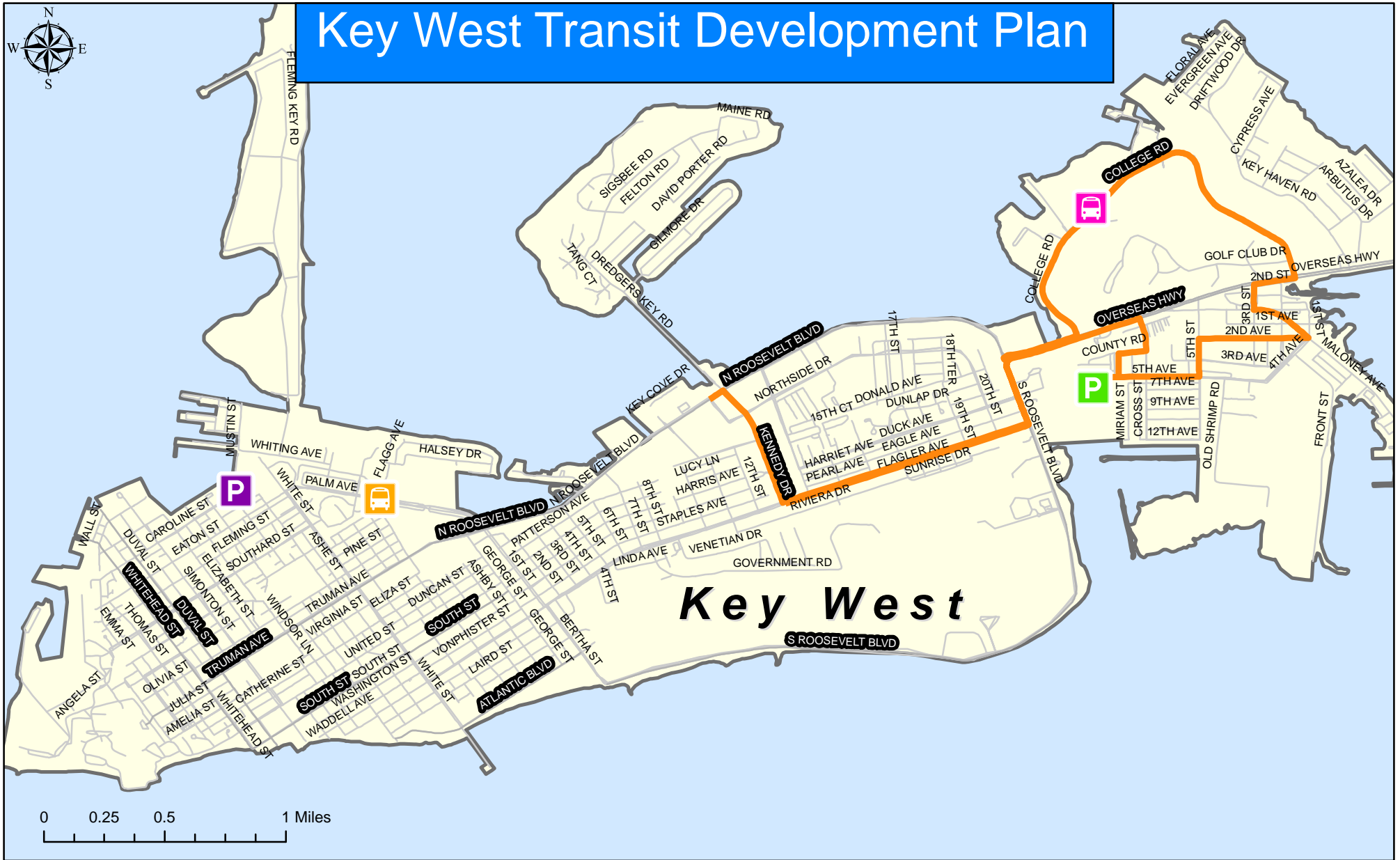




Alternative Red Route



Key West Transit Development Plan



Alternative Orange
Route with Service to New
Park and Ride



Appendix G: Farebox Recovery Ratio Report

ANNUAL FAREBOX RECOVERY RATIO REPORT – JULY 2014
KEY WEST DEPARTMENT OF TRANSPORTATION (KEY WEST TRANSIT)
KEY WEST, FLORIDA

CURRENT FAREBOX RECOVERY RATIO

The farebox recovery ratio (FRR) for Key West Transit (KWT), the public transportation provider for the City of Key West, was 22 percent for the city and lower keys routes combined in FY 2013. This number shows an 18 percent increase over the five year period from FY 2009 to FY 2013, but a 13 percent decrease from FY 2012. The FY 2012 KWT farebox recovery ratios by city routes and lower keys routes are listed below. In comparison to FY 2011, the city routes increased by 10 percent and the lower keys routes increased by one percent.

- FY 2012 City Routes FFR 14.3%
- FY 2012 Lower Keys Shuttle 34.2%

PRIOR YEAR FARE STUDIES AND CHANGES

The last KWT fare increase was implemented in 2008. As a result, the current full fare on the fixed-route system is \$2.00, \$1.00 for the reduced fare, and \$0.50 for seniors. Fares for the Lower Key Shuttle are \$4.00 for the full fare, \$2.00 for the reduced fare, and \$1.50 for seniors.

STRATEGIES THAT WILL AFFECT THE FAREBOX RECOVERY RATIO

The 2015-2024 Transit Development Plan (TDP) Major Update identifies strategies that will be used to maintain or increase the farebox recovery ratio, including the following:

- Monitor key performance measures for individual fixed-routes.
- Ensure that transit serves major activity centers and parking garages, potentially increasing the effectiveness of service.
- Increase ridership through enhanced marketing and community relations activities.
- Provide local employers with incentives for transit use.
- Provide local hotels with incentives for transit use.
- Minimize costs required to operate and administer transportation services.
- Implement a fare increase in FY2016 and evaluate the fare structure every three years.
- Monitor opportunities to secure additional funding to improve frequencies on existing routes and attract new riders.
- Add additional buses to improve frequencies and improve the customer experience and attract new riders.
- Meet with hotels and other private entities to form public-private partnership to increase ridership.

- Meet with cities in the lower keys to form partnerships for funding improved transit service along the lower keys.
- Conduct on-board surveys every three years to gather information on how to make services more convenient and useful to patrons.
- Complete ongoing preventative maintenance activities and replace fareboxes as needed to ensure the fare collection equipment is performing at optimum capacity.

KEY WEST TRANSIT FIXED-ROUTE FARE STRUCTURE (FY 2014)

| Customer Type | Fare Type | Current Fare |
|-----------------------------|-------------------------------|--------------|
| Adult - Regular Fare | Cash Fare – City Routes | \$2.00 |
| | Cash Fare – Lower Keys Routes | \$4.00 |
| | 7-Day – City Routes | \$8.00 |
| | 7-Day – Lower Keys | \$25.00 |
| | 31-Day – City Routes | \$25.00 |
| | 31-Day – Lower Keys Routes | \$75.00 |
| Reduced Fares | Cash Fare – City Routes | \$1.00 |
| | Cash Fare – Lower Keys Routes | \$2.00 |
| | 7-Day – City Routes | \$5.00 |
| | 7-Day – Lower Keys | \$15.00 |
| | 31-Day – City Routes | \$15.00 |
| | 31-Day – Lower Keys Routes | \$45.00 |
| Senior Fares | Cash Fare – City Routes | \$0.50 |
| | Cash Fare – Lower Keys Routes | \$1.50 |
| | 7-Day – City Routes | \$3.75 |
| | 7-Day – Lower Keys | \$15.00 |
| | 31-Day – City Routes | \$15.00 |
| | 31-Day – Lower Keys Routes | \$45.00 |

*All reduced fare requires proper ID and applies to Students (under 21), disabled, active or retired military and seniors (60+).

Appendix H: Recommended Key West Transit Monitoring Program

Performance Measures & Indicators

The following fixed-route performance indicators and measure should be monitored by KWT on a quarterly basis as part of the recommended performance monitoring program. These data are currently collected monthly.

- **Passenger Trips** – Annual number of passenger boardings on the transit vehicles.
- **Revenue Miles** – Number of annual miles of vehicle operation while in active service (available to pick up revenue passengers)
- **Revenue Hours** – Total hours of operation in active revenue service.
- **Passenger Trips per Revenue Mile** – The ratio of passenger trips to revenue miles of service. This is the key indicator of service effectiveness that is influenced by the levels of demand and the supply of service provided.
- **Passenger Trips per Revenue Hour** – The ratio of passenger trips to revenue hours of operation.

Evaluation Methodology & Process

This process is based on two measures – trips per mile and trip per hour – that are weighted equally to derive an overall route score. A route's score for a particular measure is based on a comparison of the measure as a percentage of the system average for that particular measure. These individual measure scores are added together and divided by two to get a final aggregate score. This final composite performance score is an indication of a route's performance for the measures when compared to the system average for those measures. A higher score represents better overall performance when compared to other routes.

The noted comparative performance evaluation can be beneficial, but care should be taken when using the final scores and rankings because these figures are comparing routes to one another and may not reflect the specific goals established for a particular route (i.e., geographic coverage vs. ridership performance). The process is particularly useful, however, in highlighting those routes that may have performance-related issues. These routes can then be singled out for closer observation in future years to determine specific changes that may help mitigate any performance issues. Once a route score is determined, routes can be ranked to show the highest performing and lowest performing routes.

The rankings are a useful proxy to determine the comparative performance of any route, as well as to highlight changes in performance over time. The score for each particular route can be considered as a baseline, with which the score for the corresponding route over a subsequent analysis period can be utilized for trend comparison purposes. In order to track the performance variation over time, three performance levels have been developed.

- **Level I – Good (≥ 75%)**

Transit routes that fall in this category are performing efficiently compared with the average level of all the agency's routes.

- **Level II – Monitor (30% to 74%)**

Routes that fall in this category are exhibiting varying levels of performance problems and need to be singled out for more detailed analysis (e.g., ridechecks, on-board surveys, increased marketing efforts, etc.) in order to aid in identifying specific changes that can be made to help improve the route's performance.

- **Level III – Route Modification or Discontinuation (≤ 29%)**

Routes that fall in this category exhibit poor performance and low efficiency. Recommendations for these routes may include truncation of the route, reduction in the route's number of revenue hours, or discontinuation of the route. Elimination of underperforming routes should occur only after implemented route modifications have continued to result in unsatisfactory performance.

In the future, KWT may want to consider changing the thresholds noted for each performance level to more specific performance standards. Setting such a performance standard will assist in eliminating any scoring bias towards routes that appear to be performing poorly because of the average-based scoring proposed for the monitoring program. To implement such standards, KWT would need to select appropriate performance standards.