



# KEY WEST TRANSIT DEVELOPMENT PLAN (TDP)

Major Update for  
Fiscal Years 2025 to 2034



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# Acronym Definitions

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<b>ACS</b>	American Community Survey	<b>MB</b>	Motorbus
<b>ADA</b>	Americans with Disabilities Act	<b>MOD</b>	Mobility on Demand
<b>AOR</b>	Annual Operating Report	<b>MPO</b>	Metropolitan Planning Organization
<b>APC</b>	Automatic Passenger Counter	<b>NHTSA</b>	National Highway Traffic Safety Administration
<b>BEBR</b>	Bureau of Economic and Business Research	<b>NTD</b>	National Transit Database
<b>CAD/AVL</b>	Computer-Aided Dispatch / Automatic Vehicle Location	<b>O&amp;M</b>	Operations and Maintenance
<b>CB</b>	Commuter Bus	<b>PPP</b>	Public Participation Plan
<b>CFR</b>	Code of Federal Regulations	<b>PRC</b>	Project Review Committee
<b>CIG</b>	Capital Investment Grant	<b>PTBG</b>	Public Transit Block Grant
<b>CIP</b>	Capital Improvement Plan	<b>RTAP</b>	Rural Transit Administration Program
<b>COA</b>	Comprehensive Operational Analysis	<b>SFCS</b>	South Florida Commuter Services
<b>CSSF</b>	CareerSource South Florida	<b>SOGR</b>	State of Good Repair
<b>CTC</b>	Community Transportation Coordinator	<b>SSA</b>	Safe Systems Approach
<b>CTD</b>	Commission for the Transportation Disadvantaged	<b>SSPP</b>	System Safety Program Plan
<b>DR</b>	Demand Response	<b>TAM</b>	Transit Asset Management
<b>EV</b>	Electric Vehicle	<b>TBEST</b>	Transit Boardings and Estimation Tool
<b>FCTD</b>	Florida Commission for the Transportation Disadvantaged	<b>TDP</b>	Transportation Development Plan
<b>FDOT</b>	Florida Department of Transportation	<b>TDSP</b>	Transportation Disadvantaged Service Plan
<b>FL</b>	Florida	<b>TIP</b>	Transportation Improvement Program
<b>FTA</b>	Federal Transit Administration	<b>TNC</b>	Transportation Network Companies
<b>FY</b>	Fiscal Years	<b>ULB</b>	Useful Life Benchmark
<b>FHWA</b>	Federal Highway Administration	<b>USDOT</b>	U.S. Department of Transportation
<b>FMLM</b>	First Mile Last Mile	<b>VRM</b>	Vehicle Revenue Miles
<b>FTIS</b>	Florida Transit Information System	<b>VMT</b>	Vehicles Miles Traveled
<b>KPI</b>	Key Performance Indicator		
<b>LCB-TD</b>	Local Coordinating Board for the Transportation Disadvantaged		

# EXECUTIVE SUMMARY

## Introduction

The City of Key West Ten-Year Transit Development Plan (TDP), branded Key West on the Move, was initiated by the City Department of Transportation (KWDoT), also known as Key West Transit (KWT).

Key West on the Move represents the community's vision and goals for public transportation and is to be used as a strategic guide for the FY 2025–2034 planning horizon. The resulting implementation plan outlines the actions to be taken in the next 10 years.

## State Requirement

The Key West on the Move plan is consistent with the requirements of the State of Florida Public Transit Block Grant Program, enacted by the Florida Legislature to provide a stable source of funding for public transportation. The Florida Department of Transportation (FDOT) requires recipients of Block Grant Program funds to prepare a TDP major update every five years. This requirement helps to ensure that the public transportation services being provided and planned for are consistent with the community's mobility needs. Each update must be submitted to the appropriate FDOT District Office by September 1st of the year due.

## Key West on the Move Development

Developing the Key West on the Move plan involved several planning activities, including evaluating study area conditions and existing transit services, gathering public input, developing a situation appraisal and goals, identifying transit needs, and preparing a transit implementation plan for the next 10 years. The full plan with all the documented analysis will be available for download on the KWDoT web site.

Highlights of Key West – On the Move TDP are presented in the remainder of this document. The TDP is scheduled for City Commission approval on August 8, 2024.

## Technical Analysis

An analysis of Baseline Conditions was performed to detail the community profile and land use characteristics and to assess how efficiently KWT provides service based on the 2018-2022 National Transit Database (NTD) information. General metrics such as passenger trips, vehicle miles, revenue hours, and operating costs show improving trends over those past five years.

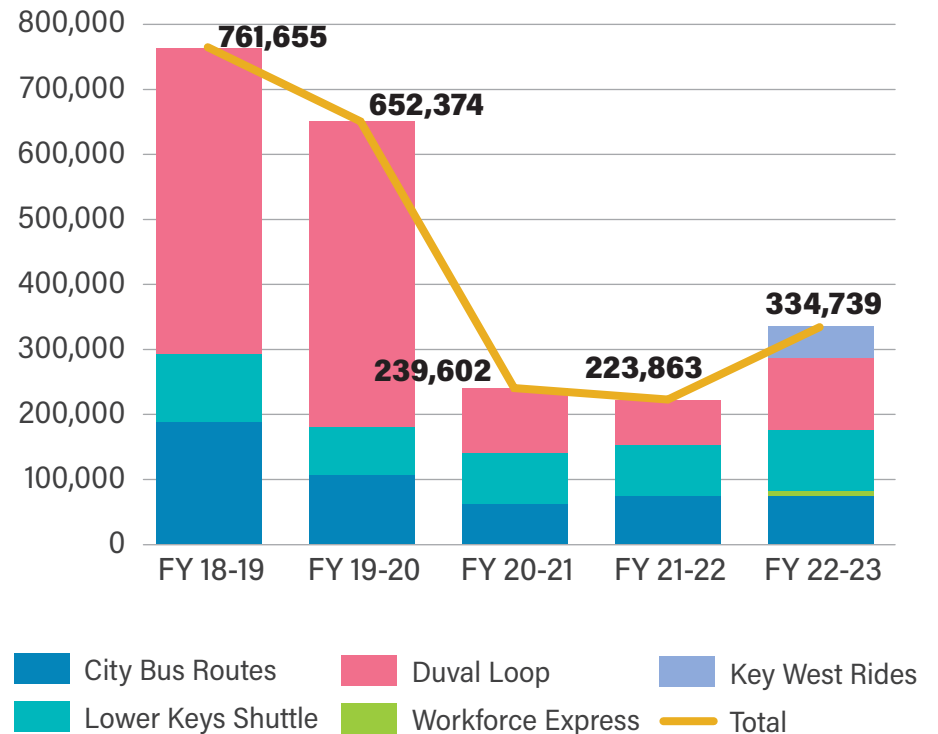
The review indicated that KWT experienced an overall decrease of 61% in ridership, inclusive of COVID-19 impacts, while transit agencies nationwide, including those in Florida, experienced a decline exceeding 55%. The substantial decline in KWT ridership is attributable to the city's heavy reliance on tourism and seasonal residents. A correlation analysis between monthly ridership and the tourism-related variables is provided in Chapter 3. The analysis depicts the relationships of cruise ship-related variables and other factors like airport passengers and hotel occupancy rates during the height of the pandemic. An analysis of post-COVID trends revealed a 23% increase in ridership from 2021 to 2023.

Reduced transit service also contributed to the ridership decline, particularly in 2020. The overall service reductions (2019-2023) equate to a 10.9% decrease in annual revenue miles and 17.1% in revenue miles per capita, while annual revenue hours increased by 30.9%, as KWT rebounded from the pandemic. From 2019 to 2023, annual passenger trips decreased by 61.3%, however, ridership increased by 22.7% between 2021 and 2023. A detailed analysis is contained in Section 3.3 Trend Analysis.

A peer systems analysis was performed to compare KWT to seven other transit agencies and gauge performance in FY 2022. In comparison, KWT is significantly smaller in terms of service area size, by 67% and 54% smaller in population. However, St. Johns County, FL, and Northwestern are outlier peers in these categories with notably larger service areas and populations, leading to a substantial deviation from the typical comparison. When these two outliers were excluded in the analysis and KWT was compared to the remaining five peers, KWTs' service area size is 240% larger than the peer group mean, and its population is only 22% smaller than the combined average of the remaining five peers.

Overall, KWT showed a mixed performance as compared to the entire peer group, excelling in some key metrics while lagging in others.

**Figure ES-1: Key West Transit Ridership FY18-19 to FY 22-23**



Data Source: Key West Transit

Notes:

1. City Bus Routes had been changed during FY19 to FY23. Red/ Blue/ Green/ Orange Lines ended service in April 2020. North Line/South Line served from May 2020 to June 2023.
2. Workforce Express started service since June 2023.
3. Key West Rides On-Demand Service started since December 2022.



## Passenger Trips

KWT performs well in terms of completed passenger trips, surpassing the average of its peer group and delivers a higher number of passenger trips per capita compared to the peer group mean, indicating a higher level of service than the peer group.

However, KWT delivers fewer passenger trips per revenue hour and revenue mile, suggesting potential efficiency improvements in these areas.

## Cost Efficiency

KWT operates with lower operating expenses per capita, per passenger trip, per revenue mile, and per revenue hour compared to the peer group mean, showcasing cost-effectiveness. Despite lower operating expenses, KWT generates significantly higher fare revenue compared to the peer group mean, indicating effective revenue generation strategies.

## Vehicle Performance

Compared to the peer group mean, KWT falls short in terms of vehicles operating in maximum services and spare ratio. However, it exceeds the peer group mean in vehicle revenue miles, revenue hours, revenue vehicles, and service vehicles.

**Table ES-1** depicts the analysis of Ten-Year Transit Demand for the existing system for FY 2025-2034 at both the route and system levels. The findings indicate an overall increase in ridership is projected of only 4.6% by 2034, with similar growth anticipated across the Duval Loop, Lower Keys Shuttle, and Workforce Express routes. This analysis reveals that the KWT system, in its current state, is significantly limited in its ability to generate substantial additional ridership per year over the next ten years without any service improvements.

**Table ES-1: Analysis of Ten-Year Transit Demand for the Existing System for FY 2025-2034**

Route Name	Annual Boardings		
	2024	2034	% Change
Duval Loop DL	126,235	131,962	4.5%
Lower Keys Shuttle LKS	99,040	103,695	4.7%
Workforce Express WFX	17,225	17,997	4.5%
<b>Totals</b>	<b>242,500</b>	<b>253,654</b>	<b>4.6%</b>

An analysis was also conducted to forecast ridership for the On-Demand Key West Rides service. The Key West Transit On-demand Ridership in 2034 is forecasted to 52,690 with a 2.86% increase compared to 2024. The results are summarized below in **Table 2**.

**Table ES-2: Forecasted Ridership for On-Demand Key West Rides Service**

	2024	2034	% Change
<b>Key West On-demand Ridership</b>	<b>51,226</b>	<b>52,690</b>	<b>2.86%</b>

## Public Outreach

To prepare a TDP reflective of the Key West community, an extensive public outreach process was conducted. A separate Public Involvement Plan was developed and approved by the FDOT District Six. ([Appendix C](#))

Public engagement was conducted throughout the KWT service area to obtain feedback and better understand the community's transit needs. To ensure the active participation of both transit users and non-users, outreach efforts included grassroots outreach, online and in-person surveys, a stakeholder focus group meeting, public input flyer distribution, a transit alternatives survey and stakeholder interviews.

During Phase I, people were asked to value a wide array of enhanced service options, while Phase II presented the opportunity for people to rank the potential improvements by priority.

Respondents showed strong support for potential capital and service improvements

- » 30-minute service on Lower Keys (**supported by 78% of respondents**)
- » Expanded service hours on Workforce (**supported by 82% of respondents**)
- » More availability for Key West rides (**supported by 75% of respondents**)
- » Expanded service hours for Duval Loop (**supported by 80% of respondents**)
- » Bus stop improvements (**supported by 72% of respondents**)



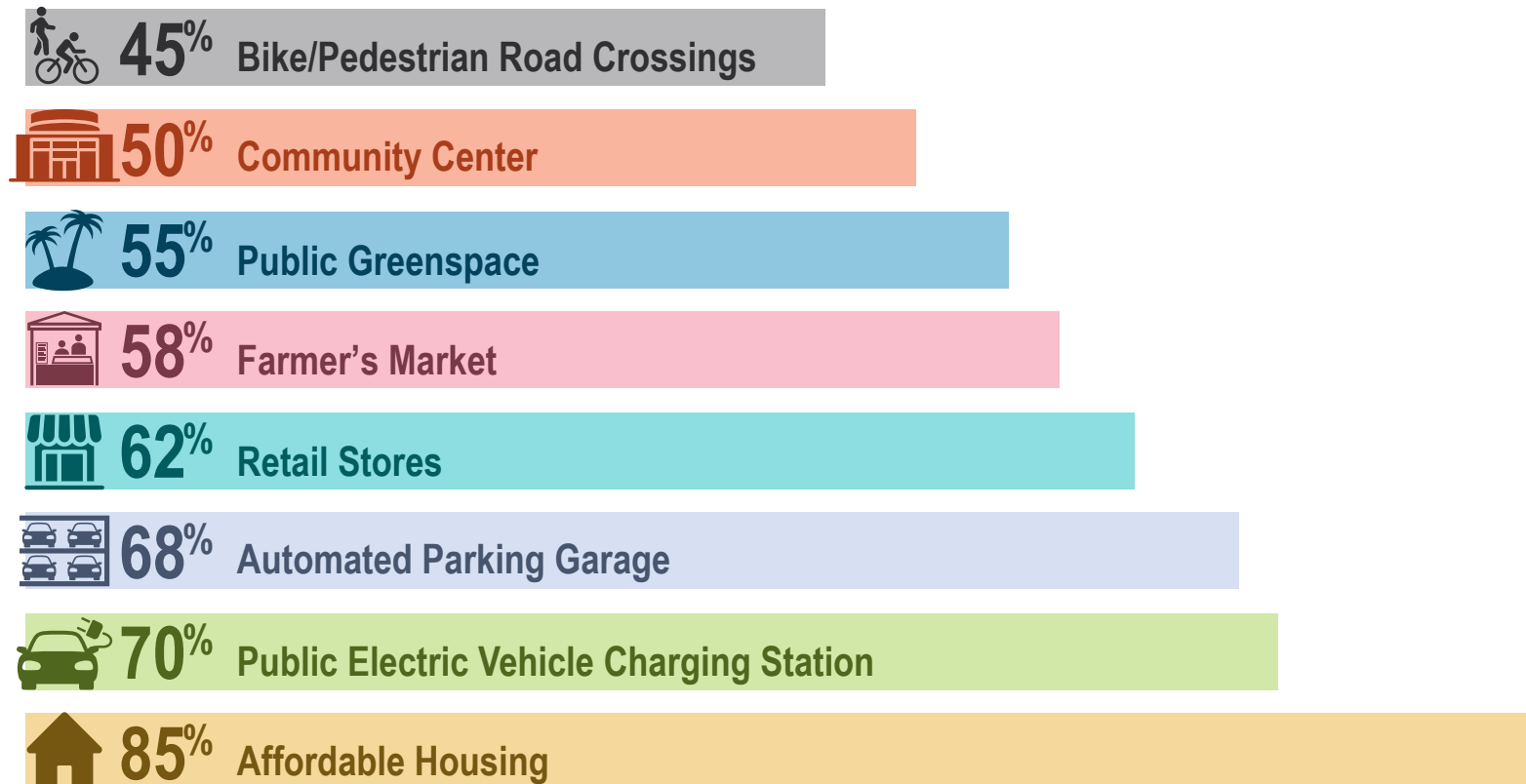
**Additional Suggestions:**

Respondents provided comments suggesting improvements such as direct routes, better signage, improved app functionality, and more efficient route planning.

**Amenities for KWIC Facility:**

Respondents ranked amenities for the new KWIC facility. The top-ranked amenities and their support percentages are seen in **Figure ES-2**.

**Figure ES-2: Ranked Amenities for New KWIC Facility**



**Summary of Participation**

The Public Involvement Plan garnered feedback from 480 individual responses through the two public surveys, stakeholder interviews and a stakeholder focus group.

The second phase of the public survey generated 137 responses to two open-ended questions regarding the overall KWT services and the Key West Intermodal Center (KWIC). (**Appendix D**)

## Key Themes

Outreach conducted for the Key West on the Move plan generated and evaluated a wide range of ideas for the existing service and for future transit enhancements. Stakeholders identified several key themes for the future of transit service and the community including:

- » Increasing Community Awareness
- » Considerations for Equitable Options for Non-English Speaking, and Technology Challenged
- » Access to Affordable Housing, Medical Services, and access for Seniors
- » Tourism, Traffic, and Environmental Factors
- » Utilization of smaller vehicles for Key West Rides

## USE TRANSIT FOR:

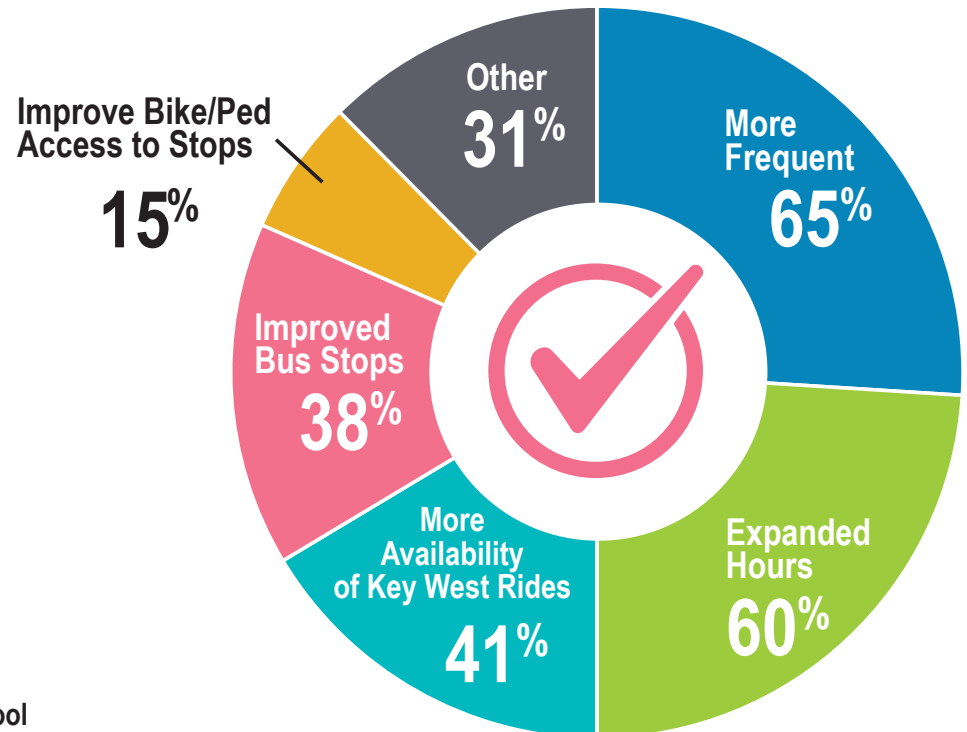


## Phase I Survey Highlights

**250+**   
**SURVEY PARTICIPANTS**

**90%**   
of respondents are familiar with Key West's Transit services

## IMPROVEMENTS THAT WOULD MAKE IT BETTER:



## Goals & Objectives

Goals and objectives are an integral part of Key West on the Move plan, as they provide the policy direction to achieve the community's vision while helping guide KWT as the city evolves. The following sources were used to guide the update of the adopted TDP goals and objectives for the next 10 years:

- » Goals and objectives from the last TDP and progress on the 2019/20 TDP's ten-year implementation plan.
- » Findings from the Situation Appraisal, which identified key issues that affect KWT's transit system today and will affect the system over the next few years.
- » Input received from the public on the needs and direction of transit in Key West and the immediate region.
- » Findings from reviews of policies and recommendations, goals, and objectives included in other agency plans to ensure consistency with other planning efforts at the national, state, regional, and local levels.

The four goals established as part of the TDP process are listed below. The updated goals for KWT remain focused on four (4) interrelated policy areas important to the effective operation of a transit system:



**Enhance the quantity and quality of transit service.**



**Continue to build consensus and community support for funding of existing and planned Key West Transit service needs.**



**Engage in coordination activities with transportation providers and jurisdictions at various levels.**



**Ensure the provision of a safe and accessible public transportation system in Key West.**

The detailed objectives are contained in **Chapter 6** of this TDP and are consistent with the community's vision and priorities for transit in the Key West service area.

## Proposed Alternatives

The transit needs and associated alternatives were developed based on a comprehensive assessment that included goals and objectives, baseline conditions, outreach efforts, a transit gap analysis, reviewed plans, and a situational appraisal. These proposed improvements, also referred to as alternatives, have been prioritized through an evaluation process. The final prioritized list is then used to develop a 10-year implementation and financial plan.

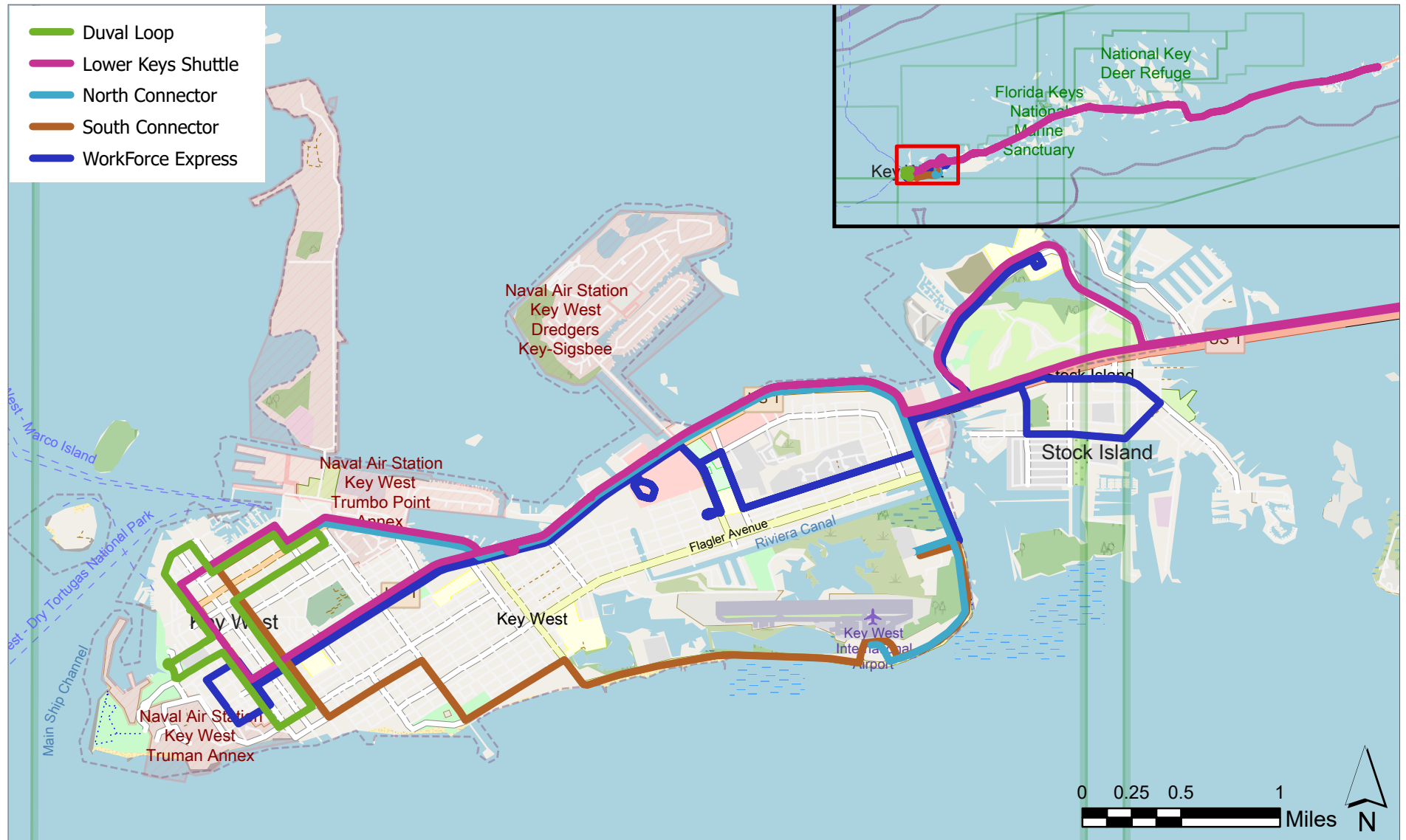
On the following page, **Figure ES-3** illustrates these proposed alternatives, in addition to the planning/policy and capital/infrastructure needs listed here in **Table ES-3**.

The potential service improvements have been identified to serve different rider markets and offer varying levels of service. To effectively plan and implement these improvements over the next 10 years, Key West Transit (KWT) has prioritized these alternatives, utilizing both existing and new funding sources.

**Table ES-3: Planning/Policy and Capital/Infrastructure Needs**

Category	Services/Improvements
<b>New Services</b>	South Connector
	North Connector
<b>Improvements to Existing Service</b>	Increase frequency from 60 minutes to 30 minutes on the Lower Keys Shuttle
	Expand service hours on the Duval Loop from 8am-10pm to 7am – 12pm to accommodate the tourism am and pm activities
	Route frequency to Workforce Express from 60 minutes to 15 minutes including mid-day and weekend service.
<b>Planning/Policy</b>	Development and Implementation of Marketing Program
	Completion of Bus Stop and Transit Facility Accessibility Assessment and ADA Transition Plan
	Development of Microtransit Optimization Policy with Monroe County (Key West Rides and Conch Connect)
<b>Capital/Infrastructure</b>	New Key West Intermodal Center (Phased Approach)
	Bus Stop/Shelter Improvements
	Improved sidewalk connections to bus stops

**Figure ES-3: Proposed Alternatives**



## Prioritizing Transit Service Improvements

To evaluate the benefits of the proposed service alternatives and determine their priority, a comprehensive methodology was developed. This methodology considers several key factors: public input gathered through outreach efforts, alignment with KWT's goals and objectives, ridership potential assessed through transit market evaluations, and regional connectivity.

By integrating these factors, KWT ranked improvements to ensure that resources are used efficiently, and the most beneficial projects are prioritized.

The evaluation criteria were defined using three main categories: Public Outreach, Transit Markets, and Productivity & Efficiency. These criteria, along with their relative weightings, are summarized below in **Table ES-4**.

**Table ES-4: Evaluation Criteria with Assigned Weighting**

Evaluation Category	Evaluation Criteria	Measure of Effectiveness	Relative Weighting	Overall Category Weight
Public Outreach	Survey Results	Level of interest in specific alternatives (3- Best; 2 - Better; 1 - Good), as indicated by Transit Priorities Survey	33.3%	33.3%
Transit Markets	Traditional Market	Percent of corridor in "High" or "Very High" transit orientation area	11.1%	33.3%
	Discretionary Market	Percent of corridor area that meet "Minimum" Density Threshold Assessment (DTA) threshold for employment or dwelling-unit density	11.1%	
	Local/Regional Market	Connectivity to key activity centers/ hubs locally and regionally	11.1%	
Productivity & Efficiency	Productivity	Trips per hour (TBEST generated trips per revenue hour of service)	16.67%	33.3%
	Cost Efficiency	Cost per trip (including new trips)	16.67%	
<b>TOTAL:</b>			<b>100%</b>	<b>100%</b>

## Alternative Evaluation Process

### Transit Markets

The transit demand markets were assessed into two perspectives including Traditional Market using Transit Orientation Index (TOI) and Discretionary Transit Market using Density Threshold Assessment (DTA). Other transit market was also evaluated for the connectivity to key activity centers/hubs locally and regionally. The market analyses used GIS-based tools at Census Block Group level to evaluate whether the transit alternatives are providing a great service and covering geographic areas with high demand in using transit.

**Traditional Market** – illustrates the potential for traditional transit market where the geographic areas historically have had a higher propensity to use transit and are dependent on public transit for their transportation needs. Five of 50 census block groups were identify with a “High” or “Very High” TOI. The percentage of corridor for each transit alternative within those areas was calculated.

**Discretionary Market** – illustrates the potential transit market by examining the relationship between population and employment density, and propensity to choose to use transit. Potential riders living or working in higher-density areas have a higher propensity to use transit or are dependent on public transit for their transportation needs. 33 of 50 census block groups meet “Minimum” Density Threshold Assessment (DTA) threshold. The proportion of each corridor for transit alternative within those areas then was calculated.

**Local/Regional Market** – to evaluate whether the transit alternatives have a good connection to local and regionally, a number of major activity centers or hubs were identified. If a transit alternative route relates to more key hubs, a higher score will be rated. This market analysis was conducted using a GIS-based tool.

### Productivity & Efficiency

Transit agencies typically utilize ridership productivity to measure productivity and cost-efficiency measures used by to determine how well it utilizes funding resources. A transit alternative with great productivity and cost-efficiency should have a high potential to increase generated ridership with less cost per trip. The measurement used in this criterion was obtained from the output of TBEST 2034 ridership data.

#### Measure Thresholds and Scoring Methodology

As noted on the following page in [Table ES-5](#), there is no difference for weighting the three main evaluation categories; each of them shares 33.3%. The measure thresholds for each evaluation criteria were calculated on the range of data results divided into thirds; 1 – Good, 2 – Better and 3- Best. Then, a final score of each transit alternative was determined by summarizing the scores of three evaluation categories. A higher score is consistent with a higher ranking for a given alternative for the criterion being evaluated.

**Table ES-5: Measure Thresholds and Scoring Methodology**

Category	Evaluation Criteria	Measure of Effectiveness	Measure Thresholds	Scoring Methodology
Public Outreach	Survey Results	Level of interest in specific alternatives (Very High, High, Moderate, None), as indicated by Transit Priorities Survey	Range of data results divided into thirds	3- Best; 2 - Better; 1 - Good
Transit Markers	Traditional Market	Percent of corridor in "High" or "Very High" transit orientation area		
	Discretionary Market	Percent of corridor area that meet "Minimum" Density Threshold Assessment (DTA) threshold for employment or dwelling-unit density		
	Local/Regional Market	Connectivity to key activity centers/hubs locally and regionally		
Productivity & Efficiency	Productivity	Trips per hour (TBEST generated trips per revenue hour of service)		
	Cost Efficiency	Cost per trip (including new trips)		

## Ranked Alternatives

Each service alternative received a score by using the process summarized previously. The alternatives from each improvement type were scored against each other, then the alternatives were ranked based on their respective score, as seen as shown in **Table 6**.

It's important to understand that these rankings are meant to offer insights based on data. They are not definitive or prescriptive because community needs, and available resources can change. Factors like the city's strategic plan and other important documents also influence priorities.

**Table ES-6: Alternatives Ranked by Respective Score**

Corridor ID			4	5	6	7	8
Name			DL (longer service hours)	LKS (increased headways)	WFX (Longer service hours & increased headways)	South Connector	North Connector
Public Outreach	Survey Results	Level of interest in specific alternatives (Low-1, medium-low-2, medium-3, medium-high-4 and high-5), as indicated by Transit Priorities Survey	5	5	3	3	3
	<b>Sub-Category Rating Average Score:</b>		<b>5.0</b>	<b>5.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>
Transit Markets	Traditional Market	Percent of corridor in "Medium", "High" or "Very High" transit orientation area	4	1	5	1	2
	Discretionary Market	Percent of corridor area that meet "High" Density Threshold Assessment (DTA) threshold for employment or dwelling-unit density	4	1	5	3	3
	Local/Regional Market	Connectivity to key activity centers/ hubs locally and regionally	4	5	5	1	1
	<b>Sub-Category Rating Average Score:</b>		<b>3.0</b>	<b>2.3</b>	<b>5.0</b>	<b>1.7</b>	<b>2.0</b>
Productivity & Efficiency	Productivity	Trips per hour (TBEST generated trips per revenue hour of service)	3	1	1	2	5
	Cost Efficiency	Cost per trip (including new trips)	5	4	1	4	5
	<b>Sub-Category Rating Average Score:</b>		<b>4.0</b>	<b>2.5</b>	<b>1.0</b>	<b>3.0</b>	<b>5.0</b>
<b>Project Overall Rating Score Sum:</b>			<b>12.00</b>	<b>9.83</b>	<b>9.00</b>	<b>7.67</b>	<b>10.00</b>
<b>RANKING:</b>			<b>1</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>2</b>

## Ten-Year Plan

A Ten-Year Finance Plan was developed to help facilitate the implementation of Key West on the Move improvements. Cost, revenue, and policy assumptions used to develop the financial plan are presented, followed by a summary of cost and revenue projections for Key West on the Move. The summary includes annual costs for the service and technology/capital improvements that are programmed for implementation within the next 10 years together with supporting revenues that are reasonably expected to be available. The ten-year cost affordable plan prepared for the Key West on the Move TDP is focused on maintaining the existing system. Whereas operating costs and revenues are balanced in the first year of the plan, over time, the anticipated increase in annual operating costs is projected to outpace available revenue, thus creating a deficit in funding the existing system.

As shown in **Table ES-7**, this deficit will accumulate over time and is projected to total nearly \$126.5 million by the end of the ten-year period. Unless other Federal or State grant sources are identified, additional local funding in this amount will be needed to maintain existing services starting in FY 2029.

For capital, the projected costs and revenues are projected to primarily balance, at \$49.1 million over the 10 years based on the capital improvements identified. The balanced budget is a result of two revenue contingencies for new grant awards and the establishment of a dedicated local funding source such as tax dollars via the establishment of a municipal services taxing unit and/or public private partnerships. If any transit improvements identified in the TDP are to be implemented in the future, additional funding to expand beyond maintaining existing service levels will need to be identified.

**Table ES-7: Ten-Year Financial Plan Total Costs and Revenues**

Year	Total Revenue	Total Cost	Surplus/Shortfall
2025	\$13,045,595	\$12,104,818	\$940,777
2026	\$10,663,188	\$11,070,150	\$533,815
2027	\$10,935,143	\$10,399,354	\$1,069,605
2028	\$10,416,772	\$10,633,070	\$853,307
2029	\$10,623,945	\$16,225,653	(\$4,748,401)
2030	\$22,835,261	\$29,829,588	(\$11,742,729)
2031	\$23,550,803	\$30,164,127	(\$18,356,053)
2032	\$19,780,656	\$26,368,909	(\$24,944,306)
2033	\$12,015,106	\$18,730,788	(\$31,659,988)
2034	\$12,254,245	\$19,099,903	(\$38,505,647)
<b>10-Year Total</b>	<b>\$146,120,712</b>	<b>\$184,626,359</b>	<b>(\$126,559,621)</b>

## Unfunded Needs

Several transit service improvements were identified through the development of Key West on the Move. Annual operating costs were estimated for each improvement based on the estimated revenue hours of service and cost per revenue hour. Expanding fixed-route service will require complementary ADA service to also be provided at the same time. The operating costs for the expanded ADA service were estimated based on costs to operate current ADA service.

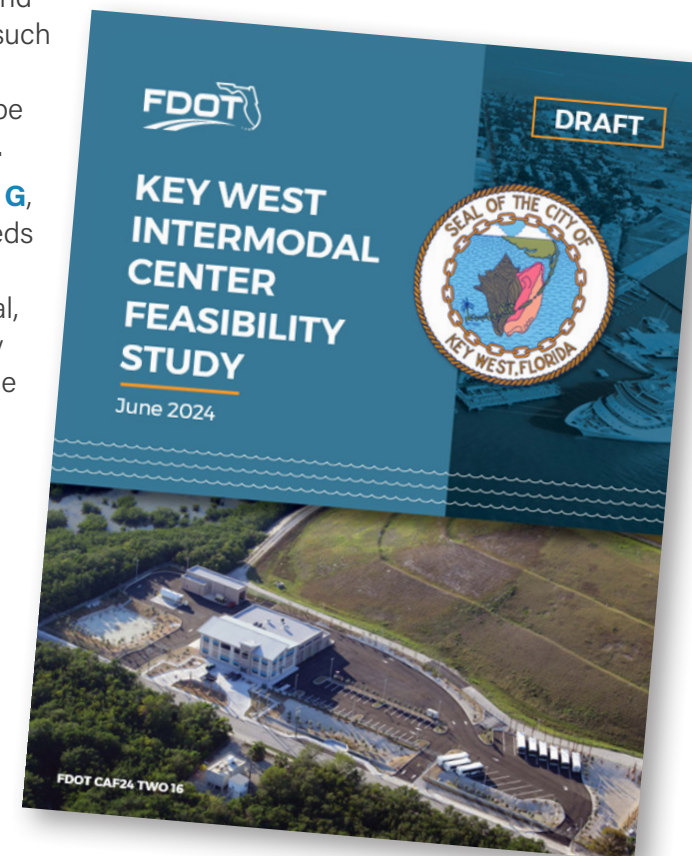
As shown in **Table ES-7** and **Appendix G**, the total operating costs (in 2024 dollars) for existing services and if all identified transit improvements were implemented are estimated to total \$135.4 million for the ten-year planning horizon. The operating costs of the transit improvements are estimated to total \$56.6 million from the beginning of implementation in 2027 through the new ten-year horizon of 2034. The annual estimated operating cost is \$8.5M to only implement the improvements identified in Key West On the Move.

New transit vehicles with equipment and infrastructure are needed to support the existing KWT network for future service expansions. In addition to the capital costs identified in the Ten-Year Financial Plan, unfunded capital needs over the next 10 years include 17 additional fixed-route vehicles consisting of transit vans, buses and/or trolley-like vehicles to operate new or expanded services including ADA trips. These additional vehicles are estimated to cost \$7.7 million in 2024 dollars.

Fleet diversification was identified as a priority to improve operational efficiency. By incorporating different vehicle types such as smaller hybrid-electric buses and vans, KWT can optimize their services to better meet the needs of the community. Smaller vehicles can be deployed in neighborhoods with narrow streets, where all the buses can operate on the main roads and overseas highway to accommodate higher passenger capacities.

The unfunded needs plan includes an estimated \$32 million for the phased construction of the Key West Intermodal Center (KWIC). Housing costs, ranging from \$8 million to \$25 million, depend on the number and size of units. The parking garage cost, between \$3 million and \$7 million, varies based on the type and level of automation. These preliminary estimates are subject to change due to rising costs and future plans. Costs for other KWIC components like commercial space and amenities remain undetermined and will depend on factors such as space utilization and construction details to be decided in later studies.

As shown in **Appendix G**, the ten-year capital needs are estimated to cost \$49.1 million. Of this total, \$18.5 million is currently projected as funded. The remaining \$30.6 million is contingent on federal grant awards with the assumptions of KWT pursuing discretionary opportunities. The ten-year total, rather than an annual cost, is provided since capital expenditures do not typically reoccur each year.



# Implementation of Key West on the Move

By 2034, full implementation of the Ten-Year Plan with deployment of the alternatives was estimated to generate a 174% increase in additional boardings over a ten-year period. In contrast, the Ten-Year Demand Analysis under a No-Build, status quo scenario estimated only an 11% increase over the ten-year period. The greatest gains in ridership are expected from adding the North Connector, which is estimated to generate 20 new boardings per service hour, followed by extending the Duval Loop service hours and increasing frequencies on the Lower Keys Shuttle.

The Ten-Year Financial Plan assumes a gradual rollout of the recommended services. A detailed breakdown of capital and operating costs and revenues can be found in **Appendix G**. Key issues raised by that Ten Year Financial Plan are as follows:

- » It must be stressed that 80.1% of the Capital Plan is related to the Key West Intermodal Facility and the capital cost of vehicles which is necessary with or without improvements because a portion of the fleet will reach the expected life cycle in the next ten years.
- » While revenues are anticipated to exceed costs for FY 2025-2029, the Plan projects that there will be shortfalls from FY 2029-2034, resulting in a cumulative shortfall of \$126.5 million over the Ten-Year period.
- » The greatest shortfalls in funding occur in those years where implementation of Key West On the Move priorities 1, 2 and 3 are operating and local government and grant funding dips below the total costs, indicating a need to identify additional funding sources.
- » For KWT to maximize grant revenues, the City of Key West local grant match contributions for transit services would need to increase. Potential strategies are included in Chapter 10 and consist of public/private partnerships, local municipal services taxing unit and tourism taxes.

Implementation of the recommended ten-year plan will require close coordination among local and regional agencies in Monroe County, the FDOT District Six and the FTA Region Four Planning Office. Key West Transit is committed to coordinating efforts to implement Key West on the Move by exploring funding opportunities to facilitate implementation of the plan and maintain existing fixed-route and micro transit services.

**Table ES-8** identifies potential funding sources for Unfunded Needs, summarized on the next page.



**Table ES-8: Potential Funding Sources for Unfunded Needs**

<b>KWT Improvement</b>	<b>Annual Operating Cost (2024\$)</b>	<b>Capital Cost (2024\$)</b>	<b>Potential Funding Source</b>
Key West Intermodal Facility (KWIC)	TBD	\$32,000,000	Leverage US DOT Discretionary Grants (TOD, Low-No, Bus Facilities) Section 5339, Section 5309, FDOT Toll Credits, and/or Local Funds
Bus Stop/Shelter Improvements Including At-Stop LCD Real-Time Bus Arrival Displays	TBD	\$15,000-\$20,000 each	Section 5311, Section 5309, Bus Facilities, FDOT Toll Credits, FDOT Intermodal Program, FDOT Park and Ride Lot Program (where applicable) and/or Local Funds
Improve Bus Stop Access Including Sidewalk Connections	N/A	\$450,000	Section 5311, Section 5309, Bus Facilities, FDOT Toll Credits, FDOT Intermodal Program, FDOT Park and Ride Lot Program (where applicable) and/or Local Funds
New Services (North & South Connectors)	\$1,948,646	\$875,000	FDOT Transit Corridor or Service Development Programs
Improve Existing Services (Lower Keys Shuttle)	\$2,232,927	\$3,500,000	Section 5311, Section 5309, FDOT Transit Corridor or Service Development Programs
Improve Existing Services (Duval Loop)	\$1,429,888	\$1,350,000	Section 5311, Section 5309, FDOT Transit Corridor or Service Development Programs
Improve Existing Services (Workforce Express)	\$2,944,460	\$1,400,000	Section 5311, Section 5309, FDOT Transit Corridor or Service Development Programs
Development & Implementation of Marketing Program	\$25,000	\$100,000	Section 5311, Section 5309, FDOT Transit Corridor or Service Development Programs
Completion of Bus Stop and Transit Facility Accessibility Assessment & ADA Transition Plan	N/A	\$200,000	Section 5311, Section 5309, FDOT Transit Corridor or Service Development Programs
Development of Micro transit Optimization Policy with Monroe County (Key West Rides and Conch Connect)	N/A	\$50,000	Section 5311, Section 5309, FDOT Transit Corridor or Service Development Programs

## Regional Collaboration

Key West Transit will continue to work closely with stakeholder agencies, cities, and regional transportation partners, including the Florida Department of Transportation (FDOT), Monroe, Miami-Dade Counties and the municipalities served by the Lower Keys Shuttle. The recent establishment of the Monroe County Transit (MCT) Department and the launch of Freebee services in Key West demonstrates a commitment from the county to enhance the region's transit network. By leveraging these opportunities and maintaining collaboration, KWT and its partners can continue to develop a transit system that meets the evolving needs of the community.

In 2024, MCT completed an Existing Conditions Analysis, vetted by the Board of County Commissioners, to assess the existing transit services in the region and identify areas for improvement. This analysis provided service recommendations that, once implemented by MCT, offer opportunities for KWT to refine service routes and reallocate resources in the future.

One recent initiative of MCT is the deployment of FreeBee Services in Key West, branded as Conch Connect. KWT and MCT will closely monitor and analyze metrics such as ridership and cost efficiency to determine the future of key transit services, including Key West Rides, Lower Keys Shuttle, and Conch Connect. This data-driven approach ensures that resources are allocated effectively, and services are optimized to meet the needs of the entire region.

By leveraging these opportunities and maintaining collaboration, KWT and its partners can continue to develop a transit system that meets the evolving needs of the community and improves overall quality of life for residents and visitors.



# CHAPTER 1: INTRODUCTION & PURPOSE

## 1.0 Introduction

The City of Key West City Commission oversees public transportation services through the Key West Department of Transportation (KWDoT), also known as Key West Transit (KWT). These services encompass local and regional fixed route/ADA and microtransit services, linking the city to the Lower Keys, with an extension reaching Marathon.

KWT has updated the City's Transit Development Plan (TDP) in collaboration with the City of Key West. Governed by the Florida Administrative Code (F.A.C.) Rule 14-73.001 – Public Transportation, the TDP is a foundational document guiding public transportation planning, development, and operations. It plays a pivotal role in shaping the Transportation Improvement Program and the Florida Department of Transportation (FDOT) Five-Year Work Program, thus influencing the city's transit landscape for the next decade.

The public transportation industry is rapidly evolving, and new technologies are reshaping the ability to deliver services. From innovative scheduling and communication systems and fare collection technologies to the gradual proliferation of autonomous buses, the landscape is witnessing a paradigm shift towards enhanced customer-centric solutions. Current TDPs are increasingly seeking to address the acute challenges of potential benefits of such trends.

KWT has proactively embraced technological trends since the last major TDP update. This includes the integration of Mobility on Demand (MOD) solutions, exemplified by the launch of the new "Key West Rides"

microtransit service on December 1, 2022. The launch of "Key West Rides" has enabled the reallocation of resources to implement service changes with the fixed route system. Additionally, KWT is actively exploring technological software services aimed at optimizing their system, focusing on maximizing ridership within available resources through procuring a new software system.

## 1.1 Purpose

The primary objective of this comprehensive update, aptly named "Key West: On the Move," is to chart a visionary course for KWT services that fosters equitable economic development and cultivates a high-quality transit system. While mandated by state law, the significance of public transit in the communities within the service area underscores KWT commitment to surpass regulatory requirements. This commitment extends towards embracing various community initiatives where public transit can deliver tangible benefits.

"Key West: On the Move" will culminate in a 10-year plan encompassing transit and mobility needs, cost and revenue projections, and community transit goals, objectives, and policies. Through this holistic approach, KWT aims to meet regulatory obligations and serve as a catalyst for positive community transformation, ensuring that public transportation remains a cornerstone of Key West's vibrant and inclusive future.

## 1.2 Report Organization

This Key West TDP Major Update is organized based on the outline of TDP activities defined in the FDOT TDP Handbook, Version III (2022). A total of ten chapters including this Introduction are as follows:

### Chapter 2: Baseline Conditions

This chapter provides an overview of the Baseline Conditions for the Key West service area. The evaluation of baseline conditions establishes a benchmark of demographic, land use, and other pertinent socioeconomic trends within the operating environment.

### Chapter 3: Evaluation of Existing Services

This chapter encompasses the Evaluation of Existing Services within the Key West network of public transportation services. It presents an assessment of key operational characteristics and performance indicators. Additionally, it includes a peer review and trend analysis to evaluate services against peer agencies and performance trends over time, aiding in the identification of areas for improvement.

### Chapter 4: Public Outreach Summary

This chapter offers a summary of the Public Involvement activities conducted for the Transit Development Plan (TDP). It encompasses a comprehensive review of all completed outreach efforts and provides summaries of key themes and needs identified through the outreach process. The community's priorities regarding Key West Transit services are reviewed and presented.

### Chapter 5: Situation Appraisal

This chapter presents the Situation Appraisal, which is a synthesis of how baseline conditions, along with land use, other planning efforts, governmental policies, organizational challenges, and technology, impact the transit agency's planning for the future. The appraisal aids in understanding the opportunities and challenges for the transit system within the current operating environment.

### Chapter 6: Goals and Objectives

This chapter identifies Goals and Objectives to serve as a policy guide for the implementation of the TDP. A review and update of the goals and objectives from the 2019 TDP major update were completed to align with the current desires of the local community regarding public transportation service provision.

### Chapter 7: Transit Demand Assessment Results

This chapter presents the results of the Transit Demand and Mobility Needs assessment, summarizing various demand and mobility needs assessments conducted as part of the TDP. Additionally, it includes a market assessment and ridership forecasts that inform the final list of 10-year funded and unfunded needs included in the TDP implementation plan.

### Chapter 8: Transit Needs & Priorities Development and Alternatives Evaluation

This chapter delves into the development of Transit Needs & Priorities, outlining the process for assessing potential improvements for the Transit Development Plan (TDP). The identified improvements for Key West Transit services, indicative of transit needs for the next decade, were formulated without considering funding constraints. An Alternatives Evaluation process is discussed, wherein identified improvements were prioritized using a dedicated evaluation process. The resulting ranking of alternatives forms the basis for the 10-year implementation plan presented in Chapter 9.

### Chapter 9: 10-Year Transit Plan for KWT’s Bus Transit Service

This chapter summarizes the 10-Year Transit Plan, outlining recommended service, capital, technology, and policy improvements, along with unfunded needs. It includes a discussion of revenue assumptions, capital, and operating costs. The 10-year phased implementation plan is then summarized, featuring a set of programmed service, capital/technology, and policy improvements for the upcoming decade. Additionally, improvements that may not be funded immediately but should be considered if additional funding becomes available are listed.

### Chapter 10: Plan Implementation and Coordination for Key West: On the Move

This chapter presents the Key West 10-Year TDP Major Update Financial and Implementation. The Plan identifies the funded service and capital improvements, as well as the unfunded needs. This section also documents capital and operating cost and revenue assumptions. A phased implementation plan is also presented to support the implementation of service and capital priorities and to identify staff resources and potential partnerships over the horizon year of the plan, FY 2034.

#### 1.3 TDP Requirements:

Being a recipient of state Public Transit Block Grant funds, the Florida Department of Transportation (FDOT) necessitates a significant update of the KWT TDP every five years. Essential requirements include:

- » Completing major updates every five years
- » Developing and approving a Public Involvement Plan (PIP)
- » Notifying relevant entities of public meetings
- » Estimating the community’s demand for transit service over ten years

An additional requirement added by the Florida Legislature in 2007 mandates transit agencies to address potential enhancements to productivity and performance, specifically focusing on increasing the farebox recovery ratio. This entails including a summary report on the farebox recovery ratio and related strategies in each TDP and annual update.

## 1.4 TDP Checklist:

This TDP Update aligns with the requirements for a TDP major update outlined in Rule Chapter 14-73, F.A.C. The checklist in **Table 1-1** denotes whether each requirement was accomplished as part of this KWT TDP and indicates its location within the 10-year plan.

**Table 1-1: TDP Checklist**

	Requirement	TDP Section
✓	Obtain public involvement plan approval from FDOT at the initiation of the TDP development process.	Appendix A
✓	Solicit comments from the RWB and/or MPO.	Chapter 4
✓	Advise FDOT, the RWB, and the MPO of all TDP-related public meetings	Chapter 4
✓	Establish time limits for receipt of comments	Chapter 4
✓	Consider comprehensive planning, land use/development forecast, major changes in land use policies, or changes in land use for major activity centers.	Chapter 5
✓	Develop a plan consistent with state regional and local transportation plans including goals and objectives.	Chapter 6
✓	Consider state, regional, and local actions in areas such as parking development, transit-supportive design guidelines, and economic development, that influence or are influenced by transportation.	Chapter 5
✓	Consider organization and technology issues as they impact public transit development.	Chapter 5
✓	Document demand estimation for future transit ridership for various service options using T best or approved alternate ridership forecasting technique.	Chapter 7

	Requirement	TDP Section
✓	Document and assess performance analysis of existing services that includes peer and trend analysis using NTD data as well as various surveys conducted.	Chapter 7
✓	Document the vision and mission	Chapter 6
✓	Document goals and objectives.	Chapter 6
✓	Develop a monitoring program to assist the agency in achieving its goals and objectives.	Chapter 6
✓	Provide FDOT, decision-makers, stakeholders, and the public an opportunity to review and comment.	Chapter 4
✓	Document development and evaluation of transit alternatives	Chapter 8
✓	Develop a Ten-Year program of strategies and policies	Chapter 9
✓	Provide maps indicating areas to be served and types and levels of service	Chapter 9
✓	Develop a monitoring program to track performance.	Chapter 10
✓	Develop a Ten-Year financial plan showing funding sources and expenditures of funds.	Chapter 9
✓	Provide implementation program showing projects and service initiatives over 10 years.	Chapter 10
✓	Provide a list of unfunded needs	Chapter 9

## 1.5 TDP Adoption

The City of Key West 2025-2034 TDP was adopted by the City of Key West City Commission on August 8th, 2024.

# CHAPTER 2: BASELINE CONDITIONS

The Baseline Conditions is the culmination of an extensive data collection effort that draws from local and regional sources, plans, and documents. It provides a holistic overview of the conditions that define the operational context within which the Key West transit system operates. To facilitate an in-depth understanding, the documentation process employs tables, maps, and graphics, which together illustrate the service area and the broader areas of Monroe County where the Key West transit system extends its services.

To ensure a robust and comprehensive analysis, the project team has employed various sources, including the American Community Survey, American Housing Survey, Key West Chamber of Commerce, and the Florida Statistical Abstract. These sources bolster the accuracy and reliability of the data, enabling the project team to paint a complete picture of the Key West transit environment.

The following conditions and characteristics have been collected to shape the TDP analysis:

**Service Area Description:** This section explores the physical attributes and geographical characteristics of the transit service area, and key infrastructure elements.

**Population Profile:** This section provides insights into the current population, demographic trends, and future growth projections. Information on age, gender, ethnicity, and other demographic factors is analyzed.

**Journey to Work Patterns:** This section explores how residents in the service area travel to work, including data on transportation modes, travel times, and trends. It helps in identifying areas where transit services can be optimized.

**Labor Force Participation/Unemployment Rates:** This section provides information on labor force participation rates, unemployment rates, and key economic factors that influence transit demand and workforce mobility.

**Tourism and Seasonal Populations:** This section delves into tourism activity levels, seasonal population fluctuations, and the challenges associated with serving a transient visitor population.

**Land Use Information:** This section provides insights into current and future land use plans, densities, and zoning regulations, helping to determine transit service priorities and transit-oriented development opportunities.

**Transportation and Development:** This section explores existing and planned transportation projects, as well as transit service coverage, routes, and accessibility considerations.

These seven sections collectively offer a comprehensive view of the Key West transit environment, laying the groundwork for informed decision-making in the development of a TDP. A summary of the significant findings in each of the conditions follows. The detailed maps and data summaries will be provided in the full TDP document.

## 2.0 Baseline Conditions

The following sections summarize the existing conditions and demographic characteristics within the Key West transit service area. It also includes a review of economic conditions and tourism information. The assessment of baseline conditions establishes the context for the delivery of transit services and provides background information needed to understand the city's transit service operating environment. Service area description demographic characteristics journey to work patterns land use information and roadway conditions are presented using the most recent data available at the time of preparation of this memorandum.

### 2.1 Service Area Description

Key West, located in the southern portion of Monroe County, holds a distinction as the southernmost city in the continental United States. This picturesque island city is characterized by its natural beauty and vibrant culture.

Key West has a land area of approximately 5.59 square miles. The study area serves as the geographic region where the transit agency's services operate or where they plan to expand in the future. Understanding the limits and characteristics of the study area is essential for developing a successful TDP because it provides the necessary context for the transit agency to make informed decisions about the design and implementation of transit services. By examining the study area, the transit agency can identify areas with high transit demand and locations that may be underserved. This information serves as a starting point for conducting a demographic analysis.

Adjacent to Key West, Stock Island is situated immediately to the east. The section of Stock Island north of US Highway 1 is part of incorporated Key West (excluding Raccoon Key). The portion to the south of US Highway 1 is an unincorporated census-designated place (CDP) in Monroe County.

Beyond Key West, the Florida Keys are divided into three distinct sections: the Upper Keys, the Middle Keys, and the Lower Keys. This division reflects the distinctive characteristics and environments of each section, influencing transportation and transit needs accordingly.

To better comprehend the geographical scope and context for the TDP Major Update, a series of maps are included in [Appendix A](#) to present physical representations of the service area. These maps will offer visual representation of the boundaries of Key West, which serves as the primary study area and highlight key points of interest within the city, providing context and encompass transit hubs, popular destinations, and areas of particular importance.

#### 2.1.1 Population Profile

Utilizing data from sources such as the U.S. Census American Community Survey (ACS), Longitudinal Employment Household Dynamics (LEHD), and the University of Florida's Bureau of Economic and Business Research (BEBR), valuable insights can be gleaned regarding population density, commuting behaviors, and employment trends. This information is instrumental in making informed decisions about the optimal levels of transit service, routes, and infrastructure investments.

# 2.1 Service Area Description



**Figure 2-1: Key West Transit**

- ★ Landmarks & Activity Centers
- Bus Stops
- Duval Loop
- Lower Keys Shuttle
- Workforce Express (Inbound)
- Workforce Express (Outbound)
- ⋯ Key West Rides On-Demand Service Area



For example, an analysis of population density and commuting patterns aids in identifying areas with high demand for transit services. Simultaneously, insights into employment trends contribute to decisions regarding the timing and frequency of transit services. Furthermore, leveraging BEBR’s data on population projections assists in recognizing trends that can guide investments in alternative transit options and prioritize the development of new transit infrastructure.

Key West is known for its diverse population with a mix of permanent residents, tourists, and seasonal residents. It is important to note, the American Community Survey captures information from residents but does not distinguish type of residency.

**Table 2-1** provides demographic and transit-dependent population breakdown for the City of Key West in the years 2016 and 2021.

These figures highlight changes in population demographics and transit-dependent characteristics over the five-year period, indicating shifts in the proportions of disabled, elderly, and young individuals, as well as changes in household and zero-vehicle household percentages.

**Table 2-1: City of Key West Age and Transit Dependent Population Breakdown**

Year	Total Population	Disabled Persons	Elderly Persons (Aged 65+)	Young Persons (Aged <18)	Total Households	Zero-Vehicle Households
<b>2016</b>	26,039 (100.0%)	2,820 (10.8%)	3,584 (13.8%)	2,967 (11.4%)	9,653 (100.0%)	1,224 (12.7%)
<b>CHANGE</b>	+737 (+2.8%)	-639 (-22.7%)	+1,433 (+40.0%)	-64 (-2.2%)	+1,349 (+14.0%)	+183 (+15.0%)
<b>2021</b>	26,776 (100.0%)	2,181 (8.1%)	5,017 (18.7%)	2,903 (10.8%)	11,002 (100.0%)	1,407 (12.8%)

*Data Source: American Community Survey 2016 (5-year estimates) and 2021 (5-year estimates)*

**Table 2-2** on the following page presents the population race breakdown for the City of Key West in the years 2016 and 2021.

These numbers show shifts in the racial composition of the population from 2016 to 2021, with a decrease in the White population and increases in the Black population, Other\* race category, and Two or More Races category. The percentage change reflects the magnitude of these shifts over the five-year period.

## 2.1 Service Area Description



**Table 2-2: City of Key West Population Race Breakdown**

Year	Population	Single Race: White	Single Race: Black	Single Race: Other*	Two or More Races
2016	26,039	21,971	3,018	651	399
<b>CHANGE</b>	+737 (2.8%)	-2,284 (-10.4%)	+603 (20.0%)	+917 (140.9\%)	+1,501 (376.2%)
2021	26,776	19,687	3,621	1,568	1,900

*Data Source: American Community Survey 2016 (5-year estimates) and 2021 (5-year estimates)*

**Table 2-3** provides the population ethnic breakdown for the City of Key West in the years 2016 and 2021.

These figures show changes in the ethnic composition of the population from 2016 to 2021, with increases in the Hispanic or Latino Origin category, Black Non-Hispanic, Single Race: Other\*, Non-Hispanic, and Two or More Races, Non-Hispanic categories. However, the White Non-Hispanic category experienced a decrease over the five-year period. The percentage change highlights the magnitude of these shifts.

**Table 2-3: City of Key West Population Ethnic Breakdown**

Year	Population	Hispanic or Latino Origin (Any Race)	White Non-Hispanic	Black Non-Hispanic	Single Race: Other*, Non-Hispanic	Two or More Races, Non-Hispanic
2016	26,039	5,635	16,688	2,930	451	335
<b>CHANGE</b>	+737 (2.8%)	+982 (17.4%)	-925 (-5.5%)	+357 (12.2%)	+99 (22.0%)	+224 (66.9%)
2021	26,776	6,617	15,763	3,287	550	559

*Data Source: American Community Survey 2016 (5-year estimates) and 2021 (5-year estimates)*

### 2.1.2 Population Projections

**Figure 2-2** presents population projections for Monroe County for the years 2025 to 2050, categorized into three scenarios: low, medium, and high. These scenarios provide a range of potential population outcomes, with the low scenario indicating a decline, the medium scenario suggesting moderate growth, and the high scenario suggesting significant growth over the specified time frame. These projections are based on data from the Bureau of Economic and Business Research (BEBR).

BEBR at the University of Florida produces Florida’s official state and local population estimates and projections. These changes have important implications as they affect the demand for transportation and are essential for local and regional planning, including infrastructure development, resource allocation, and policy decisions.

BEBR provides population projections on a countywide basis in five-year increments. They regularly update their population projections based on the latest data and methodologies that consider factors such as historical population trends and economic conditions.

#### Low Scenario:

- » Population projections: 80,300 (2025) to 67,800 (2050).
- » Negative growth from 2022: Ranging from -4.4% (2025) to -19.2% (2050).
- » Growth from previous projection: Decreasing over time, ranging from -4.4% (2025) to -3.7% (2050).

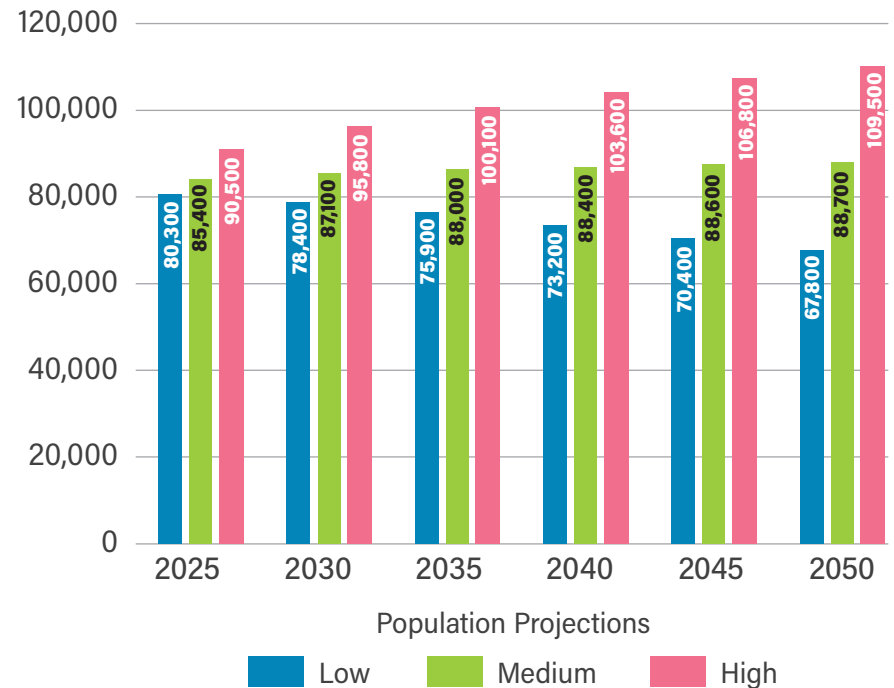
#### Medium Scenario:

- » Population projections: 85,400 (2025) to 88,700 (2050).
- » Growth from 2022: Ranging from 1.7% (2025) to 5.6% (2050).
- » Growth from previous projection: Positive but decreasing, ranging from 1.7% (2025) to 0.1% (2050).

#### High Scenario:

- » Population projections: 90,500 (2025) to 109,500 (2050).
- » Higher growth from 2022: Ranging from 7.8% (2025) to 30.4% (2050).
- » Growth from previous projection: Positive and decreasing, ranging from 7.8% (2025) to 2.5% (2050).

**Figure 2-2: Monroe County Population Projection**



\*Baseline value - April 1, 2022, Monroe County Population: 83,961

Data Source: BEBR: Projections of Florida Population by County, 2025–2050, with Estimates for 2022

## 2.1 Service Area Description



### 2.1.3 Demographic Profile

**Table 2-4** represents the growth and change from a local, regional, and state perspective capturing the Key West population over the years. In 2016, the population of Key West stood at 26,039 residents and experienced a modest but significant growth of 737 individuals, marking a 2.8% increase between 2016 and 2021.

Zooming out to Monroe County, in 2016, the county's population was 77,150, with a faster growth rate of 6.6%, equivalent to 5,094 individuals between 2016 and 2021.

Meanwhile, the entire state of Florida was experiencing its own surge in population, with the state's numbers reaching 19,934,451 in 2016. The population increase of 1,405,311, constitutes 7% growth from 2016 to 2021.

**Table 2-4: City of Key West Population and Regional and State Comparison**

Year	City Of Key West Population	Monroe County Population	Florida State Population
2016	26,039	77,150	19,934,451
CHANGE	+737 (2.8%)	+5,094 (6.6%)	+1,405,311 (7.0%)
2021	26,776	82,244	21,339,762

*Data Source: American Community Survey 2016 (5-year estimates) and 2021 (5-year estimates)*

### 2.1.4 Transportation Disadvantaged (TD) Population Trends

TD population groups include disabled persons, elderly and low-income persons and children. Disability refers to physical or mental limitations that may limit a person's ability to access transportation. There are overlaps among these categories of TD populations. One of the required elements of the state mandated Transportation Disadvantaged Service Plan (TDSP) is an estimate of the TD population for the service area.

**Table 2-5** reiterates demographic characteristics for the City of Key West in the years 2016 and 2021. This table was first presented in section 2.1.1. Key West's total population increased by 2.8%, from 26,039 in 2016 to 26,776 in 2021. The number of disabled persons decreased by 22.7%, from 2,820 (10.8%) in 2016 to 2,181 (8.1%) in 2021. However, the elderly population (aged 65 and older) increased by 40.0%, from 3,584 (13.8%) to 5,017 (18.7%), reflecting an aging trend in the community. The youth population (aged less than 18) experienced a slight decrease of 2.2%, from 2,967 (11.4%) in 2016 to 2,903 (10.8%) in 2021. The total number of households increased by 14.0%, from 9,653 in 2016 to 11,002 in 2021.

**Table 2-5: City of Key West TD Characteristics**

Year	Total Population	Disabled Persons	Elderly Persons (Aged 65+)	Young Persons (Aged <18)	Total Households	Zero-Vehicle Households
2016	26,039 (100.0%)	2,820 (10.8%)	3,584 (13.8%)	2,967 (11.4%)	9,653 (100.0%)	1,224 (12.7%)
CHANGE	+737 (2.8%)	-639 (-22.7%)	+1,433 (40.0%)	-64 (-2.2%)	+1,349 (14.0%)	+183 (15.0%)
2021	26,776 (100.0%)	2,181 (8.1%)	5,017 (18.7%)	2,903 (10.8%)	11,002 (100.0%)	1,407 (12.8%)

Data Source: American Community Survey 2016 (5-year estimates) and 2021 (5-year estimates)

Zero-vehicle households also increased by 15.0%, from 1,224 (12.7%) in 2016 to 1,407 (12.8%) in 2021. This indicates a slight rise in households without any vehicles during this period.

According to the Monroe County Transportation Disadvantaged Service Plan 2021-22, in 2021, the Critical Need-Severely Disabled TD population in Key West is estimated to be 13% of the city population. The critical need TD population includes persons who, due to severe physical limitations or low incomes are unable to transport themselves or purchase transportation, and thus are dependent upon others to obtain access to essential services.

### 2.1.5 Housing

Housing in Key West is influenced by several factors of historical preservation, environmental considerations, a tourism-driven economy, and seasonal variations. Housing has historically been a complex aspect of the city’s lifestyle due to its island geography, tourism-driven economy, and the challenges presented by environmental factors.

**Challenges in Affordable Housing:** The demand for housing, driven by tourism, seasonal residents, and the desirability of living on the island, has led to high property prices. The cost of living in Key West is notably higher than in many other Florida cities, making it challenging for some residents to find affordable housing.

**Seasonal Population Variation:** The city experiences seasonal population variations, with an influx of seasonal residents and tourists during the winter months. Many “snowbirds” from colder climates choose Key West as their winter destination, which can put additional pressure on housing availability.

**Zoning and Environmental Considerations:** Key West has zoning regulations and environmental considerations due to its island location and the need to protect against hurricanes and sea-level rise. This can impact housing construction and availability.

## 2.1 Service Area Description



**Preservation of Historic Homes:** The city places a strong emphasis on preserving its historic homes. This can affect housing development and renovations, as there are often restrictions on modifying historic properties.

**Table 2-6** provides household characteristics for the City of Key West in the years 2010 and 2016. The number of households (HHs) increased by 14.0% from 9,653 in 2010 to 11,002 in 2016. However, there was a decrease in the average household size, dropping by 9.4% from 2.56 to 2.32.

**Table 2-6: City of Key West Household Characteristics**

Year	Households (HHs)	Average HH Size	Single Occupant HHs	HHs with Persons Under 18	HHs with Persons Over 65
2010	9,653	2.56	3,410 (35.3%)	1,986 (20.6%)	2,590 (26.8%)
CHANGE	+1,349 (14.0%)	-0.24 (-9.4%)	+109 (3.2%)	+218 (11.0%)	+1,027 (39.7%)
2016	11,002	2.32	3,519 (32.0%)	2,204 (20.0%)	3,617 (32.9%)

*Data Source: American Community Survey 2016 (5-year estimates) and 2021 (5-year estimates)*

In 2010, 35.3% of households were single-occupant households, while in 2016, this percentage decreased to 32.0%, representing a 3.2% decrease. The number of single-occupant households increased by 109 (3.2%), while households with persons under 18 years old decreased by 218 (11.0%), from 1,986 (20.6%) in 2010 to 2,204 (20.0%) in 2016. On the other hand, households with persons over 65 increased by 1,027 (39.7%), from 2,590 (26.8%) in 2010 to 3,617 (32.9%) in 2016.

## 2.2 Journey-to-Work Patterns

The Journey-to-Work Patterns in Key West reflect the city's compact size, with a focus on non-motorized transportation, short commutes, and the influence of the tourism industry.

**Table 2-7** presents data on the commute times to work for residents in the City of Key West in the years 2016 and 2021.

In 2016, the total number of commuters was 13,835. The majority, 7,955 individuals (57.5%), had a commute of less than 15 minutes. The next significant segment comprised those with a commute ranging between 15-25 minutes, accounting for 4,635 commuters (33.5%). Commuters with durations of 25-35 minutes, 35-45 minutes, and 45-60 minutes constituted smaller percentages, while those with commutes exceeding 1 hour were 291 individuals (2.1%).

The distribution of commute times for residents in Key West from 2016 to 2021 experienced an overall increase in the number of commuters, with a notable shift towards shorter commute durations, especially in the category exceeding 1 hour, which experienced a significant reduction.

**Table 2-7: City of Key West Commute Time to Work**

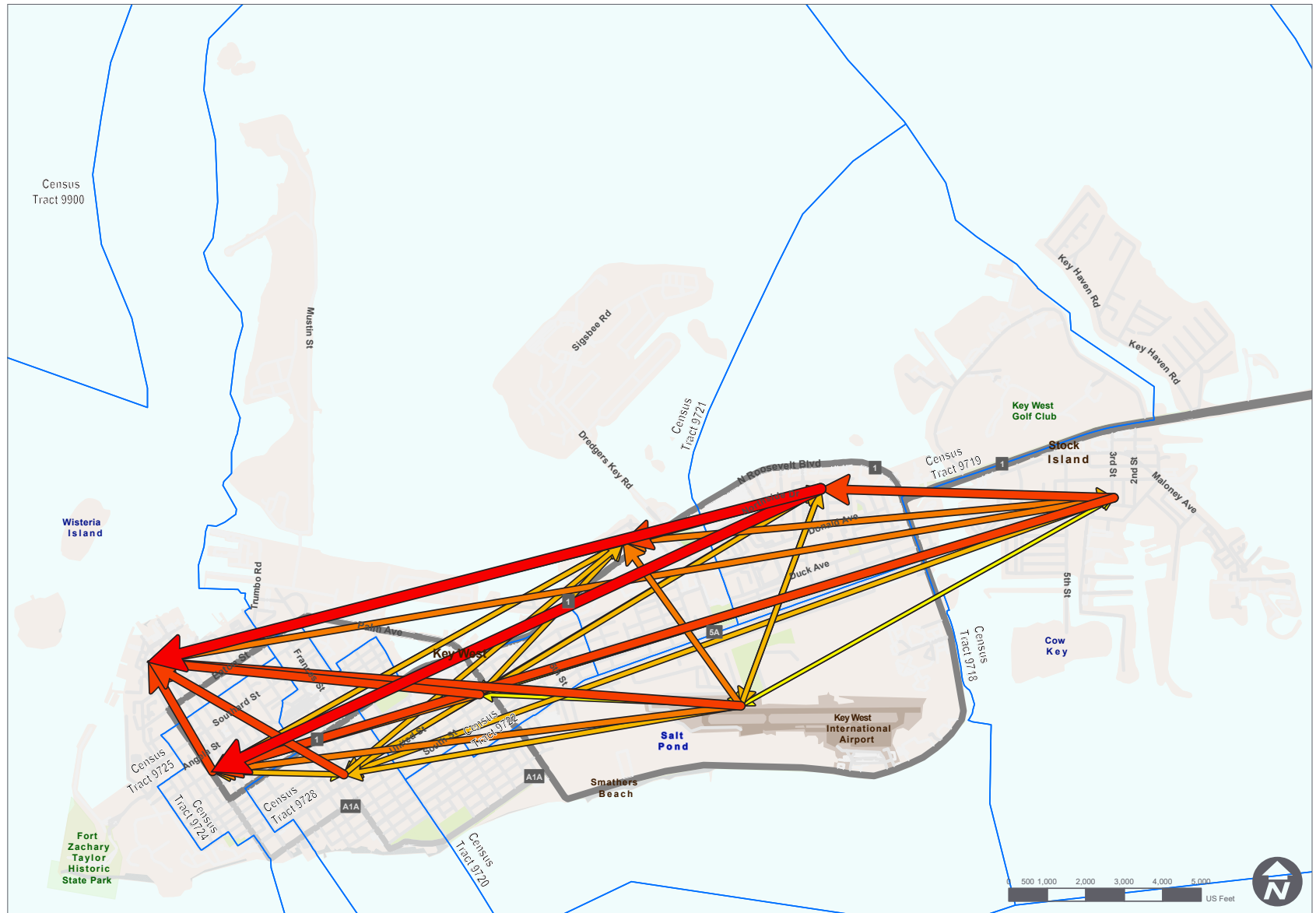
Year	Total Commuters	< 15 Minutes	15-25 Minutes	25-35 Minutes	35-45 Minutes	45-60 Minutes	> 1 Hour
2016	13,835	7,955 (57.5%)	4,635 (33.5%)	609 (4.4%)	277 (2.0%)	83 (0.6%)	291 (2.1%)
CHANGE	+1,136 (8.2%)	+279 (3.5%)	+964 (20.8%)	+245 (71.3%)	-217 (-78.4%)	-53 (-63.9%)	-96 (-33.0%)
2021	14,971	8,234 (55.0%)	5,599 (37.4%)	853 (5.7%)	60 (0.4%)	30 (0.2%)	195 (1.3%)

Data Source: American Community Survey 2016 (5-year estimates) and 2021 (5-year estimates)

## 2.2 Journey-to-Work Patterns

**Figure 2-3: Key West Home-Workplace (Origin-Destination) Connections**

- LODES Origin-Destination Connections by Census Tract**
- 50 connections or more
  - 401 - 538
  - 301 - 400
  - 201 - 300
  - 101 - 200
  - 52 - 100
  - Census Tract



The Key West Chamber of Commerce maintains employer information at the county level of public and private sector entities. As of October 2021, the list is categorized into public and private sectors, with the respective organizations and the number of employees they employ, as shown in **Table 2-8**.

**Table 2-8: Monroe County Major Employers**

Private Employers	
Organization	Employees
Ocean Reef club	850
Publix Stores (Key West, Marathon, & Key Largo)	730
Lower Keys Medical Center, Key West	500
Casa Marina/Reach Resort	356
Spottswood Properties	360
Ocean Properties (Opal Resort & Marina/Sunset Key, Barbary Beach House, Havana Cabana, The Laureate)	550
Historic Tours of America	216
Fogarty's/Red Fish Blue Fish/Caroline's/Jack Flats/Waterfront Brewery	280
Cheeca Lodge	268* (FT: 249 PT: 19)
Furry Water Adventures	170
First State Bank of the Keys	155
Southernmost Beach Resorts (Southernmost Hotel/SM on the Beach/La Mer/Dewey House/The Marker)	SOMO: 201 Marker: 37
Keys Collection (Hilton Garden Inn, Fairfield, 24 North, The Gates)	153
Remington Properties (Pier House Resort & La Concha Hotel & Spa)	140
Charley P Toppino & Sons/Monroe Concrete	135
Key Largo Bay Marriott Beach Resort (Ocean Properties)	97

Private Employers	
Organization	Employees
Winn Dixie (Key West & Big Pine)	KW: 120 Big Pine: 100
Bagatelle/First Flight/915	106
Hawk's Cay Resort	350
The Islander Resort (Islamorada)	44

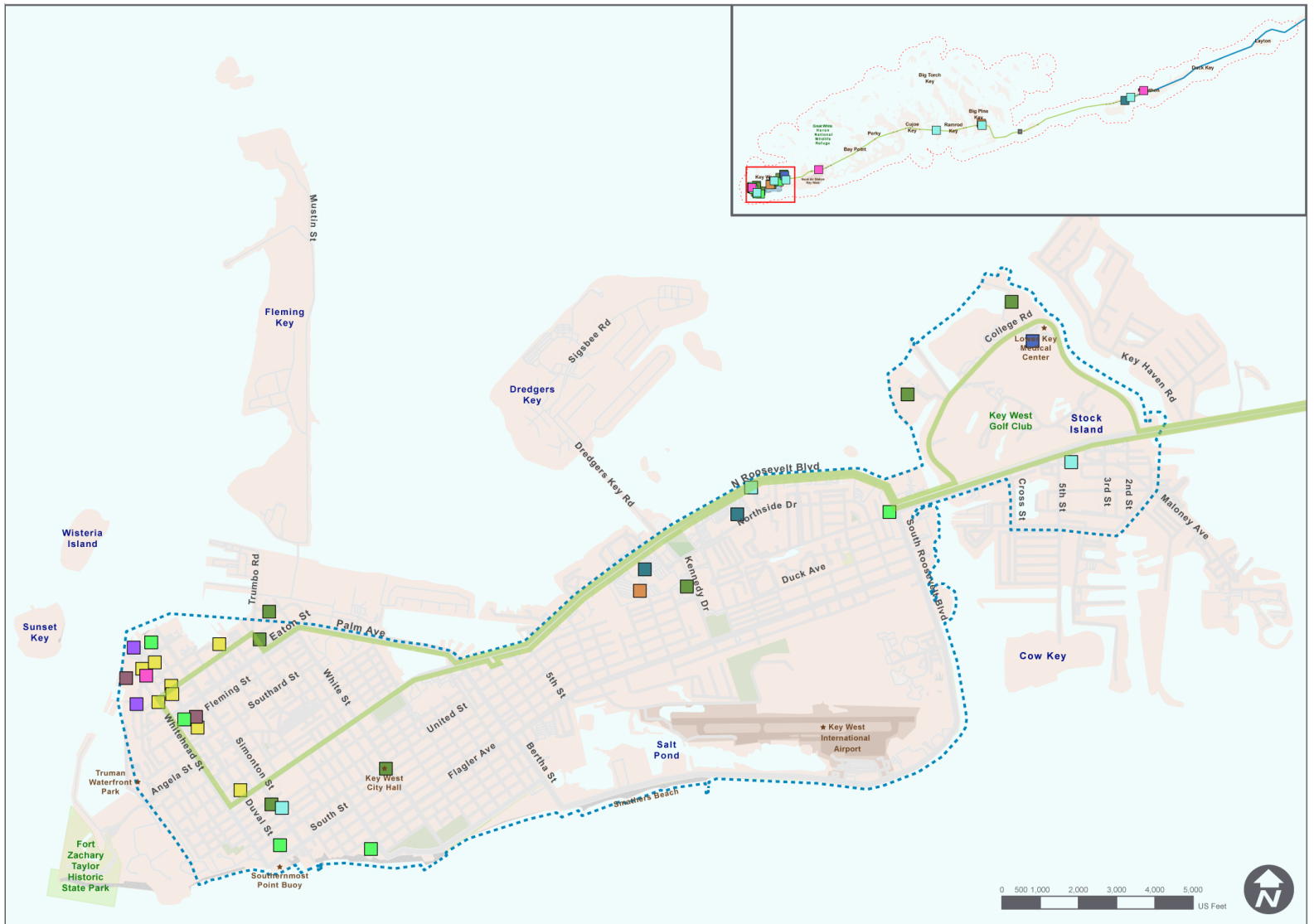
Public Employers	
Organization	Employees
US Armed Services ( Incl. Civilian Supports & Contractors)	2190
Monroe County Schools	1701
Monroe County Government	540
Monroe County Sheriff's Office	518
City of Key West	470
Florida Keys Aqueduct Authority	283
Keys Energy Service	128
Florida Keys Electric Cooperative Association	120
College of the Florida Keys	141

Source: City of Key West Chamber of Commerce October 2021

## 2.2 Journey-to-Work Patterns

**Figure 2-4: Key West Transit Large Employers**

- ★ Landmarks & Activity Centers
- Bank
- Construction
- Grocery
- Hospital
- Hotel
- Public
- Real estate
- Restaurant
- Supermarket
- Tourism
- ⋯ Key West Rides On-Demand Service Area



# 2.3 Labor Force Participation/Unemployment Rates

The workforce in the City of Key West is diverse, with a sizable portion engaged in arts, entertainment, accommodation, and food services. Other notable sectors include education, health care, professional services, retail, and finance. **Table 2-9** provides an overview of the distribution of workers across various industries in the City of Key West. The data represents a total of 15,287 workers.

The largest segment of the workforce is in the “Arts, entertainment, and recreation, and accommodation and food services” industry, employing 4,025 individuals, which accounts for 26.3% of the total workforce. Following closely, the “Educational services, and health care and social assistance” sector employs 1,957 workers, constituting 12.8% of the workforce.

The “professional, scientific, and management, and administrative and waste management services” industry employs 1,471 individuals, making up 9.6% of the workforce. “Retail trade” and “Finance and insurance, and real estate and rental and leasing” follow, with 1,453 (9.5%) and 1,275 (8.3%) workers, respectively.

The “Construction” industry employs 1,202 workers, representing 7.9% of the workforce, while “Public administration” and “Transportation and warehousing, and utilities” contribute 1,165 (7.6%) and 1,063 (7.0%) workers, respectively.

“Other services, except public administration” employ 816 individuals, comprising 5.3% of the workforce. The “Manufacturing” sector has 503 workers, making up 3.3%, and “Wholesale trade” and “Information” employ 192 (1.3%) and 96 (0.6%) workers, respectively.

**Table 2-9: City of Key West Workers by Industry Breakdown**

Industry	Workers*	Percentage
Educational services, and health care and social assistance	1,957	12.8%
Professional, scientific, and management, and administrative and waste management services	1,471	9.6%
Retail trade	1,453	9.5%
Finance and insurance, and real estate and rental and leasing	1,275	8.3%
Construction	1,202	7.9%
Public administration	1,165	7.6%
Transportation and warehousing, and utilities	1,063	7.0%
Other services, except public administration	816	5.3%
Manufacturing	503	3.3%
Wholesale trade	192	1.3%
Information	96	0.6%
Agriculture, forestry, fishing and hunting, and mining	69	0.5%
<b>Total:</b>	<b>15,287</b>	<b>100%</b>

*Data Source: American Community Survey 2016 (5-year estimates) and 2021 (5-year estimates) \*Civilian employed population 16 years and over*

## 2.3 Labor Force Participation/Unemployment Rates



The COVID-19 pandemic had a significant impact on the tourism-dependent Key West economy in 2020 and 2021. The recovery from the economic downturn has influenced unemployment rates and labor force participation. Labor force participation refers to the percentage of the working-age population (16 years and older) that is either employed or actively seeking employment. In Key West, labor force participation is influenced by several factors, including:

**Economy:** Key West is driven primarily by tourism and related industries. Many residents are employed in jobs related to hospitality, tourism, and service sectors, and this industry often experiences seasonal fluctuations. During peak tourist seasons, more individuals participate in the labor force.

**Retiree Population:** Key West has a significant retiree population, which can influence labor force participation. Some retirees choose to continue working or engage in part-time employment, while others may not actively participate in the labor force.

**Unemployment Rates:** Unemployment rates in Key West, like in other regions, can fluctuate due to economic conditions and seasonal factors.

**Economic Conditions:** The overall health of the local and national economy can impact unemployment rates. Economic downturns, such as the global fiscal crisis or the COVID-19 pandemic, can lead to temporary spikes in unemployment.

**Job Diversity:** The availability of job opportunities outside of the tourism sector, such as government jobs, healthcare, and education, can impact unemployment rates by providing diverse employment options.

**Local Initiatives:** Local government and community organizations may implement programs to address unemployment through job training, workforce development, and job placement services.

**Table 2-10** provides a snapshot of the income and workforce population breakdown for the City of Key West in the years 2016 and 2021.

**Table 2-10: City of Key West Income Characteristics**

Year	Median HH Income	Per Capita Income	People Below Poverty	HH Receiving Public Assistance	Persons Aged >16 in Labor Force
2016	58,494	32,428	3,198 (12.3%)	274 (1.1%)	15,695 (60.3%)
CHANGE	+17,144 (29.3%)	+19,358 (59.7%)	-203 (-6.3%)	+76 (27.7%)	+935 (6.0%)
2021	75,638	51,786	2,995 (11.2%)	350 (1.3%)	16,630 (62.1%)

In 2016, the median household income in Key West was \$58,494, a significant increase of \$17,144 (29.3%) by 2021, reaching \$75,638. Per capita income also witnessed substantial growth, rising from \$32,428 in 2016 to \$51,786 in 2021, marking an increase of \$19,358 (59.7%).

The number of people living below the poverty line decreased from 3,198 (12.3%) in 2016 to 2,995 (11.2%) in 2021, indicating a modest improvement in economic well-being. Similarly, the percentage of households receiving public assistance increased by 27.7%, with 274 households (1.1%) in 2016 growing to 350 (1.3%) in 2021.

In terms of the workforce, the population aged 16 and above in the labor force expanded by 935 individuals (6.0%) from 15,695 in 2016 to 16,630 in 2021. Despite a decrease in the number of people below the poverty line and a modest increase in those receiving public assistance, the labor force showed growth during this period.

## 2.4 Tourism and Seasonal Populations

Known as the “Conch Republic,” Key West is a popular tourist destination that experiences fluctuations in its population due to seasonal and tourism-related factors and the economy is heavily reliant on tourism.

Cruise ships often dock at Key West, bringing thousands of day-trippers who explore the city’s attractions.

**Notable Events and Festivals:** Key West hosts numerous festivals and events throughout the year, including Fantasy Fest, the Key West Songwriters Festival, and the Hemingway Days celebration.

**Seasonal Populations:** Key West experiences significant seasonal population fluctuations, primarily due to “snowbirds.” These are individuals, often retirees, who migrate from colder climates to Key West during the winter months, seeking warmer weather. The influx of seasonal residents can impact various aspects of life in Key West, including housing availability, traffic congestion, and demand for services.

**Economic Impact:** Tourism is a major economic driver in Key West, providing employment opportunities in the hospitality and service sectors, including hotels, restaurants, and entertainment venues. The tourism industry also supports a variety of related businesses, such as tour operators, water sports providers, and local shops. Sales tax revenue generated from tourists helps fund local government services.

**Challenges and Considerations:** The heavy reliance on tourism and seasonal populations means that the economy is sensitive to external factors, such as global economic conditions, natural disasters, and pandemics (as evidenced during the COVID-19 pandemic). The challenge for the city lies in managing the balance between preserving its exclusive character and accommodating the seasonal and tourist populations that drive its economy.



## 2.5 Land Use Information

**Table 2-11**, provides a detailed breakdown of the zoning and land use categories. At the forefront is the expanse of Non-Historic land comprised of 2,802.67 acres, constituting 76.42% of the total area, giving rise to a dynamic urban environment that defines much of Key West’s contemporary character.

**Table 2-11: Existing Zoning and Land Use**

Land Use Category	Acres	Percent of Total Area
<b>Non-Historic</b>	2802.67	76.42%
Military	784.54	21.39%
Residential	757.86	20.66%
Conservation	370.49	10.10%
Public Services	297.03	8.10%
Commercial	273.80	7.47%
Airport	156.09	4.26%
Planned Redevelopment	132.85	3.62%
Mixed-Use	30.01	0.82%
<b>Historic</b>	864.25	23.57%
Historic Residential	388.18	10.58%
Historic Mixed-Use	153.20	4.18%
Historic Commercial	135.67	3.70%
Historic Public Services	116.60	3.18%
Historic Planned Redevelopment	70.61	1.93%
Other	0.56	0.02%
<b>Total:</b>	<b>3667.48</b>	<b>100.00%</b>

Data Source: City of Key West GIS Data Hub, Accessed Nov 22,2023

The Military land use encompasses 784.54 acres, comprising 21.39% of the city’s land. With a strong presence, it stands as a testament to the historical significance of Key West, where military operations have left an indelible mark on the island’s identity.

The Residential land uses span 757.86 acres and make up 20.66% of the landscape. These neighborhoods, characterized by a mix of architectural styles and vibrant community life, offer a glimpse into the everyday rhythm of Key West living.

Conservation areas, covering 370.49 acres (10.10%), serve as the preservation areas.

Public Services, Commercial, and Airport zones, with their respective acreages of 297.03 (8.10%), 273.80 (7.47%), and 156.09 (4.26%), cater to the needs of the community.

The land use categorized as Historic is comprised of 864.25 acres (23.57%) and provides pockets of Residential, Mixed-Use, Commercial, Public Services, and Planned Redevelopment areas.

**Figure 2-5: Key West Zoning Districts**

- ★ Landmarks & Activity Centers
- Zoning Districts**
- Residential**
- Single Family
- Medium Density Residential
- High Density Residential
- Coastal Low Density Residential
- Coastal Medium Density Residential
- Commercial Development**
- Limited Commercial
- General Commercial
- Salt Pond Commercial Tourist
- Mixed Use New Town Development**
- Residential/Office
- Planned Redevelopment District
- Old Town Historic Preservation**
- Historic Residential Commercial Core
- Historic Medium Density Residential
- Historic High Density Residential
- Historic Residential/Office
- Historic Commercial Tourist
- Historic Neighborhood Commercial
- Historic Planned Redevelopment
- Historic Public and Semi-public Services
- Institutional**
- Airport
- Military
- Public Services
- Conservation**
- Mangrove/Upland Hammock/Wetlands
- Outstanding Waters of the State



## 2.5 Land Use Information

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### 2.5.1 Major Trip Generators and Attractors

Key West has a broad range of trip generators and attractors including, history, culture and outdoor activities. These attractions contribute to the city's appeal as a year-round destination for tourists and residents. Major trip generators and attractors in Key West include:

**Duval Street:** Duval Street is the heart of Key West's entertainment and commercial district. Lined with restaurants, bars, shops, and art galleries, it's a hub for tourists and a major trip attractor.

**Hemingway House:** The Ernest Hemingway Home and Museum is a prominent attraction in Key West. Visitors come to explore the former residence of the famous author.

**Fort Zachary Taylor Historic State Park:** This state park features a Civil War-era fort. It's a major trip attractor for those interested in both history and outdoor recreation.

**Mallory Square:** Mallory Square is famous for its nightly Sunset Celebration, where visitors and locals gather to watch the sunset, enjoy street performances, and explore shops and restaurants along the waterfront.

**Key West Aquarium:** The Key West Aquarium is a trip generator for families and those interested in aquatic wildlife.

**Water Sports and Activities:** Key West offers various water sports and activities, including snorkeling, scuba diving, fishing, kayaking, and boating. These attractions are significant trip generators for adventure seekers.

**Key West Lighthouse and Keeper's Quarters Museum:** The historic lighthouse and museum provide visitors with a chance to learn about the island's maritime history.

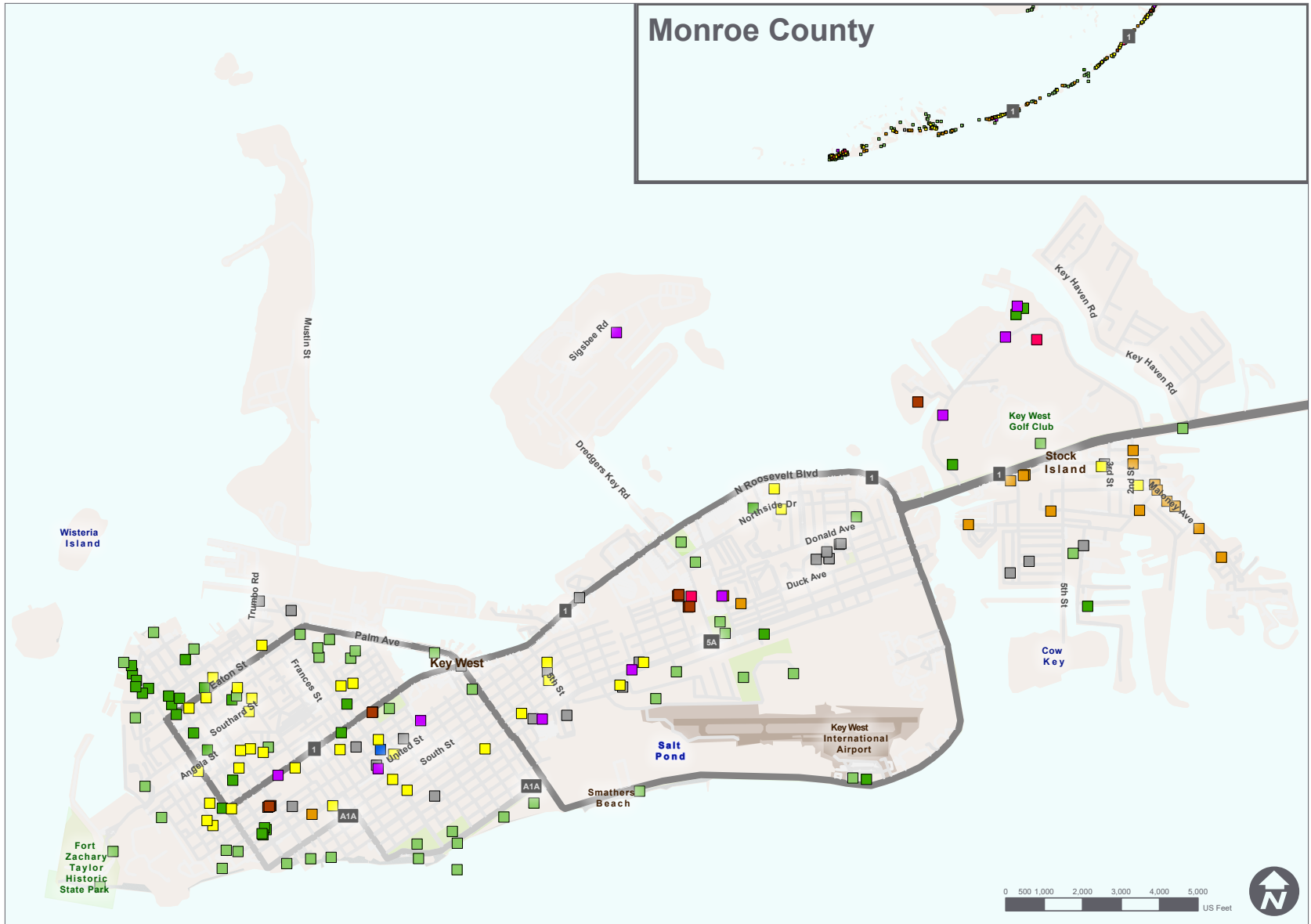
**Truman Little White House:** The Truman Little White House is a historic site that served as the winter White House for President Harry S. Truman.

**Audubon House and Tropical Gardens:** This attraction features a restored home, gardens, and artwork from the famous ornithologist and painter John James Audubon.



**Figure 2-6: Key West Activity Centers**

- Education
- Social Services
- Hospitals
- Culture Centers
- Religion
- Assisted Living and Group Care Facilities
- Mobile Home
- Parks
- Day Care
- Civic Center



### 2.5.2 Transit-Supportive Land Use

Transit-supportive land uses are a critical part of Key West's long-term planning and sustainability. Key elements in Key West consist of:

**Mixed-Use Development:** Promoting mixed-use developments in the city's core areas encourage a blend of residential, commercial, and retail spaces to minimize the need for long commutes and supports local businesses.

**Affordable Housing Near Transit:** Placing affordable housing options near transit routes and major employers can reduce the need for lengthy commutes and help residents access jobs and services more easily.

**Transit Hubs:** Transit-supportive land uses incorporate the development of transit hubs, where various modes of transportation converge, such as buses, trolleys, bike-sharing stations, and pedestrian walkways.

**Downtown Redevelopment:** Revitalizing and redeveloping downtown areas, such as Duval Street, with an emphasis on pedestrian-friendly design and improved transit connections, can alleviate congestion and enhance the visitor experience.

**Bicycle and Pedestrian Infrastructure:** Developing and maintaining dedicated bike lanes and pedestrian pathways encourages sustainable and healthy modes of transit within the city.

**Smart Growth Principles:** Smart growth principles, which focus on sustainable development, are essential for transit-supportive land uses. This includes concentrating growth in specific areas and preserving open spaces and natural resources.

## 2.6 Transportation and Development

Transportation and development in Key West have been shaped by the need to balance economic growth with sustainability, cultural preservation, and environmental resilience. As a tourist destination and an island city, Key West faces specific challenges and opportunities in the realm of transportation and development including the following:

**Transportation Infrastructure:** Key West is connected to the Florida mainland via the Overseas Highway (U.S. Route 1), which stretches across a series of bridges and is the primary transportation artery for the city. The Key West Transit fixed route and micro transit serves both residents and tourists, connecting various parts of Key West.

**Transit-Oriented Development:** Transit-oriented development (TOD) principles are being incorporated into land use planning. Key West Transit has conceptual planning documents for TOD projects for creating mixed-use developments near transportation hubs, such as bus stops and trolley terminals, to reduce car dependence and encourage pedestrian-friendly neighborhoods.

**Environmental Considerations:** Transportation and development planning prioritize resilience and sustainability. Elevating roads and bridges, improving drainage systems, and protecting natural buffers are essential considerations.

**Economic Impact:** Transportation and development initiatives are closely linked to the city's economic well-being. The tourism industry and related businesses rely on efficient transportation infrastructure, and the city's planning considers this impact.

### 2.6.1 Multimodal Planning

In 2019, the City of Key West formulated a Bicycle and Pedestrian Master Plan to establish a clear vision for a safe, interconnected, and comfortable network. The plan provides recommendations based on different scenarios, offering design guidance that can be applied citywide to implement complete streets where appropriate. These scenarios were assessed for safety, comfort, and connectivity to the broader network.

More recently, in December 2022, the city concluded the Key West Mobility Study. The study was conducted to address existing challenges and propose solutions. Current mobility issues identified include congestion, safety concerns for cyclists and pedestrians, limited transit options, and insufficient parking.

### 2.6.2 Parking

Parking in Key West is a significant consideration for transit services due to the city's limited land area. The city's compact size and popularity as a tourist destination contribute to high demand for parking.

**Parking Regulations:** Key West enforces parking regulations to manage limited space. These regulations include time limits, residential parking zones, and metered parking areas. Visitors and residents must comply with these rules to avoid fines and towing.

**Parking Meters:** Metered parking is prevalent in Key West, primarily in commercial and high-traffic areas like Duval Street. Payments are made via mobile apps and user credit cards.

**Residential Parking Permits:** Some areas in Key West offer residential parking permits to residents, which allow them to park in designated zones. This helps address parking challenges in neighborhoods with high tourist traffic.

**Employee Parking Permits:** The downtown/Old Town area of Key West offers employee parking permits for \$25 per month at the Park N Ride Garage and Truman Waterfront Park for eligible workers. These permits are valid only during scheduled working hours and vehicles may not be left in the garage for extended periods.

**Public and Private Lots:** The city operates public parking lots, and many private businesses offer parking facilities for a fee.

**Parking Garages:** Key West has a limited number of parking garages, which provide structured parking options and can be especially useful during peak tourist seasons.



### 2.6.3 Connectivity Between Major Hubs

The city's transit services, private rideshares, and alternative transportation methods ensure mobility. The following areas in Key West serve as the main connectivity points:

**Duval Street and Historic District:** Transit connectivity in this area includes the city's transit routes, which provides a convenient way to explore the historic district. Additionally, many people choose to walk or bike within this compact area.

**Key West International Airport:** The Key West International Airport provides air connectivity to and from the island. Taxi services, rental cars, and shuttle buses are readily available to transport passengers to their accommodations and various destinations on the island.

**Cruise Ship Terminal:** The city's transit services, Historic Tours of America (HTA), and taxis serve passengers disembarking from cruise ships, transporting them to various points of interest around Key West.

**Old Town and Bahama Village:** Transit connectivity in these areas offer services to key attractions and residential areas. Many residents and tourists also prefer walking and cycling in these neighborhoods.

**Commercial and Shopping Districts:** Commercial and shopping districts are scattered throughout the city, with businesses, restaurants, and retail establishments catering to both residents and tourists. These areas are typically accessible by walking or using the Key West transit system.

### 2.6.4 First/Last Mile Connectivity

The term "first/ last mile" refers to the experience that links people to and from transit. Filling the "first/ last mile" gap is especially challenging in most places with relatively low density in suburban environments however, Key West's geography and reliance on sustainable, efficient transportation make first and last-mile connectivity a priority.

**Bicycle Rentals:** Key West is known for its bike-friendly environment, making bicycles a popular choice for first and last-mile connectivity.

**Electric Golf Carts:** Electric golf carts are a mode of transportation in Key West, particularly for short trips within the city.

**Trolleys and Shuttle Services:** Key West offers various shuttle services and trolley tours that transport passengers between transportation hubs and major attractions.

**Pedestrian Walkways:** Many of Key West's major hubs, including the historic district, are designed with pedestrian-friendly features such as sidewalks, crosswalks, and pedestrian pathways.

**On-Demand Ride-Sharing Services:** App-based ride-sharing services like Uber and Lyft are available in Key West, providing residents and visitors with a convenient way to reach their destinations, including first and last-mile connections to transportation hubs.

Key West Transit launched a public version of ride sharing, branded as Key West Rides on December 1, 2022. Key West Rides is an important element of first and last-mile connectivity, serving residents and tourists and connecting them to major hubs and points of interest.

### 2.6.5 Macro-economic Indicators

Macroeconomic indicators for transit refer to the key economic metrics and factors that influence and are influenced by the performance of public transportation systems and services within a particular region. These indicators help gauge the health and impact of transit systems on the broader economy.

**Revenue and Farebox Recovery Ratio:** Revenue generated from transit fares and the farebox recovery ratio (the proportion of operational costs covered by fares) are important indicators of a transit system's financial sustainability. Higher recovery ratios indicate a more financially efficient system.

**Employment and Labor Market Impact:** Public transportation systems create jobs directly (e.g., drivers, maintenance staff) and indirectly through their supply chains. These systems can boost employment in urban areas.

**Economic Productivity and Accessibility:** Efficient transit systems can improve economic productivity by increasing accessibility to jobs, education, healthcare, and other essential services. Better accessibility can lead to greater economic opportunities for residents.

**Property Values:** Proximity to transit hubs and routes often correlates with increased property values. Rising property values can stimulate local economies and generate additional tax revenue for municipalities.

**Congestion Mitigation:** Transit systems help reduce traffic congestion, which can have a significant economic impact by reducing time and fuel costs for commuters and businesses engaged in logistics.

**Infrastructure Investment:** The construction and maintenance of transit infrastructure contribute to economic activity and job creation in construction and engineering sectors. The City of Key West continues to implement capital improvement projects to improve transportation in the city.

**Economic Resilience:** In times of economic downturns or disruptions, a well-functioning transit system can offer residents affordable transportation options and help sustain economic activity by maintaining access to jobs and services.

### 2.6.6 Traffic Congestion

Traffic congestion in Key West is influenced by tourism, geography, and infrastructure limitations. Primary elements of traffic congestion in Key West include:

**Geographic Constraints:** Key West is an island city with limited land area, and development is constrained by the surrounding Atlantic Ocean and Gulf of Mexico. The city is also at risk of flooding due to sea-level rise, which restricts opportunities for road expansion and development.

**Tourism-Driven Traffic:** The city's tourism industry is a major contributor to traffic congestion. During peak tourist seasons, traffic can become particularly congested in and around major attractions, such as Duval Street and Mallory Square.

**Limited Road Network:** Key West's roadway network is limited in size and capacity, with only one primary road, U.S. Route 1, connecting it to the mainland with narrow lanes and bridges, creating bottlenecks during peak travel times.

**Concentration of Attractions:** Many of Key West's major attractions, businesses, and restaurants are concentrated in the historic district and waterfront areas. This concentration intensifies traffic in these areas.

**Infrastructure Limitations:** The historic nature of the city and concerns for preservation make road expansion and improvements challenging. Infrastructure upgrades must consider historical and environmental factors.

# CHAPTER 3: EXISTING SERVICES

## 3.0 Evaluation

The City of Key West Department of Transportation provides public transit services throughout Key West, Stock Island, the Lower Keys, and Marathon, Florida. The service area of Key West Transit is 80.52 square miles, comprised of 18.34 square miles of Key West CCD<sup>1</sup>, 50.66 square miles of Lower Keys CCD, and 11.52 square miles of Middle Keys CCD. According to American Community Survey 2022 (5-year estimate) data, the total population of service area was 59,426, including 35,432 population from Key West CCD, 12,484 from Lower Keys CCD and 11,510 from Middle Keys CCD. **Figure 3-1** on the next page shows the service area and main services of Key West Transit.

Key West Transit provides three fixed routes, including Duval Loop, Lower Keys Shuttle and Workforce Express. All fixed routes operate seven days per week, except on Thanksgiving Day, Christmas Day, and New Year's Day. The earliest route begins operation at 5:35 AM, and the last route is 10:00 PM.

In addition to the fixed routes service, Key West Transit offers on-demand services to the public within the designated service area, which is currently only one zone in Key West, including Stock Island. Furthermore, special transportation services (STS) are provided for persons qualifying under the Americans with Disabilities Act (ADA).

Key West public transportation services provide connections to the community's multimodal transportation network as well as to system-wide connections to the following activity centers:

- » Duval Loop: Old Town/Downtown Key West, Key West Lighthouse, Mallory Square, Truman Waterfront Park, Key West Library, and Key West Theater
- » Lower Keys Shuttle: Old Town/Downtown Key West, Marathon
- » Workforce Express: Old Town/Downtown Key West, Stock Island

A performance trend analysis and a peer agency review were conducted to assess how efficiently KWT supplies its fixed-route transit services and how effectively those services meet the needs of the area. These analyses include use of critical performance indicators to provide a starting point for understanding the existing system's level of performance.

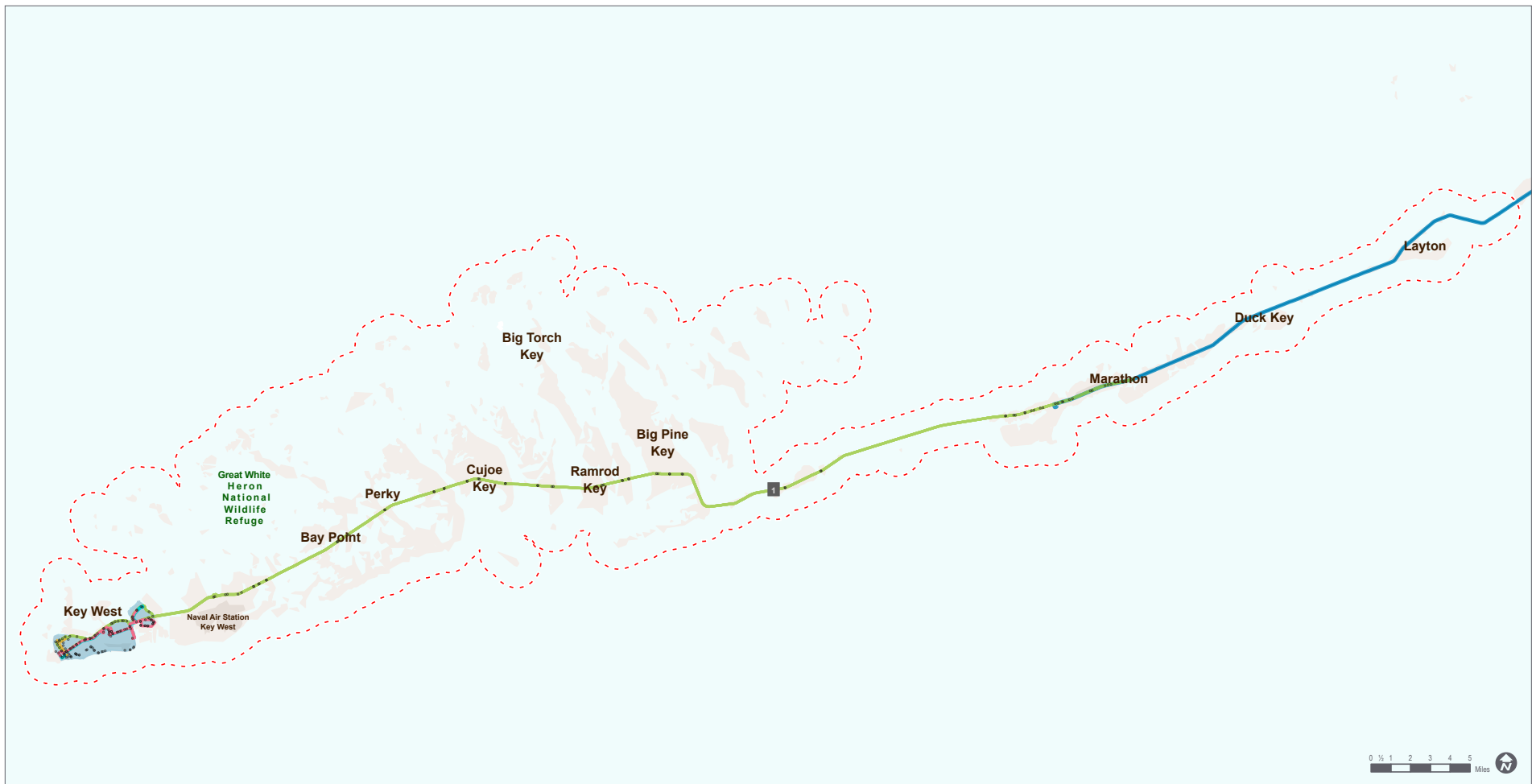
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<sup>1</sup>Census county divisions (CCDs) are sub-county statistical geographic areas that usually represent a single contiguous area consisting of one or more communities, economic centers, or major land use areas in a county or county equivalent. Ideally, CCD boundaries remain consistent between censuses, facilitating comparison of statistics from one decade to another. CCDs have no legal status and are defined only for the tabulation and presentation of statistical data. The U.S. Census Bureau uses CCDs in the tabulation and presentation of data from the decennial census, the American Community Survey (ACS), and the Longitudinal Employer-Household Dynamics (LEHD) Program.

**Figure 3-1: Key West Service Area**

**Legend**

- |                         |                              |                               |                        |                     |
|-------------------------|------------------------------|-------------------------------|------------------------|---------------------|
| <b>Key West Transit</b> | Duval Loop                   | Key West Transit Service Area | <b>DTPW Bus Routes</b> | Dade/Monroe Express |
|                         | Workforce Express (Inbound)  | Key West Ride Service Area    |                        |                     |
|                         | Workforce Express (Outbound) | Bus Stops                     |                        |                     |
|                         | Lower Keys Shuttle           |                               |                        |                     |



# 3.1 Existing Transit Services Overview

Fixed-route service changes occurred in 2022 and 2023 with the implementation of the city's first micro transit service and the Workforce Express service to Stock Island. The Lower Keys Shuttle continues to reach as far north as Marathon. On the following page, [Table 3-1](#) provides an overview of KWT's current fixed-route and on-demand service. [Figure 3-2](#) shows the existing fixed-route service provided, as well as the Key West Ride On-Demand Service Area.

## 3.1.1 Fixed-Route Bus Service

Fixed-route service changes occurred in 2022 and 2023 with the implementation of the city's first micro transit service and the Workforce Express service to Stock Island. The Lower Keys Shuttle continues to reach as far north as Marathon.

All routes operate seven days per week, same schedule on weekdays and weekends. Route frequencies vary based on the route and day of service. Duval Loop route operates every 20-30 minutes from 8am to 10pm. Lower Keys Shuttle route operates every 48-131 minutes from 5:35am to 9:54pm. Started July 1, 2024, Workforce Express route operates every 105-175 minutes from 6:45am to 6:50pm.

The Duval Loop continues to operate as fare-free and perform with the highest ridership with approximately 107,000 annual passenger trips, constituting roughly half of the total KWT system ridership. Following closely in ridership demand is the Lower Keys shuttle, facilitating the transportation of over 96,000 annual passenger trips. Additionally, the recently launched Workforce Express route, initiated on June 5, 2023, has provided more than 5,500 passengers within four months of operation.

## 3.1.2 Key West Rides On-Demand Service

The Key West Rides On-Demand Service operates daily, seven days a week, from 6 AM to 8 PM. Trips are required to both begin and conclude within the designated service area, which currently encompasses one zone in Key West, incorporating Stock Island. For specifics regarding the service zone and bus stops, please refer to [Figure 3-2](#) on page 31.

The Key West Rides On-Demand service is an innovative transportation solution designed to replace the North and South Lines, providing seamless travel for riders within the community without requiring transfers. This service also links riders with other transit routes, such as the Lower Keys Shuttle and Duval Loop. It operates as a bus stop-to-bus stop service, ensuring that riders are picked up and dropped off as close as possible to their destinations.

Booking the On-Demand Service is facilitated through the Key West Ride app. This app-based technology employs algorithms to match multiple riders traveling in the same direction into a single vehicle, facilitating quick and efficient shared trips. Upon booking a ride, the app displays the pick-up location where the vehicle will meet the rider. It operates as a shared ride service, allowing riders to board with others already in the vehicle or making stops to pick up additional passengers along the route.

Riders who require wheelchair access or have other large mobility devices should ensure to select the wheelchair icon in the app before requesting a ride. This step ensures that the service provider is notified of the specific accessibility needs of the rider, allowing for appropriate accommodations to be arranged.

**Table 3-1: Key West Transit Fix-Route & OnDemand Service Summary**

Route Name	Key Locations / Corridors Served	Operating Hours	Headways	FY22-23 Ridership
Duval Loop (One-way)	Old Town/Downtown Key West bordering Duval St	8:00 AM – 10:00 PM Seven days a week	20-30 minutes	106,923
Lower Keys Shuttle (Two-way)	Old Town/Downtown Key West to Marathon	5:35 AM – 9:54 PM Seven days a week	48-131 minutes	96,240
Workforce Express* (Two-way)	Old Town/ Downtown Key West to Stock Island	6:45 AM – 6:50 PM Seven days a week	105-175 minutes	5,561 (Started June 2023)
Key West Rides (On-Demand)	Key West (excluding Dredgers Key) and portions of Stock Island	Monday – Sunday 6am -10pm	On-Demand	50,607 (Started December 2022)

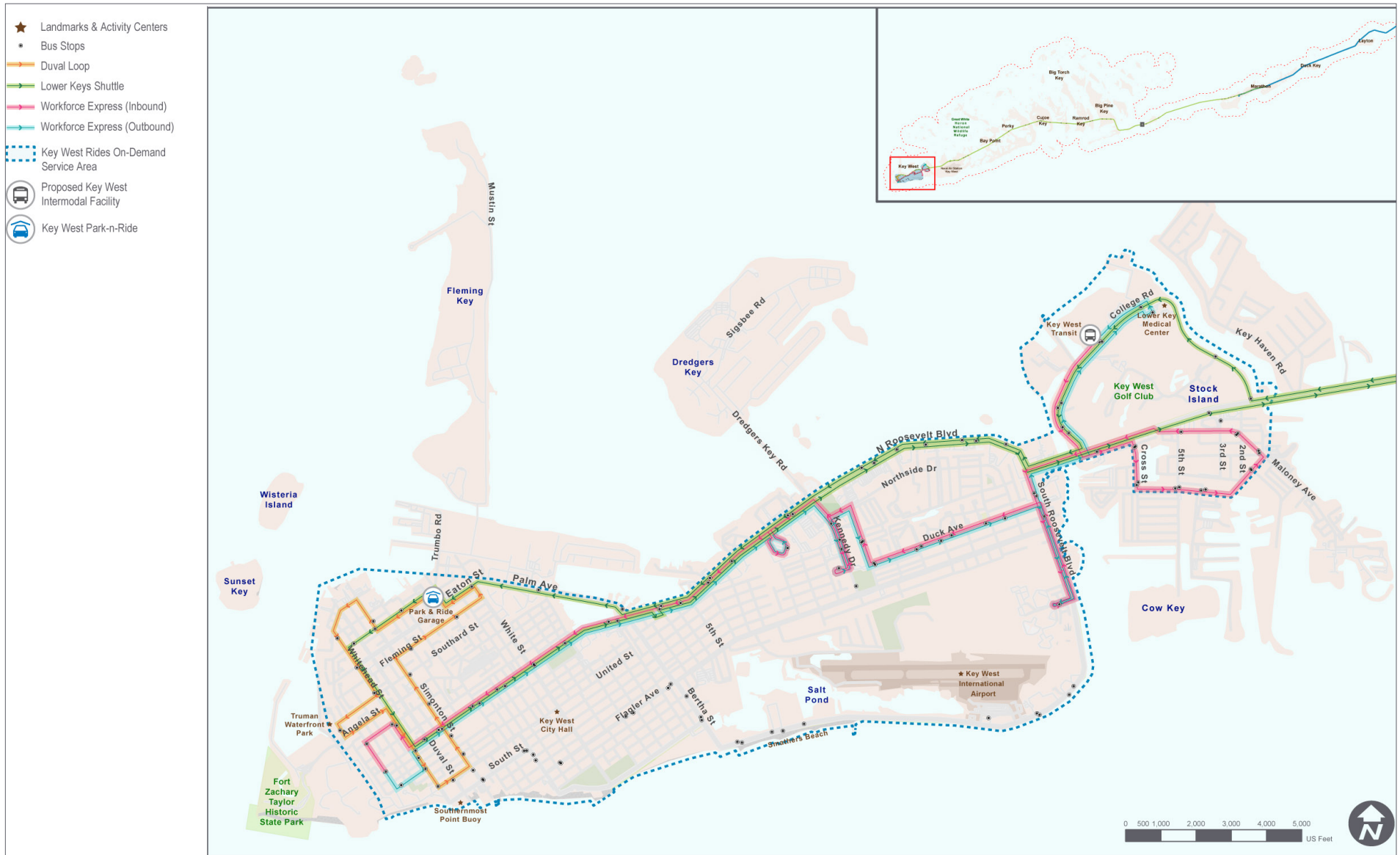
Data Source: Key West Transit

\*On July 1, 2024, the Work Force Express fix-route expanded its service area and hours.

# 3.1 Existing Transit Services Overview



**Figure 3-2: Key West Transit Existing Services**



### 3.1.3 Bus Fares and Passes

The current regular one-way adult cash fare on the Workforce Express is \$2.00 while on the Lower Keys Shuttle is \$4.00. Key West Rides is classified as a city service; thus, the fare structure remains consistent. Payment methods accepted include cash and credit card transactions facilitated through Token Transit.

The Duval Loop is fare-free and the City and Lower Keys Routes are fare-free for seniors the 2nd Saturday of each month. KWT also offers a One Day Super Pass that is valid on the Workforce Express and Lower Keys Shuttle for \$12.00.

Reduced fares and pass options including 1-day, 7-day, and 31-day passes are available as shown in **Table 3-2**. Several discounted fare options are available. Reduced and senior citizen discounted fares apply to:

- » Students (up to age 21)
- » Disabled/Disadvantaged (with proof of eligibility)
- » Military (active/retired/dependents with government ID)
- » Seniors aged 60 and older.

To receive a free or reduced fare, riders must provide the driver with a photo ID as proof of your eligibility at the time of purchase. Acceptable forms of photo identification include School ID cards, Driver’s License, or another State Issued ID card with birthdate information (for Senior Citizen proof of age requirement), or Military ID. All others can purchase a Reduced Fare ID card at the Key West Department of Transportation (KWDOT) office – the ID is \$5 and will only be issued to those who do not have another acceptable form of photo identification (i.e., students without picture IDs or people with disabilities).

All bus passes may be purchased online at <https://tokentransit.com/agency/keywest>. 1-Day pass and 7-Day pass can be purchased from the bus driver directly; 31-day passes may be ordered by mail or purchased with debit/credit cards at the following locations:

**Department of Transportation**, 5701 College Road, Key West, FL 33040

**City of Key West Revenue Department**, 1300 White Street, Key West, FL 33040

**Table 3-2: KWT Current Fare Structure**

Fare Category	Full	Reduced	Seniors
<b>Key West Rides &amp; Workforce Express:</b>			
One-Way	\$2.00	\$1.00	Free/Residents only, others \$0.50
1-Day Pass	\$4.00	N/A	N/A
7- Day Pass	\$8.00	\$5.00	\$3.75
31-Day Pass	\$25.00	\$15.00	\$15.00
<b>Lower Keys Shuttle:</b>			
One-Way	\$4.00	\$2.00	\$1.00
1-Day Pass	\$8.00	N/A	N/A
7- Day Pass	\$25.00	\$15.00	\$15.00
31-Day Pass	\$75.00	\$45.00	\$45.00

Source: City of Key West Website, effective May 6, 2020

## 3.1 Existing Transit Services Overview



### 3.1.4 Ridership Trends

**Figure 3-3:** Ridership Trends, illustrates Key West Transit (KWT) ridership trends from fiscal year (FY) 2019 to FY 2023. A notable decline in ridership, like all transit agencies during FY 20-21 is attributed to the global pandemic. However, since then, there has been a steady recovery in ridership, with an annual increase of over 50,000 passenger trips between FY 21/22 and FY 22/23.

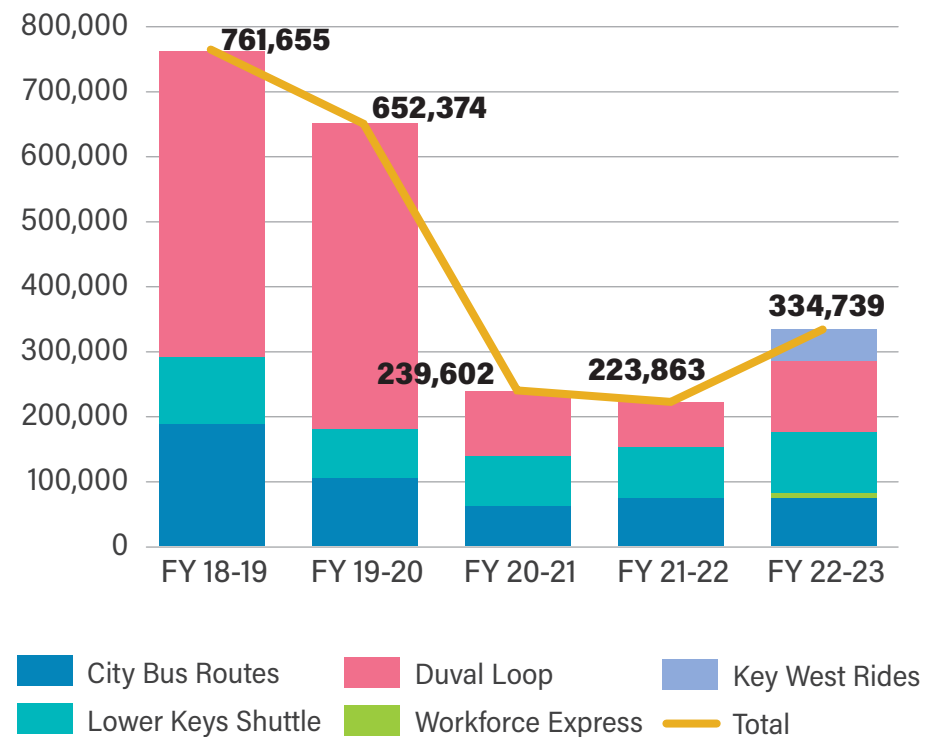
During this period, several changes occurred in KWT's services. Notably, city bus routes underwent alterations, with the cessation of Red/Blue/Green/Orange Lines in April 2020 and the introduction of North Line/South Line services from May 2020 to June 2023. Furthermore, Key West Rides on demand service commenced on November 30, 2022, and Workforce Express began operating in June 2023.

**Figure 3-3:** Ridership Trends displays the detailed ridership trends over the past five years for each route, including the former City Bus Routes, Workforce Express, Lower Keys Shuttle, Duval Loop, and Key West Rides. Despite fluctuations in individual routes' ridership, the total ridership trend shows a gradual recovery, reaching 334,739 in passenger trips by FY 2023.

#### 3.1.4.1

A correlation analysis was performed to compare monthly ridership with tourism-related variables. In March 2020, the Centers for Disease Control and Prevention halted cruise travel in U.S. waters. That meant that cruise ships were no longer stopping in Key West. The COVID-19 pandemic had a significant impact on tourism in Key West. In addition, the November 2020 elections in the City of Key West, residents put a capacity limit on cruise ships that are allowed to dock on the island. By excluding ships carrying more than 1,500 passengers, the city opted for smaller, less disruptive boats.

**Figure 3-3: Ridership Trends**



Data Source: Key West Transit

Notes:

1. City Bus Routes had been changed during FY19 to FY23. Red/ Blue/ Green/ Orange Lines ended service in April 2020. North Line/South Line served from May 2020 to June 2023. Key West Rides on demand service started since Nov 30, 2022.
2. Workforce Express started service since June 2023.
3. Key West Rides On-Demand Service started since December 2022.

Monthly tourism data was sourced from the Key West International Airport, Monroe County Tax Records, City of Key West Port Operations and the City of Key West Historic Seaport/Marinas was used for this analysis to provide a correlation coefficient of Key West Transit ridership and tourism rates. The dataset captures pre-pandemic statistics, the decline and subsequent recovery from 2019 to 2022. Only partial datasets are available for 2023 related to tourism and therefore this analysis captures monthly and year-over-year comparisons for 2019 – 2022 for consistency.

Specific data on seasonal residents in Key West from 2019 to 2024 is not available, as most available statistics focus on overall population, tourism, and housing trends. The following methodology was used to analyze the relationship between KWT ridership and the influence of tourism:

### Data Collection & Preparation

Multiple datasets were compiled including, KWT monthly ridership counts for all Key West Transit services with the following tourism Indicators:

- » Airport Passenger Arrivals: Monthly counts of passengers arriving at Key West International Airport.
- » Cruise Ship Passenger Arrivals: Monthly counts of passengers arriving via cruise ships.
- » Ferry Passenger Counts: Monthly passenger counts from ferry services.
- » Hotel Occupancy Rates: Monthly average hotel occupancy percentages in Key West, representing seasonal and tourist demand.

Before performing the analysis, the datasets were cleaned to remove inconsistencies. All datasets were standardized to ensure they followed the same time period (monthly data from 2019 to 2022). Annual total figures were excluded to focus solely on monthly trends. The Columns for months and metrics were standardized to match across all datasets.

### Data Analysis

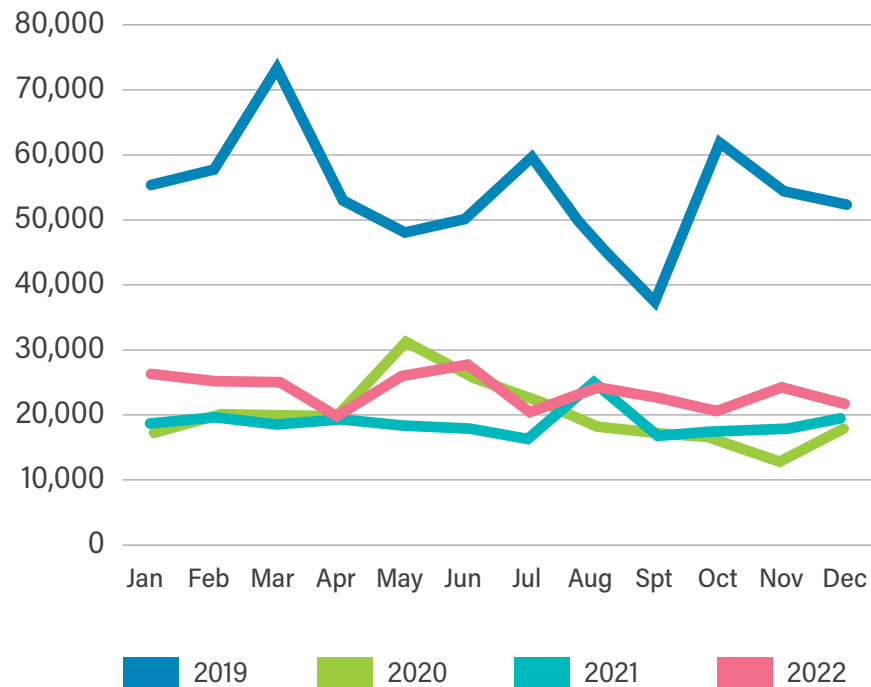
To quantitatively assess the relationship between KWT ridership and the various tourism factors, the following correlations were plotted to generate a visual comparison of monthly KWT ridership trends with each tourism factor. This allowed for a preliminary observation of trends over time. **Figures 3-4—3-9** on the following pages depict the trends for each of the following:

- » Monthly Ridership of All KWT Services: The primary dependent variable, capturing all transit usage.
- » Airport Passenger Arrivals: Proxy for air-travel-related tourism.
- » Cruise Ship Passenger Arrivals: Proxy for sea-based tourism, with a heavy influence on Key West's economy.
- » Ferry Passenger Counts: Passenger counts from local ferry services.
- » Hotel Occupancy Rates: Reflecting demand from tourists and seasonal residents

### 3.1 Existing Transit Services Overview

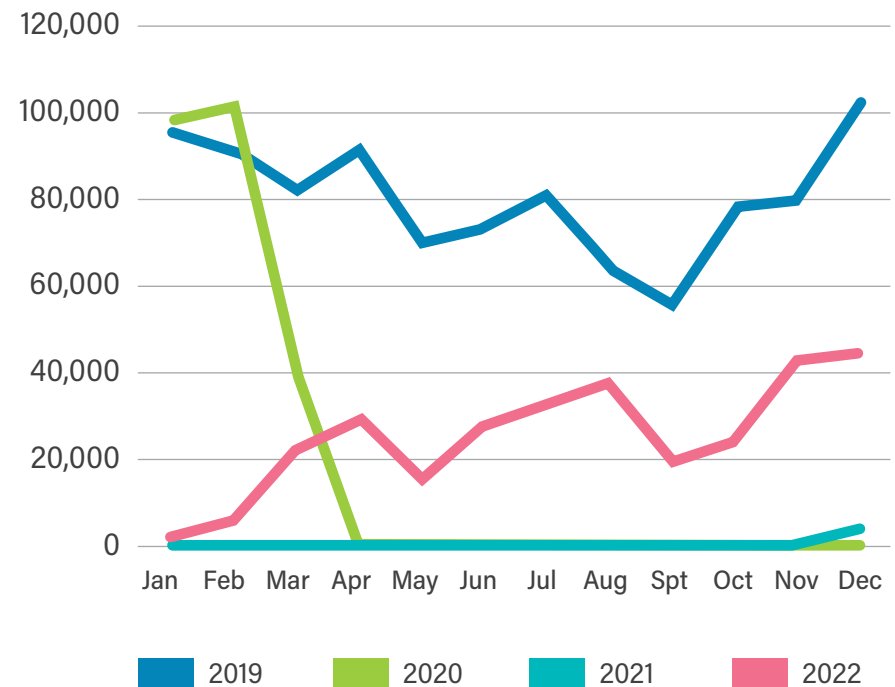


**Figure 3-4: Key West Transit Ridership**



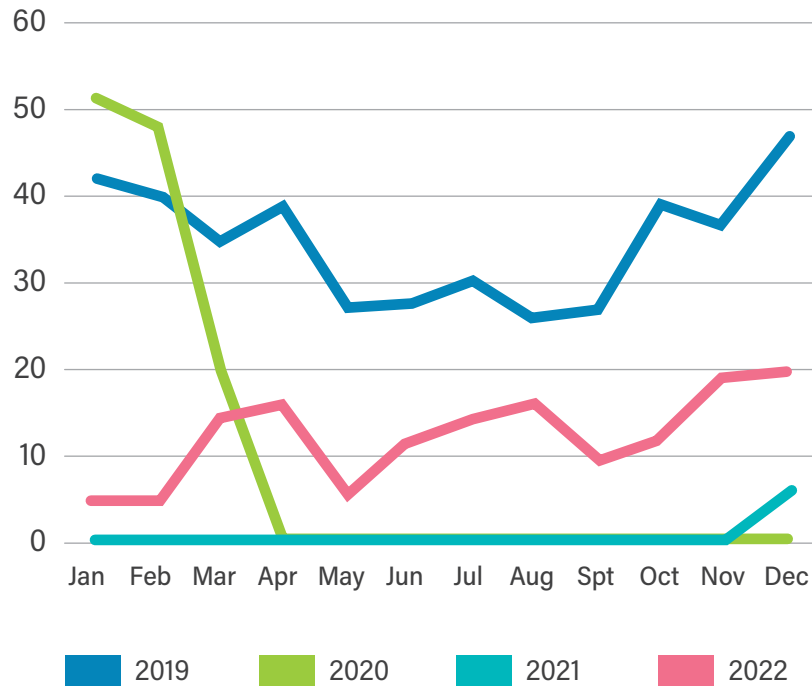
Source: Key West Transit

**Figure 3-5: Key West Cruise Ship Passenger Arrivals**



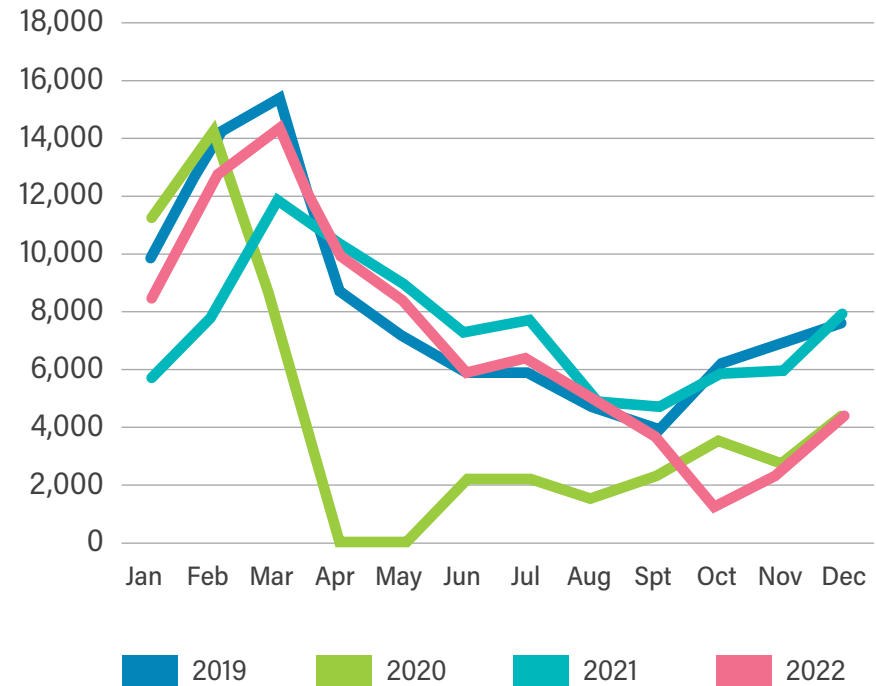
Source: [Key West Tourism Statistics](#) | [Key West Travel Guide - Visitor Information for Key West, FL in the Florida Keys](#)

**Figure 3-6: Key West Port of Call Arrivals**



Source: [Key West Tourism Statistics](#) | [Key West Travel Guide - Visitor Information for Key West, FL in the Florida Keys](#)

**Figure 3-7: Key West Ferry Passenger Arrivals**

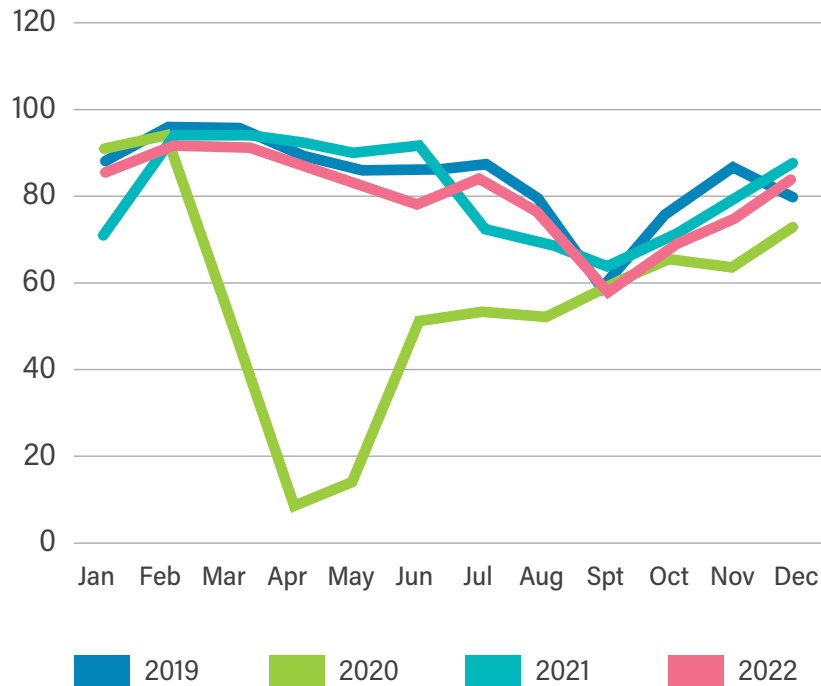


Source: [Key West Tourism Statistics](#) | [Key West Travel Guide - Visitor Information for Key West, FL in the Florida Keys](#)

### 3.1 Existing Transit Services Overview

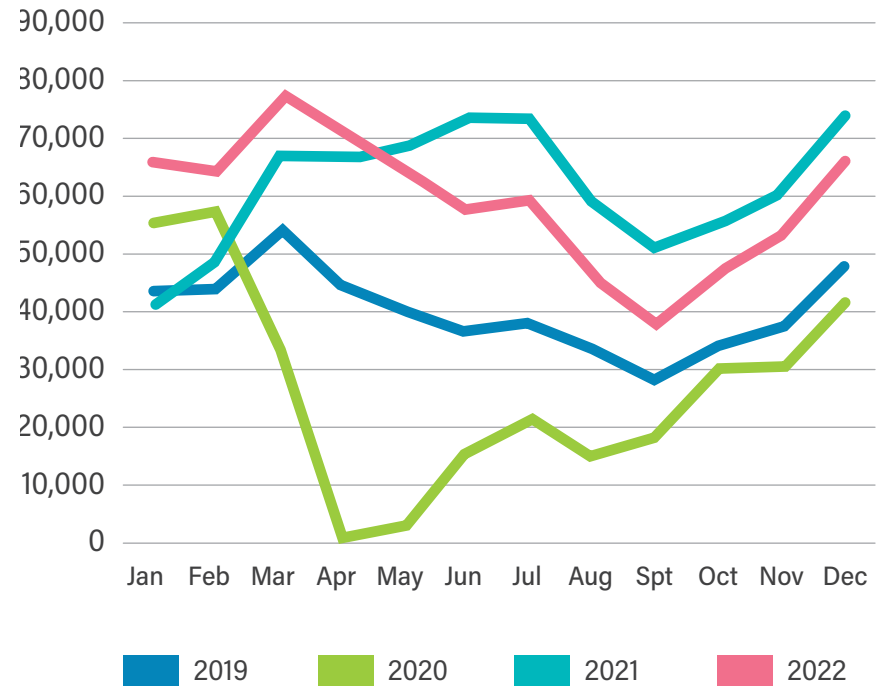


**Figure 3-8: Key West Hotel Occupancy Percentages**



Source: [Key West Tourism Statistics](#) | [Key West Travel Guide - Visitor Information for Key West, FL in the Florida Keys](#)

**Figure 3-9: Key West Airport Passenger Arrivals**



Source: [Key West Tourism Statistics](#) | [Key West Travel Guide - Visitor Information for Key West, FL in the Florida Keys](#)

Further, a Pearson Correlation Coefficient Calculation was used to quantify the strength and direction of the relationship between KWT ridership and each tourism factor. This method measures the linear correlation between two variables, providing a value between -1 and 1, where:

- » 1 indicates a perfect positive relationship,
- » 0 indicates no relationship,
- » -1 indicates a perfect negative relationship.
- » Results Interpretation

The results were evaluated based on the strength of correlations. In general, strong positive correlations were interpreted as significant relationships, where increases in tourism directly influenced higher KWT ridership.

Moderate or weak correlations suggested that the tourism factor had less impact or was subject to external influences.

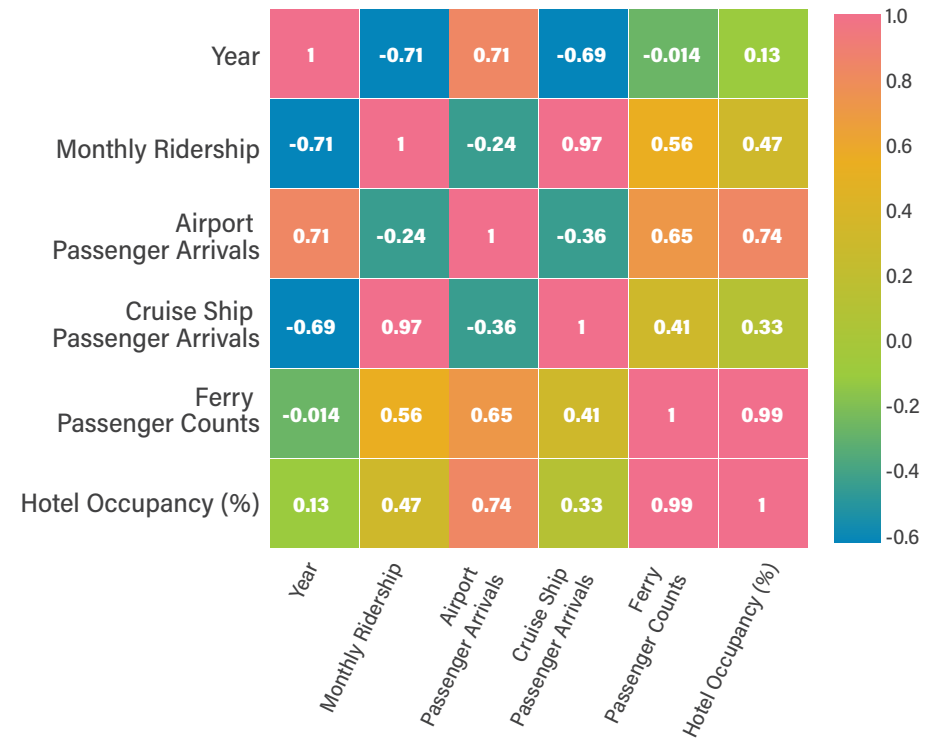
Negative correlations indicated inverse relationships, meaning that a decrease in tourism was associated with an increase in transit usage, or vice versa.

**Specifically, Cruise Ship Passenger Arrivals:** Strong positive correlation with KWT ridership (0.97). This indicates that cruise ship activity significantly impacts transit ridership.

**Airport Passenger Arrivals:** Weak negative correlation with ridership (-0.24). While air travel tourism influences transit, it is less impactful compared to cruise passengers.

**Ferry Passenger Counts:** Moderate positive correlation with ridership (0.56), indicating some relationship but not as strong as cruise ship passengers.

**Figure 3-10: Correlation Heatmap: KWT Ridership vs. Tourism Factors (2019-2022)**



**Hotel Occupancy:** Moderate positive correlation with ridership (0.47), showing that hotel occupancy trends somewhat align with ridership, though other factors like cruise activity are more influential.

## 3.1 Existing Transit Services Overview



### Limitations

Seasonal Residence Data: Due to a lack of direct data on seasonal residents, hotel occupancy rates were used as a proxy to represent seasonal residency. While this is an effective indicator of tourist demand, direct measurement of seasonal population fluctuations would provide more insight.

### Conclusion

The results of this analysis demonstrate a clear link between tourism—particularly cruise ship activity—and KWT ridership. The decline in ridership is closely tied to periods of low cruise ship activity. The COVID-19 pandemic in 2020 had a significant impact on tourism and transit ridership. The 2020 data reflects atypical trends due to lockdowns and reduced travel, which may affect the generalizability of the results for post-pandemic periods.

### 3.1.5 Special Transportation Services (STS)

In addition to fixed-route bus and on-demand services, services for persons qualifying under the Americans with Disabilities Act (ADA) are provided by Key West Transit and Monroe County Transit, complementing the existing public transportation service for residents who live within 3/4 mile on either side of the fixed-route system but are unable to access it due to an eligible disability. Monroe County provides and schedules appointments for ADA service one hour prior to a trip and Monday–Friday 8:00 AM–5:00 PM. Scheduled pickup times for ADA service are 8:00 AM–5:00 PM, and trips have a 30-minute pickup window. One-way trip fare is \$2.

Monroe County Transit (MCT) provides paratransit in the Florida Keys from mile marker 0 in Key West through mile marker 113 in Key Largo. It meets the requirement of the ADA and provides door-to-door service to those who qualify.

The Guidance/Care Center is the designated Community Transportation Coordinator (CTC) for Monroe County. It has three locations throughout the Keys—Upper Keys, Middle Keys, and Lower Keys. The remainder of trips under the ADA, TD, and Agency categories is supplied by other contracted service providers.

### 3.1.6 Transit Facilities

In 2016, KWT introduced its new LEED Silver-certified transit facility on College Road in Stock Island, adjacent to Key West. This facility acts as the central hub for the transit systems, housing administrative offices for KWDoT (which operates KWT), bus operators, and transit mechanics. Funding for this improvement came from the Florida Department of Transportation (FDOT) and the Federal Transit Administration (FTA).

Another project in progress is the Key West Intermodal Center (KWIC), currently in the early planning stages with preliminary documents set to be completed in 2024. KWIC will comprise several components, including an automated parking facility for park-and-ride services, housing for transit employees, staging areas for commuter buses and transportation network companies, and a public safety element featuring an Emergency Operations Center (EOC).

### 3.1.7 Park-and-Ride Facilities

The current park-and-ride facility for KWT is a 300-space public parking garage located at Grinnell and Caroline streets in Key West. . Of the 300 parking spaces available, 50 ground floor spaces are dedicated to Keys Energy employees while the rest of the parking spaces are available to the public. Additionally, there are bicycle racks provided at the main entrance. Parking is available 24 hours per day, 7 days per week, with daily and hourly parking available to the public and KWT bus riders. Anyone who uses the park-and-ride garage may ride any KWT route except the Lower Keys Shuttle for free until the \$4-per-hour/\$32-per-day

parking ticket expires. Disabled vehicles, motorcycles, or scooters are not to be left at the park-and-ride facility for an extended period of time. Key West Transit will be notified by Parking Enforcement of any vehicles with an expired pass or vehicles that have been parked in the same location for a long period of time with no parking pass.

With current KWT policy, anyone who parks at the parking facility can present a parking ticket stub to a KWT bus driver in lieu of a ticket when they board the bus except for the free Duval Loop. Several KWT bus stops are in close proximity to the garage for easy access to KWT buses.

The 2022 Park & Ride Facility Inspections and Performance Evaluation report is included in Appendix A. KWT currently has a pending PTGA for 5311 grant funds in state fiscal year 2024 for minor rehabilitation and maintenance.

### 3.1.8 Exiting Transfer Bus Stops

The bus stops for Key West Transit (KWT) that serve as transfer points for two or more routes are located in areas to facilitate easy transfers and improve connectivity.

Transfer stops include Whitehead & Eaton, Whitehead & Southard, and Eaton & White, which serve the DL and LKS routes. Marathon - Kmart / Publix - MM50 and US1 & 52nd Street connect the LKS and MD301 routes. Several stops along N Roosevelt, such as N Roosevelt & Home Depot, N Roosevelt & George Street, and N Roosevelt & Key Plaza, serve the LKS and WFX routes. Additionally, Petronia & Whitehead and Whitehead & Petronia St. are notable for serving the DL, LKS, and WFX routes, making them key transfer points in the network.

**Table 3-3: Key West Transit Bus Stop Transfers**

Bus Stop ID	Bus Stop Name	Transfer Routes
2483937	Whitehead & Eaton	DL, LKS
2483954	Marathon- Kmart/Publix-MM50	LKS, MD301
2483976	Whitehead & Southard	DL, LKS
2484013	N Roosevelt & Home Depot	LKS, WFX
2484039	Truman & Grinnell	LKS, WFX
2484043	Truman Ave & Windsor Lane	LKS, WFX
2484047	Truman & Simonton	LKS, WFX
2484050	Whitehead & Truman	DL, WFX
2484062	Petronia & Whitehead	DL, LKS, WFX
2484064	N Roosevelt & George Street	LKS, WFX
2484070	Truman & White	LKS, WFX
2484084	N Roosevelt & Key Plaza	LKS, WFX
2484085	Eaton & White	DL, LKS
2484103	N Roosevelt & 3rd Street (Opposite Owen)	LKS, WFX
2484107	N Roosevelt & 6th Street (Opposite Taco Bell)	LKS, WFX
2484177	US1 & 52nd Street	LKS, MD301
2484194	N Roosevelt & 8th Street	LKS, WFX
2484198	N Roosevelt & 6th Street	LKS, WFX
2484203	Caroline & Simonton	DL, LKS
2484206	N Roosevelt & 4th Street	LKS, WFX
2484209	Whitehead & Julia Street	DL, WFX
2484211	Caroline & William	DL, LKS
2484212	N Roosevelt & 3rd Street	LKS, WFX
2484220	Caroline & Grinnell	DL, LKS
2526339	Simonton & Dey St.	DL, LKS
2526345	Whitehead & Petronia St.	DL, LKS, WFX

# 3.1 Existing Transit Services Overview



**Figure 3-11: Key West Transit Transfer Stops**



#### 3.1.9 Vehicle Inventory

KWT’s fleet management is a crucial aspect of its operations. A significant portion of the fleet, approximately 68%, is still within its useful life, as determined by the Federal Transit Administration (FTA) based on years of service.

Currently, the fleet comprises 25 active vehicles, as detailed in **Table 3-4**. These vehicles are primarily fixed-route buses equipped with Automatic Passenger Counters (APC) and real-time bus routing software. This technology enables passengers to track the location of buses through websites or text messages, enhancing the overall transit experience.

In 2024, KWT retired two 23’ 2003 model buses and has a pending vehicle orders to maintain the fleet in a state of good repair. The orders include one 29-foot fixed-route diesel bus and one fixed-route electric vehicle (EV), both expected for delivery in 2025. Additionally, in 2024, KWT anticipates receiving 5311 grant funds, which will be utilized for procuring two new buses. These buses are estimated to be delivered in 2026, contributing to the ongoing modernization and expansion efforts of KWT’s transit services.

**Table 3-4: Key West Transit Vehicle Inventory**

Description	Year	Coach Type	Vehicle Past Recommended Life?	Bicycle Capacity*	Capacity	Disabled Passenger Capacity
Impulse Cutaway	2020	Small Bus	No	2	Seating = 14 No Standing 1 WC onboard Seating = 12 TOTAL: 26	1
Impulse Cutaway	2020	Small Bus	No	2	Seating = 14 No Standing 1 WC onboard Seating = 12 TOTAL: 26	1
Impulse Cutaway	2020	Small Bus	No	2	Seating = 14 No Standing 1 WC onboard Seating = 12 TOTAL: 26	1
Impulse Cutaway	2020	Small Bus	No	2	Seating = 14 No Standing 1 WC onboard Seating = 12 TOTAL: 26	1
Ford ADA Van	2017	Van	No	0		1
29’ Bus	2018	Gillig	No	2	Seating = 23 Standing = 10 2 WC onboard Seating = 17 TOTAL: 50	2

### 3.1 Existing Transit Services Overview



Description	Year	Coach Type	Vehicle Past Recommended Life?	Bicycle Capacity*	Capacity	Disabled Passenger Capacity
29' Bus	2018	Gillig	No	2	Seating = 23 Standing = 10 2 WC onboard Seating = 17 TOTAL: 50	2
29' Hybrid Bus	2018	Gillig	No	2	Seating = 23 Standing = 10 2 WC onboard Seating = 17 TOTAL: 50	2
35' Bus	2018	Gillig	No	2	Seating = 32 Standing = 15 2 WC onboard Seating = 25	2
29' Bus	2017	Gillig	No	2	Seating = 23 Standing = 10 2 WC onboard Seating = 17 TOTAL: 50	2
29' Bus	2017	Gillig	No	2	Seating = 23 Standing = 10 2 WC onboard Seating = 17 TOTAL: 50	2
29' Bus	2016	Gillig	No	2	Seating = 23 Standing = 10 2 WC onboard Seating = 17 TOTAL: 50	2
35' Bus	2016	Gillig	No	2	Seating = 32 Standing = 15 2 WC onboard Seating = 25 TOTAL: 72	2
35' Bus	2016	Gillig	No	2	Seating = 32 Standing = 15 2 WC onboard Seating = 25 TOTAL: 72	2
29' Bus	2015	Gillig	No	2	Seating = 23 Standing = 10 2 WC onboard Seating = 17 TOTAL: 50	2

Description	Year	Coach Type	Vehicle Past Recommended Life?	Bicycle Capacity*	Capacity	Disabled Passenger Capacity
29' Bus	2015	Gillig	No	2	Seating = 23 Standing = 10 2 WC onboard Seating = 17 TOTAL: 50	2
29' Bus	2015	Gillig	No	2	Seating = 23 Standing = 10 2 WC onboard Seating = 17 TOTAL: 50	2
29' Hybrid Bus	2015	Gillig	No	2	Seating = 23 Standing = 10 2 WC onboard Seating = 17 TOTAL: 50	2
35' Bus	2008	Gillig	Yes	2	Seating = 32 Standing = 15 2 WC onboard Seating = 25 TOTAL: 72	2
35' Bus	2008	Gillig	Yes	2	Seating = 32 Standing = 15 2 WC onboard Seating = 25 TOTAL: 72	2
29' Bus	2003	Gillig	Yes	2	Seating = 23 Standing = 10 2 WC onboard Seating = 17 TOTAL: 50	2
29' Bus	2003	Gillig	Yes	2	Seating = 23 Standing = 10 2 WC onboard Seating = 17 TOTAL: 50	2
29' Bus	2003	Gillig	Yes	2	Seating = 23 Standing = 10 2 WC onboard Seating = 17 TOTAL: 50	2

Source: Key West Transit

\*Note: Portable foldable bikes are also allowed inside the bus



## 3.2 Inventory of Community Transportation Coordinator (CTC) Providers

**Table 3-5** provides a list of transportation services providers by various private and public agencies catering to specific client groups. It's important to note that these services complement the public transit options provided by KWT.

**Table 3-5: Community Transportation Coordinator (CTC) Providers - Monroe County**

CTC Provider	General Service Area	Eligible Trip Purposes	Eligible Riders	Hours of Operation	Contact
Guidance/Care Center (G/CC)	Marathon	Any	Elderly/Senior, Low Income or Disabled	Mon-Fri, 8:30am-4:00pm	Lisa Marciniak (305) 434-7660 3000 41st Street, Ocean, Marathon, Florida 33050
Florida Keys Outreach Coalition (FKOC)	Key West	Any	Facility registered clients	Mon-Fri, 8:30am-5:30pm	Stephen Braddock (305) 293-8189 2221 Patterson Road, Key West, Florida 33040
Florida Keys Children's Shelter (FKCS)	Tavernier	Any	Children	24/7	Alvin Bentley (305) 852-4246 73 High Point Road, Tavernier, Florida 33070
Monroe County Social Services (MCT)	Key West, Big Pine, Marathon, Tavernier	Any	Any	Mon-Fri, 8:00am-5:00pm	Sheryl Graham (305) 292-4510 1100 Simonton Street, Room 1-181, Key West, Florida 33040
Monroe Association for ReMARCable Citizens Inc. (MARC House)	Key West	Any	Facility registered clients	Mon-Fri, 8:00am-4:00pm	Diana Flenard (305) 294-9526 812 Southard Street, Key West, Florida 33040

Source: Monroe County Transportation Disadvantaged Service Plan 2022-2023

### 3.3 Trend Analysis

To evaluate the efficiency of Key West Transit in delivering fixed-route transit services and its alignment with the area's needs, a trend analysis of key performance indicators and measures was undertaken over a five-year span. This analysis utilized data from the Florida Transit Information System (FTIS), incorporating the latest validated National Transit Database (NTD) data for transit agencies across the United States. Since 2023 data was not available from FTIS, information from KWT was obtained and utilized for that year.

In addition to the system trend analysis, a peer system review analysis was conducted using the same metrics. This involved comparing various performance characteristics of KWT's fixed-route services with a selection of transit agency peers. This comparison utilized the most recent and comprehensive national transit data available at the time of the analysis, including the 2022 NTD data.

#### 3.3.1 Analysis Indicators and Measures

Various performance measures are used to present the data that relate to overall system performance. Three categories of indicators and performance measures were analyzed for the trend and peer analysis of the existing transit service:

- » Performance Indicators – quantity of service supply, passenger and fare revenue generation, and resource input
- » Effectiveness Measures – extent to which the service is effectively provided
- » Efficiency Measures – extent to which cost efficiency is achieved

The trend analysis is organized by type of measure or indicator and includes statistics, figures, and tables to illustrate KWT's performance over the past five years. This analysis includes statistics that summarize selected system performance indicators, effectiveness, and efficiency measures for the five-year period. It is important to note that the organization of the analysis has considered the significant outlier of the global pandemic to differentiate the overall analysis from 2021 to 2023 to isolate the data of the outlier years to present the findings with two perspectives.

The summary findings of the trend analysis are presented by indicator on the next page in **Table 3-6**, and will be detailed in the appendices of the final TDP document.

### 3.3 Trend Analysis



**Table 3-6: Key West Fixed-Route Trend Analysis, 2019–2023**

Indicator/ Measure	2019	2020	2021	2022	2023	% Change (2019– 2023)	% Change (2021– 2023)	2019– 2023 Trend	2021– 2023 Trend	Desired Trend
<b>General Indicators</b>										
Annual Passenger Trips	761,655	389,401	240,161	222,461	294,658	-61.3%	22.7%	↘	↗	↗
Service Area Population	56,335	56,177	60,767	59,426	60,531	7.4%	-0.4%	↗	↘	↗
Service Area Population Density	700	698	755	738	752	7.4%	-0.4%	↗	↘	↗
Annual Revenue Miles	689,883	559,328	570,015	539,046	614,838	-10.9%	7.9%	↘	↗	↗
Annual Revenue Hours	51,596	40,970	45,240	61,902	67,522	30.9%	49.3%	↗	↗	↗
Total Operating Expense	\$3,952,407	\$ 3,158,871	\$3,569,787	\$5,205,239	\$ 5,251,474	32.9%	47.1%	↗	↗	↘
Total Capital Expense	\$338,806	\$937,933	\$695,277	\$404,881	\$66,152	-80.5%	-90.5%	↘	↘	↘
Fare Revenues	\$409,964	\$263,154	\$260,036	\$294,650	\$398,692	-2.7%	53.3%	↘	↗	↗
Vehicles Operated in Max Service	10	7	8	7	9	-10.0%	12.5%	↘	↗	↗
<b>Effectiveness Measures</b>										
Revenue Miles per Capita	12.25	9.96	9.38	9.07	10.16	-17.1%	8.3%	↘	↗	↗
Passenger Trips per Capita	13.52	6.93	3.95	3.74	4.87	-64.0%	23.2%	↘	↗	↗
Passenger Trips per Revenue Mile	1.10	0.70	0.40	0.41	0.48	-56.4%	19.8%	↘	↗	↗
Passenger Trips per Revenue Hour	14.8	9.50	5.30	3.59	4.36	-70.5%	-17.7%	↘	↘	↗
Average Age of Fleet (in years)	9.95	9.52	7.32	8.32	9.32	-6.3%	27.3%	↘	↗	↘

Indicator/ Measure	2019	2020	2021	2022	2023	% Change (2019- 2023)	% Change (2021- 2023)	2019- 2023 Trend	2021- 2023 Trend	Desired Trend
<b>Efficiency Measures</b>										
Operating Expense per Capita	\$70.16	\$56.23	\$58.75	\$87.59	\$86.76	23.7%	47.7%	↗	↗	↘
Operating Expense per Passenger Trip	\$5.19	\$8.11	\$14.86	\$23.40	\$17.82	243.4%	19.9%	↗	↗	↘
Operating Expense per Revenue Mile	\$5.73	\$5.65	\$6.26	\$9.66	\$8.54	49.1%	36.4%	↗	↗	↘
Operating Expense per Revenue Hour	\$76.60	\$77.10	\$78.91	\$84.09	\$77.77	1.5%	-1.4%	↗	↘	↘
Farebox Recovery (%)	10.37	8.33	7.28	5.66	7.59	-26.8%	4.2%	↘	↗	↗
Average Fare	\$0.54	\$0.68	\$1.08	\$1.32	\$1.35	151.4%	25.0%	↗	↗	↗

**Source:** FTIS NTD data: Rural General Public Transit Service (RU-20) 2019 - 2022

**Notes:** 1. Service Area includes Key West CCD, Lower Keys CCD and Middle Keys CCD. 2. 2023 Population Data estimated based on 2019-2022 population data

## 3.3.2 Trend Analysis Summary and Conclusions

### General Indicators

Over the five-year analysis period, all general indicators exhibited fluctuations. Passenger trips underwent a significant decrease from 2019 to 2020, followed by a slight increase until 2023, resulting in an overall substantial decline of 61.3% by 2023, partly due to the global pandemic.

The service area population demonstrated steady growth from 2019 to 2021, with a slight decrease in 2022 followed by a slight increase in 2023. Similarly, service area population density showed growth until 2021, followed by a slight decrease in 2022 and an increase in 2023.

Annual revenue miles initially decreased in 2020, followed by fluctuation and an overall decrease of 10.9% from 2019 to 2023. Conversely, annual revenue hours experienced an overall increase of 30.9% from 2019 to 2023, with a notable surge from 2022 to 2023.

Total operating expenses consistently increased from 2019 to 2023, with a significant rise noted from 2021 to 2023. However, total capital expenses decreased from 2019 to 2021, followed by fluctuations in later years, resulting in an overall decline of 80.5% from 2019 to 2023. Fare revenues initially decreased in 2020 due to the pandemic but significantly increased from 2022 to 2023.

### Effectiveness Measures

Effectiveness measures have shown a general decrease since 2019, largely attributed to the pandemic, although there were several fluctuations between 2021 and 2023. Revenue miles per capita consistently declined from 2019 to 2023. Passenger trips per capita saw a notable decrease from 2019 to 2020, followed by fluctuations until 2023. This downward trend in revenue miles per capita, passenger trips per capita, and passenger trips per revenue hour suggests reduced utilization of the service.

Similarly, passenger trips per revenue mile and per revenue hour experienced a steady decrease from 2019 to 2023.

### Efficiency Measures

The efficiency measures for KWT show a consistent increase in operating expenses over the five-year period, except for the farebox recovery ratio, which declined. While operating expense per revenue hour saw some minor fluctuations, it generally remained stable from 2019 to 2023. The rise in operating expense per capita, per revenue mile, and per revenue hour, coupled with a declining farebox recovery ratio, suggests that KWT's operating costs are outpacing the growth in ridership.

Although the desired trends for these measures vary, they typically aim for stability and growth. However, these targets aren't consistently achieved across all indicators.

## 3.4 Peer Review Analysis

The peer analysis, like the trend analysis, was conducted using data from the NTD. Selected performance measures are categorized in three areas: General Characteristics, Effectiveness and Efficiency. Each of these are provided throughout this section and in tabular format to compare service indicators relative to various industry peers. For each selected indicator and measure, the tables provide the value for KWT, the minimum value among the peer group, the maximum value among the peer group, the peer group mean, and the percentage away from the mean for KWT's value.

### 3.4.1 Peer System Selection Methodology

A fixed-route peer review analysis was performed using the 2022 NTD data available in the FTIS database, the most recent data available for all reported systems.

The method used to conduct the peer selection was based on the established standard methodology documented in the Transit Cooperative Research Program (TCRP) Report 141, "a methodology for performance measures and peer comparison in the public transportation industry." This methodology helps transit agencies to identify the strengths and weaknesses of other organizations, set goals or performance targets, and identify best practices to improve performance. This process accesses the National Transit Database (NTD) through the Florida Transit Information System (FTIS) web portal.

Four screen factors were used to ensure that potential peers operate in a similar manner to KWT. The first screen eliminated agencies that operate rail. The second screen confined the “Select Benchmarking Level” to “Motor Bus” instead of “Agency Wide” as specified in the Urban iNTD Quick Guide. Under the third screen, likeness scores were calculated using the iNTD spreadsheet tool. For instance, a score of “0” would indicate that the peer and KWT values are exactly alike, and a score of “1” indicates that the potential peers value is twice that of KWT.

The values inputted for Key West Transit in this database were obtained from both the iNTD Rural and Census Quick Facts for the City of Key West, Florida 2022 5-year estimate.

### Screening Factors Score Computation

**Table 3-7** details how the likeness score of each of the screening criteria selected from the Urban iNTD database outputs were calculated.

**Table 3-7: iNTD Methodology Screening Factors & Formulas**

Column	Screening Factors Likeness Scores	Possible Values	Source	
H	Rail	No - 0   Yes - 1	Urban iNTD-Urban Agencies Values) iNTD-Rural (Key West Values)	
J	Rail Only	No - 0   Yes - 1		
L	Heavy Rail	No - 0   Yes - 1		
N	Urban Area Population	<i>Urban Area Population Likeness Score</i>		
		$=abs \left( \frac{\text{Urban Area Population} - \text{Key West Value}}{\text{Key West Value}} \right)$		
P	Total Revenue Miles Operated	<i>Total Revenue Miles Operated Likeness Score</i>		
		$=abs \left( \frac{\text{Total Revenue Miles Operated} - \text{Key West Value}}{\text{Key West Value}} \right)$		
R	Total Operating Budget	<i>Total Operating Budget Likeness Score</i>		
		$=abs \left( \frac{\text{Total Operating Budget} - \text{Key West Value}}{\text{Key West Value}} \right)$		
T	Population Density	<i>Population Density Likeness Score</i>		
		$=abs \left( \frac{\text{Population Density} - \text{Key West Value}}{\text{Key West Value}} \right) * 100$		

### 3.4 Peer Review Analysis



Column	Screening Factors Likeness Scores	Possible Values	Source
<b>V</b>	Service Area Type	None – 1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 <i>Service Area Type Likeness Score</i>	Urban iNTD-Urban Agencies Values) Study Team Assigned a value to Key West based on the NTD definition.
		$=abs \left( \frac{\text{Service Area Type} - \text{Key West Value}}{\text{Key West Value}} \right) * \frac{100}{3}$	
<b>X</b>	State Capital	No – 0   Yes – 1	Urban iNTD-Urban Agencies Values) iNTD-Rural (Key West Values)
<b>Z</b>	% Population with College Degree	<i>% Population with College Degree Likeness Score</i>	Urban iNTD-Urban Agencies Values) Bachelor’s degree or higher, percent of person age 25 years+, 2018-2022 (Key West Values)
		$=abs \left( \frac{\% \text{ Population with College Degree} - \text{Key West Value}}{\text{Key West Value}} \right) * 100$	
<b>AB</b>	Population Growth Rate	<i>Population Growth Rate Likeness Score</i> $=abs (\text{Population Growth Rate} - \text{Key West Value})$	Population, percent change - April 1, 2020 (estimate base) to July 1, 2022 (Key West Values)
<b>AD</b>	% Poverty	<i>% Poverty Likeness Score</i>	Persons in poverty, percent (Key West Values)
		$=abs \left( \frac{\% \text{ Poverty} - \text{Key West Value}}{\text{Key West Value}} \right) * 10$	
<b>AJ</b>	% Service Demand Response	% Service Demand Response	Urban iNTD-Urban Agencies Values) iNTD-Rural (Key West Values)
<b>AL</b>	% Service Purchased	% Service Purchased	
		<b>Total Likeness Score=</b> $\frac{\text{Screening Factor Scores}}{\text{Number of Screening Factors}}$	

Possible peers were assessed and subsequently scored through an objective assessment of ten core standard variables including:

- » Geography
- » Urban area population
- » Total revenue miles operated
- » Total operating budget
- » Population density
- » Service area type
- » State capital
- » Percent of population with college degree
- » Population growth rate
- » Percent poverty

The peers were first selected based on geographic location (southeastern states), including Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, and Virginia. Fixed-route systems operating in these states were added to the pool of possible peers and were analyzed based on the eight remaining criteria described previously. A potential peer received 1.0 points when one of the eight criteria was within 1 standard deviation of KWT’s performance value and 0.5 points for each criterion that fell within 2 standard deviations of KWT’s value.

In addition to the previously outlined methodology, KWT also considered information about the services and characteristics of other Florida transit agencies that fall within a similar Tier Group category as defined by the Florida Public Transportation Association. This involved considering a total of five urban agencies and two agencies that were similar in size and scope. The final selection of peer agencies, determined through these methods, is listed in **Table 3-8** and used for the analysis in the peer system review.

**Table 3-8: Selected Peer Systems for Key West Transit Peer Review Analysis**

System	Location
SunTran	City of Ocala, FL
The Sunshine Bus Company	St. Johns County, FL
Annapolis Transit	City of Annapolis, MD
Coconut Creek Community Shuttle	City of Coconut Creek, FL
Ride Solution	Palatka, FL
Corvallis Transit	City of Corvallis, OR
Northwestern CT Transit District	Torrington, CT

## 3.4 Peer Review Analysis



### 3.4.2 Peer Review Analysis Summary

The results of the peer review analysis of KWT's services are shown in **Tables 3-9** through **3-11** by key indicators/measures in terms of their deviation above or below the peer group mean and a general assessment of the result.

Overall, KWT demonstrates strengths in performance areas such as passenger trips and vehicle operations and its ability to generate higher fare revenue suggests a potential for financial sustainability.

#### General Performance Indicators

General Performance measures for the peer review analysis are presented in **Table 3-9**.

**Table 3-9: General Performance Indicators, 2022**

General Indicators	Key West	Peer Min	Peer Max	Mean	Key West % from Mean
Service Area Size (sq. miles)	80	12	62	242	-66.9%
Service Area Population	59,426	59,426	273,425	128,389	-53.7%
Passenger Trips	213,884	37,928	722,610	235,654	-9.2%
Vehicle Revenue Miles	543,075	148,569	940,855	520,662	4.3%
Revenue Hours	49,517	12,514	60,782	40,225	23.1%
Revenue Vehicles	26	7	41	24	7.7%
Service Vehicles	4	1	7	3	47.4%
Vehicles Operating in Maximum Services	8	4	29	15	-46.2%
Spare Ratio	0.3	0.3	0.8	1	-57.4%

The following summary highlights the key findings from the peer review results for general performance indicators:

- » The service area of KWT is significantly smaller compared to its peers, being 67% smaller in size and 54% smaller in population. However, St. Johns County, FL, and Northwestern stand out as outliers with notably larger service areas and populations, leading to a substantial deviation from the typical comparison. When these two outliers are excluded and KWT is compared to the remaining five peers, KWT's service area size is 240% larger than the peer group mean and its population is only 22% smaller than the combined average of the remaining five peers.
- » KWT completed 9% less passenger trips than the peer mean.
- » KWT exceeded the peer group mean by 4% in vehicle revenue miles.
- » KWT exceeded the peer group mean by 23% in revenue hours.
- » KWT has 8% more revenue vehicles and 47% more service vehicles than all peers.
- » Overall, KWT performed better than its peer group across most performance metrics, except for VOMS and spare ratio. The variance in the number of passenger trips from the peer group mean was less than 10%.

### Effectiveness Measures

The categories selected to measure effectiveness and quality are shown in [Table 3-10](#).

**Table 3-10: Effectiveness/Quality of Service Measures, 2022**

Effectiveness/Quality Measures	Key West	Peer Min	Peer Max	Mean	Key West % from Mean
<b>Passenger Trips Per Capita</b>	3.6	0.3	11.6	3.1	15.3%
<b>Passenger Trips Per Revenue Hour</b>	4.3	0.3	19.1	6.0	-28.0%
<b>Passenger Trips Per Revenue Mile</b>	0.4	0.2	1.5	0.9	-55.6%
<b>Average Age of Fleet (years)</b>	8	4	10	6.4	29.4%

The following summary highlights the key findings from the peer review results for effectiveness performance indicators:

- » KWT's passenger trips per capita surpass the peer group mean by 15%, suggesting that the level of service provided exceeds typical standards in similar areas.
- » KWT delivers 28% fewer passenger trips per revenue hour compared to the mean of the peer group.
- » More notably, KWT delivers 55% fewer passenger trips per revenue mile.
- » KWT exceeds the peer group mean by 29% in the average age of the fleet in years, indicating a balance between the minimum and maximum peer.

### 3.4 Peer Review Analysis



#### Cost Efficiency Measures

The categories selected to measure efficiency are shown in **Table 3-11**.

**Table 3-11: Cost Efficiency Measures, 2022**

Cost Efficiency Measures	Key West	Peer Min	Peer Max	Mean	Key West % from Mean
<b>Total Operating Funds Expended</b>	\$3,431,769.00	\$1,215,651.00	\$4,348,912.00	\$3,304,055.29	3.9%
<b>Operating Expense Per Capita</b>	\$0.02	\$0.01	\$0.08	\$0.06	-67.3%
<b>Operating Expense Per Passenger Trip</b>	\$16.05	\$6.02	\$33.43	\$23.24	-30.9%
<b>Operating Expense Per Revenue Mile</b>	\$6.32	\$3.59	\$11.46	\$7.56	-16.4%
<b>Operating Expense Per Revenue Hour</b>	\$69.30	\$55.58	\$115.15	\$95.81	-27.7%
<b>Fare Revenues</b>	\$295,270.00	\$0.00	\$460,699.00	\$174,972.00	68.8%

The following summary highlights the key findings from the peer review results for efficiency performance measures:

- » KWT excelled in the cost efficiency category overall.
- » KWT operating expense per capita was 67% lower than the peer group mean.
- » KWT operating expense per passenger trip was 31% lower than the peer group mean.
- » KWT operating expense per revenue mile was 16% lower than the peer group mean.
- » KWT operating expense per revenue hour was 28% lower than the peer group mean.
- » Fare revenue surpassed all peers by 69% than the peer group mean.

### 3.5 Summary and Conclusions

The data in this chapter depicts the Key West transit system's recovery over the past four years. It also shows a rise in operating expenditures, leading to a decrease in the cost-effectiveness of services. Despite this, KWT has shown adaptability to evolving circumstances through various service adjustments, such as introducing on-demand micro-transit and the Workforce Express Route.

Despite the city's medium density, which provides an efficient environment for public transit services, the Key West transit service area extends nearly 50 miles beyond the core of the city. This presents challenges in providing efficient public transit services in the less dense areas of the county.

Several conclusions can be drawn regarding KWT's performance compared to its peer group. Overall, KWT shows a mixed performance, excelling in some key metrics while lagging in others.

#### Service Area Size and Population

KWT operates in a service area significantly smaller than the average of its peer group. However, it's important to note outliers like St. Johns County, FL, and Northwestern, which skew the comparison. Despite being smaller than the average, KWT's service area is relatively larger compared to a subset of its peers.

#### Passenger Trips

KWT performs well in terms of completed passenger trips, surpassing the average of its peer group and delivers a higher number of passenger trips per capita compared to the peer group mean, indicating a higher level of service than the peer group.

However, KWT delivers fewer passenger trips per revenue hour and revenue mile, suggesting potential efficiency improvements in these areas.

#### Cost Efficiency

KWT operates with lower operating expenses per capita, per passenger trip, per revenue mile, and per revenue hour compared to the peer group mean, showcasing cost-effectiveness. Despite lower operating expenses, KWT generates significantly higher fare revenue compared to the peer group mean, indicating effective revenue generation strategies.

#### Vehicle Performance

Compared to the peer group mean, KWT falls short in terms of vehicles operating in maximum services and spare ratio. However, it exceeds the peer group mean in vehicle revenue miles, revenue hours, revenue vehicles, and service vehicles.

The lower spare ratio indicates that KWT may be operating with fewer backup vehicles than the peer group mean. While this could suggest cost savings in vehicle maintenance and storage, it also implies a potential risk of service disruptions if vehicles experience unexpected issues.

The information gathered from the peer review analysis will support the development of the Transit Development Plan (TDP) goals, objectives, and plan alternatives. Additionally, analysis of public outreach received throughout the TDP development process will complement the data and information presented here. This combination of objective data analysis and public input ensures a well-balanced background information base for creating an achievable plan that addresses the public transportation needs expressed by the community.

# CHAPTER 4: PUBLIC OUTREACH

## 4.0 Overview

This section documents the public outreach activities that occurred to support the development and findings, and strategic direction of the final Key West - On the Move 2025-34 Transit Development Plan (TDP). A Public Involvement Plan (PIP) was developed for the TDP and approved by FDOT in January 2024 ([see Appendix C](#)).

Several public participation strategies were employed to reach Key West riders, potential riders, concerned community members, and stakeholder organizations to maximize public involvement. Those strategies and activities consisted of a variety of engagement tools encompassing in-person activities and digital outlets. Many of the materials and notifications were made available through the Key West website and advertisements at bus stops and on service vehicles. The outreach activities performed for the TDP were selected to maximize public participation during the plan development process. The following sections highlight the specific public involvement activities that occurred and inform the 2024-35 TDP.

## 4.1 Gathering Public and Stakeholder Feedback

The primary goal of this phase was to obtain public input from the community, stakeholders, and internal audiences on the current Key West transit experience. This major update acknowledges all previous public involvement efforts performed by KWT staff. All earlier efforts for public involvement and outreach are essential as service improvement is an ongoing and continuous process that occurs throughout the year and is not limited to just the timing of TDP development.

## 4.2 Legal Advertisements

The City of Key West advertises official meetings through various methods depending on the type and locations of the sessions. These notifications are also published in Spanish in compliance with Executive Order 13166, Access to Services for Persons with Limited English Proficiency (LEP).

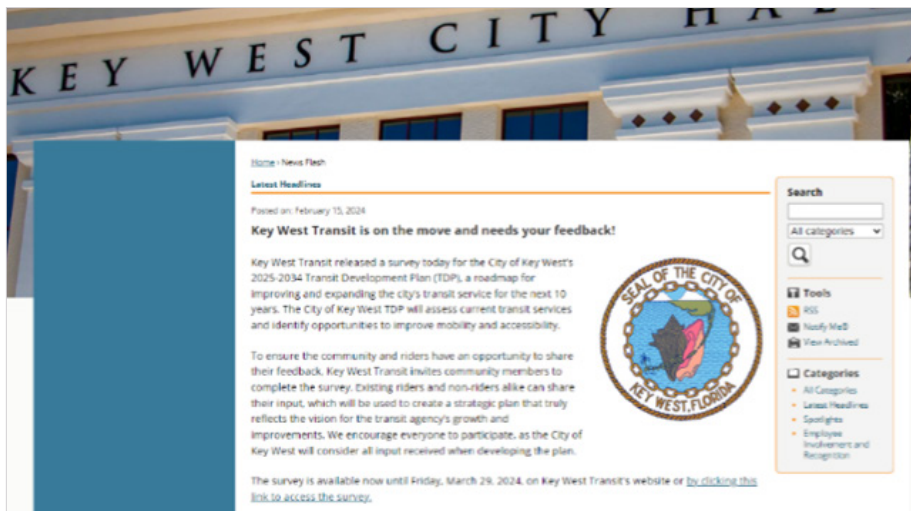
## 4.3 Phase I: In-Person Outreach & Pop-up Events

Public input for the TDP was solicited and presented in various ways to gather feedback from citizens and stakeholders to provide information and opportunities for the public input to be incorporated into the TDP process.

Phase I of the public involvement efforts began on February 5, 2024, with an online and paper survey to gauge perspectives from respondents on the existing service and potential future service alternatives for Key West Transit. The survey instrument was available to the general public online and the survey team distributed QR codes to transit riders onboard all routes/services offered by KWT.

The City of Key West issued a press release and shared information on various social media platforms.

**Figure 4-1: City Press Release 2.16.24**



**Figure 4-2: Hangers Distributed**

## 4.3 Phase I: In-Person Outreach & Pop-up Events



The survey team boarded Key West buses to survey bus riders directly; this was the most effective way to gather input from riders. The results of the on-board survey effort proved to be the most robust set of feedback collected among all the engagement efforts performed for this TDP Major Update. The interview-style approach for the onboard survey effort effectively achieved rider input by conversing and engaging with people who utilize KWT services to meet their travel needs. Onboard surveys allowed an opportunity for anecdotal feedback while having conversations about KWT service. Onboard surveys covered all fixed routes and on-demand service, times of day, and days of the week, to talk to riders using the system at different timespans and to gain feedback concerning existing service and future service alternatives.

Surveyors boarded the Lower Keys Shuttle, Workforce Express, Duval Loop, and Key West Rides on Demand service, spread from early morning to late night for weekday and weekend services.

**Onboard Key Takeaways:** The surveyors observed the overall ease of use for all services and identified the following key takeaways:

- » **Workforce Express:** Experienced high ridership during peak hours (8:30 AM & 4:30 PM) for commuting to and from Key West and nearby destinations. Occasional delays of 10-15 minutes were noted however, the overall on-time performance was reliable and the drivers were helpful.
- » **Key West Rides (On-Demand Service):** Limited usage was observed with wait times ranging from 40-60 minutes according to the user app.
- » **Duval Loop:** Identified as the most popular and regularly used service among Key West Transit routes, particularly utilized by tourists and a few locals.
- » **Lower Keys Shuttle:** Inconsistent ridership throughout the day. Locals expressed a strong interest in transit improvements.

- » High tourist numbers were observed and predominantly reported they opt for private transportation.
- » Lack of awareness about existing transit services among the public, despite Key West being a small city.
- » Inconsistent ridership throughout the day for routes other than the Duval Loop.
- » Concerns raised by riders regarding the lack of stop signs, causing confusion when boarding buses.

English, Spanish and Haitian-Creole language versions of the survey were prepared in hard copy and digital format ([see Appendix D](#)). The survey was developed using the Survey Monkey platform. It included twenty-three questions related to demographic information and questions about respondents' experience using the transit system and service alternative preferences.

The survey closed on March 30, 2024 with a total of 254 responses collected and summarized in the following subsection.

Survey responses are organized into the following four major categories:

**Demographic Information:** Include questions about respondents' race, age, household income, and other demographic information. This information allows KWT to better understand who is using their services.

**Customer Profile:** Questions in this category query users about how they use the service and for what reasons.

**Customer Service:** Customer service questions gauge satisfaction with current KWT service.

**Service Improvements:** Critical to the TDP process, respondents were asked about what improvements could be made to make KWT better for them.

The survey closed on March 30, 2024, with a total of 253 individual responses. Summary results for all questions on the survey are presented in a series of charts and graphs in [Appendix D](#).

### Key findings include:

#### Reasons for Using Transit:

*Work Commute (74%):* The majority of respondents rely on transit for their daily work commute.

*Shopping (15%):* Some use transit for shopping trips.

*Recreation (11%):* A smaller percentage use transit for leisure activities.

#### Length of Transit Use:

*Less Than a Year (39%):* Many respondents are relatively new to using transit.

*3+ Years (33%):* A dedicated group of long-term users relies on transit as part of their lifestyle.

*1-3 Years (28%):* A significant portion have been using transit for a few years, indicating consistent usage.

#### How People Get to Transit:


*Walking (42%):* The most commonly reported way to access transit stops is by walking.

*Driving (28%):* Some drive to transit hubs, emphasizing the importance of parking facilities near stops.

*Biking (18%):* Riders cycle to transit points.

*Other (12%):* A mix of other modes, such as scooters or rideshares

**250+**   
**SURVEY PARTICIPANTS**

**90%**   
of respondents are familiar  
with Key West's Transit services

#### Improvements Desired:

*Better Key West Rides (47%):* Respondents want improved transit services.

*Expanded Routes (28%):* Desire additional routes to cover more areas of Key West.

*Real-Time Updates (25%):* Access to real-time arrival information would make transit even more convenient.

#### Demographics:

*Age Groups:* The survey captured a diverse age range, from young adults to seniors.

*Employment Status:* Key West Transit serves both working professionals and retirees.



## 4.4 Stakeholder Interviews



## 4.4 Stakeholder Interviews

From March 5, 2024 to April 1, 2024, a total of twelve stakeholders were interviewed. These stakeholders included elected officials, city, county, and state agency staff, as well as representatives from local non-profit agencies. The purpose of these interviews was to collect input from knowledgeable individuals who can advocate for their constituents and clients. This input was essential for providing information and facilitating opportunities for public engagement in the TDP.

**Table 4-1: Stakeholders**

Stakeholder/Title	Agency
Teri Johnston	City of Key West Mayor
Ryan Stachurski, Multimodal Coordinator	City of Key West
Richaunda Curry, Center Manager	CareerSource South Florida   Key West
Richard Clark, Executive Director	Monroe County Transit
Lisa Marciniak, Community Transportation Coordinator	Guidance Clinic of the Middle Keys
Nicole Marriot, President and CEO	Health Council of South Florida, Inc.
Cathy Crane, Director	Monroe County Veterans Affairs
John Dick	Monroe County School Board
Randy Sterling, Executive Director	Housing Authority of the City of Key West
Suzanne Moore, President	Key West Chamber of Commerce

Stakeholder/Title	Agency
Sheryl Graham	Monroe County Social Services
Suzanne Holt, Business Manager	Florida Keys Outreach Coalition
Carolyn Woodhead, Client Services Coordinator	Florida Keys Outreach Coalition
Julie DuVall, Outreach Worker	Florida Keys Outreach Coalition

**Figure 4-3: Stakeholder Topics**



### Key findings shared by stakeholders included:

- » Increasing Community Awareness
- » Considerations for Equitable Options for Non-English Speaking, & Technology Challenged
- » Access to Affordable Housing, Medical Services, and access for Seniors
- » Tourism, Traffic, and Environmental Factors
- » Utilization of smaller vehicles for Key West Rides



## 4.5 Focus Group

On May 23, 2024, a stakeholder focus group convened at Key West City Hall. The purpose was to discuss priorities and explore alternatives for the 10-Year Transit Development Plan. Key West Transit (KWT) staff facilitated the session and participants engaged through discussions and interactive polling exercises. Participants included community members, transit users, local business owners and city officials. Feedback from the meeting emphasized areas for improvement, expansion opportunities, factors influencing transit use, and other observations about existing services and future needs.

### Improvements Desired in Key West Transit System:

The focus group participants cited the desire for shorter wait times at stops, enhancing service frequency and extending routes to benefit riders. Consistent and dependable service was mentioned and extending operating hours into the late evening. Participants mentioned securing more funding to support service enhancements through dedicated funding sources and engaging with the community through outreach efforts.

### Opportunities for Expanded Transit System:

The focus group participants highlighted several key opportunities including the need for engagement in Monroe County's Transit efforts. Improved connectivity to Miami and Marathon was cited. The need for shade and rain protection at all bus stops for passenger safety and comfort. The group discussed implementing a signaling system at Rockland Navy Base can enhance safety and efficiency. The group discussed creating parking hubs along US1 for express routes to support efficient transit and exploring micro transit options for Big Pine Key. Lastly, enhancing integration with upper keys and Miami routes was mentioned as an opportunity.

### Factors Affecting Transit Use:

When discussing the factors that influence transit use, there were several predominant elements. A good reputation for the transit system was cited as crucial, as it encourages ridership and builds trust among passengers. Awareness was cited as very important; clear communication about available services to ensure potential riders know what options are accessible to them. Convenient schedules and accessible routes enhance the overall experience, making it easier for people to use the system. Additionally, knowledge about the service, its benefits, and how to utilize it effectively contributes to increased ridership. The availability of transit options and service hours of operation will ensure that services meet the community's needs. Reliability was cited by the focus group to play a significant role in transit ridership.

### Other Comments or Observations:

During the focus group meeting, participants shared insights on several aspects of Key West's transit system. Some expressed interest in a people mover system, while others emphasized the need to reintroduce regular routes and extend service hours into the evening. The idea of a monorail system was also discussed. Participants highlighted the importance of swift implementation and suggested exploring smaller, electric vehicles. Consistency issues with Key West Rides were acknowledged, and participants stressed the need for education on effective service utilization across all age groups.

The desire for dedicated funding sources and the return of Pink Duval loop buses was mentioned. Engaging citizens in shaping the future of transit and providing training workshops for new services were also discussed. Finally, some participants proposed cutting out certain stops to enhance frequency, emphasizing the importance of county-wide participation in transit planning.

## 4.6 Phase II In-Person Outreach

Following the Phase I Onboard Survey, Online/Social Media Outreach efforts, and Stakeholder interviews conducted between February and March 2024, the Phase II Online/Social Media outreach survey became available to the public from May 15 to June 15, 2024. The survey was offered in English, Spanish, and Haitian-Creole.

The Phase II survey focused on the Key West Intermodal Facility (KWIC), a capital improvement initiative by KWT. As the KWIC Feasibility Study approached completion, public feedback was sought regarding desired amenities for the project. Respondents were also encouraged to provide additional comments through an open-ended question in the survey.

To engage the community, handout cards were distributed by the survey team at bus stops, on buses, at the Key West Farmers Markets, City Hall, and various community agencies. These handouts, shared during the stakeholder focus group meeting on May 23, 2024, included a QR Code linking to the survey. This allowed the public to conveniently access the survey and share their feedback.

Additionally, the project team actively participated in the Key West Truman Market on May 23rd, engaging with local vendors, residents, and visitors. During this time, the survey was administered on all Key West Transit services from May 23rd to May 26th.

For the Phase II survey, the public was asked to rank the proposed service and capital improvements identified in the previous survey and public outreach efforts. A total of 226 respondents completed the Phase II survey.

The survey asked for the level of support for potential capital and service improvements. These include 30-minute service on Lower Keys, expanded service hours on Workforce, more availability for Key West rides, expanded service hours for Duval Loop, and bus stop improvements. The majority of respondents showed strong support for these improvements.

The survey also collected additional comments about improvements that respondents would like to see for Key West Transit. Some of the suggestions include direct routes, better signage, improved app functionality, and more efficient route planning.

Respondents were also asked to rank potential amenities for the new KWIC facility. The amenities include public electric vehicle charging stations, automated parking garage, affordable housing, retail stores, farmers market, public greenspace, community center, and bicycle-pedestrian-road crossings. Affordable housing received the highest support.

The survey collected demographic information about the respondents, including their age, household income, employment status, race or ethnicity, and disability status.

**Respondents showed strong support for potential capital and service improvements, including:**

- » 30-minute service on Lower Keys (supported by 78% of respondents)
- » Expanded service hours on Workforce (supported by 82% of respondents)
- » More availability for Key West rides (supported by 75% of respondents)
- » Expanded service hours for Duval Loop (supported by 80% of respondents)
- » Bus stop improvements (supported by 72% of respondents)

**Additional Suggestions:**

Respondents provided comments suggesting improvements such as direct routes, better signage, improved app functionality, and more efficient route planning.

**Amenities for KWIC Facility:**

Respondents ranked amenities for the new KWIC facility. The top-ranked amenities and their support percentages are as follows:

- » Affordable housing (85%)
- » Public electric vehicle charging stations (70%)
- » Automated parking garage (68%)
- » Retail stores (62%)
- » Farmers market (58%)
- » Public greenspace (55%)
- » Community center (50%)
- » Bicycle-pedestrian-road crossings (45%)

**Demographic Information:**

The survey collected demographic data on respondents' age, household income, employment status, race or ethnicity, and disability status.



# CHAPTER 5: SITUATION APPRAISAL

## 5.0 Review of Plans and Studies

This section reviews transit policies and plans at local, regional, state, and federal levels of government to identify policies or issues that may have implications for Key West transit service. Findings from this review will ensure that Key West is consistent with other local and regional planning efforts. In addition, the results of this plan review serve as a component of meeting the Situational Appraisal requirement of the TDP Rule. These included functional master plans, area and sector plans, and current transit planning projects. These plans have common themes and points on transit accessibility, multimodal connections, and sustainability.

Overall, these plans and studies demonstrate Key West and Monroe County's commitment to enhancing mobility, promoting sustainability, and addressing the community's evolving transportation needs. Through targeted investments, policy initiatives, and community engagement, Key West aims to create a more accessible and efficient transit system for residents and visitors alike.

- » Multimodal access that provides facilities and infrastructure for transit, bicycles, and pedestrians.
- » Transit-oriented development to promote dense, mixed-use zoning.
- » Equity initiatives to ensure access to all.
- » Sustainable practices that reduce emissions, increase green space, and combat climate change.

At the local and regional levels, several agencies and organizations conduct studies to produce plans and policies for addressing transportation issues that may impact Key West and Monroe County services. Various Federal and State plans and regulations may also affect the provision of transit services. This plan and policy review help understand and support the pursuit of existing goals while pursuing its own goal of creating a viable and accessible transit system throughout the Florida Keys.

Relevant transportation planning and programming documents are summarized, emphasizing issues having implications for Key West. Additionally, selected plans produced for stakeholders related to land use were reviewed to summarize and call attention to community goals, objectives, and policies that may have implications for current and future transit services. The following local, regional, state, and federal plans and studies were reviewed to understand current transit policies and plans with potential implications for Key West transit services, summarized below.

As part of this effort, the following plans and programs were reviewed and highlighted in [Table 5-1](#) on the following page.

**Table 5-1: List of Plans and Programs**

Local Plans	Regional Plans	Federal Plans/Programs	State Plans/Programs
2022 City of Key West Mobility Study	2023 Draft U.S. 1 Arterial Travel Time and Delay Study	Bipartisan Infrastructure Law	Florida Transportation Plan: Horizon 2060
Key West 2020–2029 TDP Major Update & 2023 Annual Progress Report	Monroe County US 1 Transportation Master Plan	Inflation Reduction Act	State of Florida Transportation Disadvantaged Five-Year/Twenty-Year Plan
Key West Bicycle and Pedestrian Master Plan	Miami-Dade Transit 2020-2029 Development Plan & 2023 Annual Progress Report		Florida’s Strategic Intermodal System Policy Plan (2016)
Monroe County Transportation Disadvantaged Service Plan (TDSP)	Miami-Dade 2040 Long Range Transportation Plan (LRTP)		Electric Vehicle Infrastructure Master Plan (2021)
Key West Forward - Strategic Plan 2021 - 2024			Electric Vehicle Infrastructure Deployment Plan (2022)
City of Key West Comprehensive Plan			
Monroe County Comprehensive Plan			
City of Marathon Comprehensive Plan			
Islamorada Technical Memorandum – Feasibility Investigation for Bus Stops Shelter Installation			

## 5.0 Review of Plans and Studies



### 5.0.1 Local Plans

Monroe County, Key West, Islamorada, and Marathon have local transit, transportation or comprehensive plans that are relevant to local transit services. Most plans highlight the need for more public transit options and safer options for pedestrians and cyclists. Several of the plans also highlight the need for additional low-to-moderate income housing and for measures to address forecasted rising sea levels.

#### City of Key West Mobility Study: Completed December 2022

The Key West Mobility Study explores existing challenges and proposes new solutions to enhance mobility, safety, connectivity, and quality of life of the residents, businesses, and visitors.

This Mobility Study provided this opportunity to evaluate different approaches and mobility options to see how they perform against current conditions and a more traditional approach of adding capacity. Two alternatives show how investment in bicycle, pedestrian, transit, and micromobility as well as dynamic parking policies can decrease automobile usage and increase the use of other modes, lowering congestion and parking demand while improving safety. It also provides more targeted investments in various parts of the study island, recognizing what works best in downtown Key West may not be the best approach for Stock Island and building upon other investments in the network by the City of Key West.

#### City of Key West Transit Development Plan Major Update 2020-2029: Last Major Update: Completed October 2019, Annual Progress Report: 2022

The transit goals and objectives for the next 10 years were developed by updating the adopted TDP goals/objectives for KWT. The update was based on a review and assessment of existing conditions, feedback received from the community and TDP stakeholders at the public involvement process, findings in the Situation Appraisal, and discussions with City staff.

Post adoption recommendations are listed below for consideration and followed through to ensure that public support and funding and operational support are preserved until the next major TDP update.

**Funding “Plan of Action”** – Address each recommendation and outline steps to take in the current year and succeeding years to secure the best chance possible of obtaining the needed funding.

**Operational Support** – Establish a blueprint to determine how a recommended alternative will be incorporated into the existing network from an operational perspective.

**Progress beyond Adoption** – Use the adopted TDP as a tool to justify and explain the reasons for continued investments to transit services and facilities.

**TDP Annual Progress Report** – Use updates to provide needed motivation to reiterate the benefits of the recommended alternatives.

## City of Key West Strategic Plan – Key West Forward 2021-2024: Last Update 2022

This plan sets specific timelines for each goal and ties them to the means by which they are funded. It includes a list of major projects that will be tackled, including improvements to Bayview Park and the Martin Luther King, Jr. Community Pool. It has a section that specifically addresses internal communications as well as an aggressive strategy to communicate with all residents and businesses.

Surveys and workshops showed that affordable housing is the community's top priority. The City's goals are to provide up to five hundred new units and lobby for tax breaks for landlords who rent to locals. Another goal is to lobby for the ability to impose a tax on second homes to alleviate the local burden.

Sea level rise was the second most important priority, according to the input from residents and the business community. The plan lays out several strategies for short-term mitigation projects as well as creating a long-term adaptation strategy.

Roads and sidewalks are also of concern and rose to the third priority. The plan lays out ways to improve roadways while planning for sea-level change, and it addresses ways to better maintain them so that they last longer.

Priority four is no surprise: protecting the environment. The goals outlined in the plan include building the first-yard waste composting facility, establishing mandatory recycling for business, and improving stormwater outfalls to keep garbage out of the nearshore waters.

Number five on the community's concern list is cleanliness. Solutions will include an "Adopt a Spot" program for cleanups, adding trash and recycle bins, and working with landscape companies to address yard waste disposal.

Finally, traffic and pedestrian friendliness rose to the top of the community's interest. One of the means of addressing this issue in the strategic plan is an on-demand transit system that allows riders to schedule pickups. There is a strategy for improving pedestrian crossings and extending the bike trail through the center of the island. It also contains a pilot program for a pedestrian-only street in Old Town.

### Monroe County Transportation Disadvantaged Service Plan (TDSP): Last Major Update 2022

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

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

Major TDSP update, emphasizes transit improvements and additions that serve needs of TD population in efficient and cost-effective manner. Supports overall goal of assuring availability of efficient, cost-effective, and quality transportation services for TD people. Developing short- and long-term goals to enhance local TD efforts to supply demand for all trips. Priorities include:

- » Create more awareness of Monroe County TD Program through marketing.
- » Pursue additional funding to help with service as demand surpasses revenue.
- » Improve referral systems with transportation providers to help meet demand of users.

### City of Key West Comprehensive Plan Most Recent Update 2023.

Provides goals for ensuring a safe, efficient, and quality transportation system. Plan expresses support for expanding transit service to help reduce headway, traffic congestion, parking problems. In addition to supporting County in its efforts to provide and improve public transportation services (i.e., providing bus stops, constructing connections to transit routes, increasing public awareness), policies are set to support objective of strengthening entire multimodal network:

Development regulations (compact, mixed-use development in prioritized corridors) and design standards for parking (maximum parking requirements or elimination thereof, park-and-ride lots, and on-street parking), circulation systems, and access points will ensure adequate transit, bicycle, and pedestrian site access to promote these modes in place of single occupant vehicles.

Bicycle and pedestrian connections from residential areas will be provided.

Site plan review and traffic circulation system will encourage transit-friendly design features along roadways.

### City of Marathon Comprehensive Plan: Most recent update 2013

Provides goals for development of coordinated transportation system for residents, visitors, and transportation disadvantaged people within the city limits. Coordination with Miami-Dade and the City of Key West is encouraged to keep connectivity and options for transportation opportunities. Addresses land use, transportation, capital projects, public facilities, recreation, government coordination, conservation, and development goals, among others, for city.

### Monroe County Comprehensive Plan: Most recent update 2016

Discusses intention to invest in upgrading several existing transit shelters and building more where necessary. Prescribes transit supportive goals, objectives, and policies, such as need to develop regulations that require new developments to become more mass transit-oriented, encourage maximum use of right-of-way, improve connections with pedestrian and bicycle networks, promote expansion of aviation, coordinate with other transit agencies to meet regional mobility needs. Addresses land use, transportation, capital projects, public facilities, and economic development goals, among others, for the county.

### City of Key West Bicycle and Pedestrian Master Plan: Completed in 2018

Addresses city's current transportation networks and emphasizes need for alternative transportation options. Discusses alternative transportation options and implementation explored including:

- » Off-street path connections, bike boulevards, bike boxes, pedestrian networks, and neighborhood traffic circles designed around transit stops.
- » Establishing multi-modal transfer center at airport.
- » Integrating pedestrian travel and bicycle use with transit.
- » Using technology to encourage multimodal transportation coordination.

### Islamorada Technical Memorandum; Feasibility Investigation for Bus Stops Shelter Installation: Completed March 2023

Recommend the Village consider the future Monroe County Transit Department plans to establish a Bus Transit route throughout all the Keys. Monroe County is currently developing a three-year plan to expand and improve the service throughout the Keys, which may include the coordination of new bus stops and the modification of the existing ones. Monroe County has communicated its wish to coordinate with each municipality for a uniform bus shelter design throughout the Florida Keys.

Recommended that the Village performs a full Transit Study to gather passenger data and plan for future expansion of the system, considering Monroe County Transit expansion plans and determining if additional Northbound or Southbound bus stops are warranted.

### 5.0.2 Regional Plans:

The regional plans for Monroe County highlight the U.S. 1 corridor and Miami-Dade County comprehensive studies and strategies. The Monroe County US 1 Transportation Master Plan (TMP), completed in 2021, provides a detailed action plan to enhance traffic flow and safety. The Miami-Dade Transit Development Plan (TDP) emphasizes expanding regional services, including connectivity via the Dade-Monroe Express.

### 2023 Draft U.S. 1 Arterial Travel Time and Delay Study

The U.S. 1 Arterial Travel Time and Delay Study was completed by the County's professional traffic engineering consultant who conducts an established systematic traffic monitoring program to monitor traffic volumes and travel speeds of U.S. 1 as well as on each of the twenty-four study segments on U.S. 1. This review has been conducted annually since 1992 and every two years since 2013.

The 2023 draft study utilized the updated methodology and indicates that the overall LOS for the entire length of U.S. Highway 1 has fallen from LOS C to LOS D, and there is no reserve capacity for additional trips. According to the approved policies and regulations in the Comprehensive Plan and LDC, this would mean that the County may not permit new development, other than single-family homes, unless the proposed development's traffic impact is mitigated.

With the draft study indicating an overall LOS D on U.S. 1 with a median speed of 44.7 miles-per-hour, an applicant would need to work with the County and FDOT to identify mitigation and improvement projects to achieve and maintain compliance with the implemented LOS, represented by a median speed of 45 mph.

The 2023 draft study requires approval by the Monroe County BOCC, after which professional staff will incorporate it into the Biennial Assessment of Public Facilities Capacity Report, which is usually presented for adoption at the October or November BOCC meeting and would then be used for development review. The Monroe County BOCC will discuss the 2023 draft study at the regularly scheduled Sept. 20, 2023, BOCC meeting.

### Monroe County US 1 Transportation Master Plan: Completed November 2021

As part of the Monroe County 2030 Comprehensive Plan, the U.S. 1 Transportation Master Plan (TMP) addresses an intermodal transportation system and considers climate change impacts, mass transit and was developed in coordination with municipalities, stakeholders, and Miami-Dade County.

The TMP reviewed existing data such as traffic volumes, crash data, transit data and included stakeholder input to develop improvement opportunities and solutions including roadway and multimodal needs of pedestrians, bicyclists, transit riders and vehicular traffic.

The primary objective of this study is to identify transportation needs, develop goals/objectives, and develop an action plan to meet those goals. The action plan will identify potential short-term solutions (1-5 years), mid-term (6-10 years), and long-term solutions (10-20 years). In November 2021, the BOCC adopted Resolution 408-2021 providing recommendations from the potential solution list of projects within Appendix G of the TMP to improve traffic flow, alleviate congestion, improve safety and assist in improving the Level of Service (LOS) on U.S. 1.

### Miami-Dade Transit Development Plan (TDP): Most Recent Annual Progress Report 2023

Update of major goals and objectives in Miami-Dade County that include expanding and enhancing regional service to accommodate growing population in South Florida. Encourages growth of connectivity in South Florida area, citing Dade-Monroe Express that connects Miami to Marathon. MDT currently contracts out a fixed route (Routes 301) that connects to Key West via Lower Keys Shuttle on US-1. Addresses transportation, capital projects, improvement of existing bus, light rail, monorail systems.

### Miami-Dade 2045 Long Range Transportation Plan (LRTP)

Introduces inclusion of new projects that would improve efficiency of current operating system. Long-term goals include reducing roadway congestion that is projected to dramatically increase in next 10–20 years. No mention of specific connections to KWT in current plan.

### 5.0.3 Federal Plans/Programs:

#### **Bipartisan Infrastructure Law (2022)**

The Bipartisan Infrastructure Law (BIL) makes funding available for local governments to modernize the nation's transportation infrastructure, with more than \$65 billion for infrastructure investment. The BIL includes over \$6.5 billion in competitive grant funding for bridge investments, safe streets, multi-modal, multi-jurisdictional projects, railroad crossing elimination, charging, and fueling infrastructure grants to support electric vehicles, resilient infrastructure improvements, and others. BIL also expands funding for Infrastructure for Rebuilding America (INFRA) Grants, Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grants, Surface Transportation Block Grants, and the Carbon Reduction Program. The bill also allocated funding for transit ADA investments, increased funding for the Capital Investment Grant program, and expansion of passenger rail.

#### **Inflation Reduction Act (2022)**

The Inflation Reduction Act (IRA) targets investments to decarbonize the transportation sector. The Act creates a tax credit that will provide \$7,500 for new and \$4,000 for used electric vehicles. \$7.5 billion is being used to support the rollout of electric vehicle charging infrastructure to install over 500,000 charging stations. The Act also targets the heavy-duty vehicle sector by allocating \$1 billion to support zero-emission heavy-duty vehicles, including buses.

## 5.0.4 State Plans/Programs:

### Florida Transportation Plan: Horizon 2060

The Florida Transportation Plan (FTP), updated every five years, provides a framework to guide the state's transportation future over a 50-year planning horizon. The Florida Department of Transportation (FDOT) provides guidance to entities involved in transportation planning and management, including state, regional, and local organizations. The FTP also plans how and where the state will allocate transportation funding. The FTP has identified seven overarching goals for Florida's transportation system:

- » Safety and security
- » High-quality, resilient infrastructure
- » Preserve the natural environment
- » Enhance mobility
- » Promote accessibility and equity
- » Support the economy
- » Support local communities

Key implementation considerations include strategic alignment with goals, providing sustainable and reliable funding, developing and retaining a skilled workforce, committing to vision zero, identifying and mitigating risks, transforming major corridors and hubs, completing transportation networks, expanding transportation infrastructure, prioritizing people and freight, enhancing access to opportunity, integrating land use and transportation, and protecting natural environments.

### State of Florida Transportation Disadvantaged 2022-23 Coordinated Transportation Operating Data Report

The Florida Transportation Disadvantaged (TD) Plan, created by the Florida Commission for the Transportation Disadvantaged (CTD), is legislatively mandated. Each year, the CTD publishes an annual operating report that provides an overview of all coordinated transportation services provided by the Community Transportation Coordinators (CTCs) in the state. The data in the Annual Operating Report (AOR) shows the aggregation of all trips, including total passenger head counts, number of trips and miles provided by service types, number of unmet trip requests, revenue, and qualitative data on performance and customer service.

The CTC is the Guidance Care Center (GCC) in Monroe County. In 2023, GCC, the transportation operator and coordination contractors, performed 34,781 trips, compared to 38,671 trips in 2022 and 34,300 trips in 2021. Total revenue for 2023 was \$1,994,182.

### Florida's Strategic Intermodal System Policy Plan (2016)

Florida's Strategic Intermodal System (SIS) Policy Plan creates the policy framework for managing Florida's Strategic Intermodal System (SIS), which includes designated high priority transportation facilities that contribute significantly to the state's economy. The SIS Policy Plan highlights the following objectives:

- » Ensure efficient and reliable interregional connectivity
- » Expand transportation options and integrate modes for interregional trips
- » Develop transportation systems that support Florida's economic development and growth.

### Electric Vehicle Infrastructure Master Plan (2021)

Florida's Electric Vehicle Infrastructure Master Plan (EVMP) provides guidance for development of electric vehicle (EV) charging stations along the State Highway System. The EVMP establishes a framework that supports short- and long-range EV travel, encourages expansion of EV use, and serves major evacuation routes within and out of the state. The Plan identifies potential fast charging locations along the state's major highways, including I-10, I-75, I-95, and I-4, as well as along expressways and principal and minor arterials.

## Electric Vehicle Infrastructure Deployment Plan (2022)

Florida's Electric Vehicle Infrastructure Deployment Plan outlines the framework for instituting funding from the National Electric Vehicle Infrastructure (NEVI) program. This five-year Plan is consistent with the state's long-range planning goals contained in the Florida Transportation Plan (FTP) as well as the EVMP. Funding from NEVI will support the rollout of EV charging stations along highway corridors and within communities. The goals of this program are to facilitate short- and long-range travel by EVs, expand use of EVs in that state, and support evacuation routes.

## 5.1 Situation Appraisal

This comprehensive appraisal involves evaluating various elements that directly influence the effectiveness, efficiency, and sustainability of KWT's operations. By conducting a thorough appraisal of the following elements, KWT can develop a comprehensive understanding of its operating environment and identify strategic opportunities to enhance transit services, improve service delivery, and achieve long-term sustainability in Key West.

- » Socioeconomic Trends
- » Organizational Structure
- » Community Feedback
- » Technology
- » Regional Coordination
- » Funding
- » Transit-Friendly Land Use & Urban Design Efforts

### 5.1.1 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 by or may benefit from public transportation services in Key West. The main economic drivers in Key West, Florida are influenced by its unique location, tourism industry, real estate, small businesses, government, and environmental initiatives.

Tourism and hospitality continue to play a significant role in Key West's economy. Hotels, restaurants, and entertainment venues rely on the influx of tourists. Key West's position as the southernmost point in the continental United States makes it a hub for maritime activities including fishing, boating, and cruises contribute to the local economy. The shipping industry also plays a role with the Port of Key West.

Key West's population has remained relatively stable in recent years, experiencing no significant growth or decline. Based on the 2022 American Community Survey (ACS) data, the population of Key West in 2022 was 25,597, reflecting a decrease of 1.55% compared to the previous year (2021), when the population was 25,999. In 2020, the population stood at 26,368.

## 5.1 Situation Appraisal

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While the number of visitors to the city has been steadily increasing and may continue to rise, there have been no major housing developments added in Key West, nor are any expected in the near future. The most densely populated areas in Key West are in the northwestern portion adjacent to Dredger's Key, between Flagler Avenue and N Roosevelt Boulevard according to the ACS. This area primarily consists of single-family dwellings and medium-density residential units.

The commercial drivers in Key West can be found in the Downtown Historic District between Truman Avenue and Fleming Street which has the most concentration of jobs. This area hosts major attractions such as Duval Street, museums, and restaurants. Artists, writers, and performers contribute to the local economy through art galleries, theaters, and music venues.

The College of the Florida Keys provides workforce training and academic programs. Research institutions and marine biology centers also contribute to the local economy.

In 2022, the median household income was \$80,828, with an employment rate of 63.7%. The largest industries in Key West include Accommodation & Food Services, Retail Trade, and Construction. The highest-paying industries are Finance & Insurance, Public Administration, and Professional, Scientific, & Technical Services. The U.S. Navy has a presence in Key West, contributing to the local economy. Additionally, government jobs and services play a role.

Public space in Key West continues to focus on improving bicycle/pedestrian activity that may benefit from transit.

### Implications

The diverse industries supporting the Key West economy (tourism, real estate, education, and government), demonstrates the need for transit options to support the varied commute patterns and economic activities. Given the significant reliance on tourism and hospitality, any

changes in population, whether growth or decline, may directly affect the demand for public transportation. Increased tourists could strain existing transit service levels, necessitating enhancements or expansions to accommodate the workforce and visitors.

Despite stable population dynamics, the increasing number of visitors may create seasonal fluctuations in transit demand. Flexibility in public transportation services to accommodate fluctuating demand patterns is an opportunity to monitor by KWT. The concentration of commercial activities in the various Historic Districts highlights the importance of efficient transit system to facilitate workforce mobility and economic productivity. Targeted transit services catering to key employment hubs such as the Workforce Express assist with alleviating congestion and improving mobility.

The absence of major housing developments indicates a potential challenge in addressing transportation needs arising from population growth. Efforts to optimize existing infrastructure and transit services are necessary to manage increased demand.

The city's emphasis on improving bicycle and pedestrian infrastructure suggests an opportunity to integrate public transportation with active transportation modes. Enhanced connectivity between transit stations and pedestrian-friendly areas promotes multimodal mobility and reduce reliance on private vehicles and given Key West's environmental initiatives, prioritizing sustainable transportation modes, such as electric buses or bike-sharing programs, aligns with local priorities.

### 5.1.2 Organizational Structure

The fixed route/ADA and micro transit services are managed by the city of Key West Department of Transportation (KWDoT). KWDoT is also responsible for operations of the park-and-ride garage. The Department of Transportation is a standalone department of the City of Key West which has a direct report function to the Assistant City Manager.

The paratransit services for the transportation disadvantaged are managed and operated by Monroe County and the nonprofit organization, Guidance Care Center (GCC), under an operating agreement with the County. In addition, GCC is the designated by the Florida Commission for Transportation Disadvantaged (CTD) as the County's Community Transportation Coordinator (CTC) and is therefore responsible for the provision of Transportation Disadvantaged (TD) in Monroe County. In addition, GCC provides TD services through provider agreements with individual vendors known as coordinated contractors. These programs allow the GCC to meet the cross-county trip demands of eligible Monroe County residents.

In 2023, Monroe County Board of County Commissioners made the formal decision to engage in a county wide transit system. Monroe County Transit is a division of Monroe County, Florida. The primary goal of MCT is to serve its five municipalities by providing a public transit system that reduces congestion, has frequent and reliable service, and is safe to ride. In 2024, Transit Division completed an existing conditions study to better understand what is currently being offered and make informed decisions on future services.

KWT is also responsible for operations of the park-and-ride garage and has a total of forty-three personnel. KWT is a rural transit system and, as the city is not part of a metropolitan planning organization (MPO), KWT does not function in collaboration with an MPO as in the typical functional framework for transit agencies in most other areas in Florida. The MPO is usually relied upon to ensure State and Federal funding for existing and future transit operating and capital expenditures. Without an MPO, KWT is in a unique position when it comes to Federal and State funding and currently coordinates directly with FDOT for transportation planning functions and funding.

### Implications

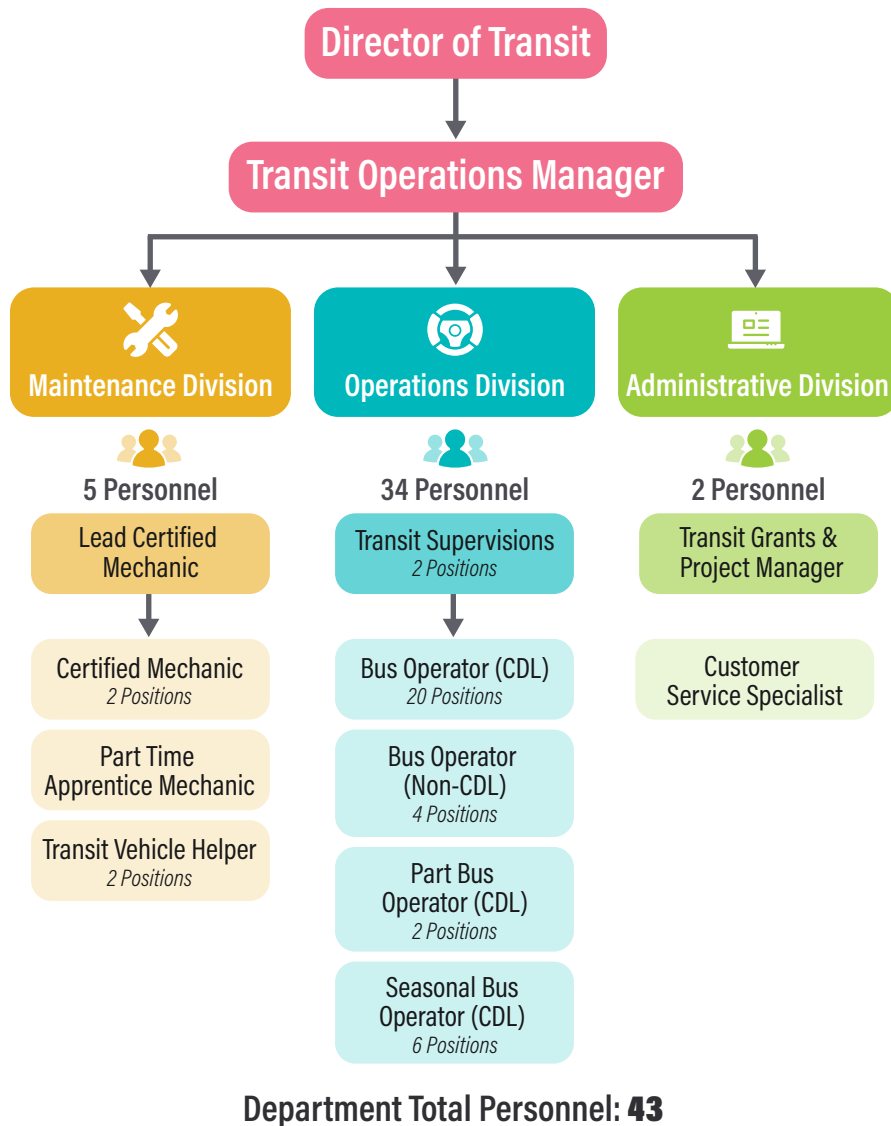
The current organizational structure should continue for Key West Transit, as it has been able to establish a solid foundation for providing transit in the city and, with addition of the Duval Loop and technological and other improvements, it has expanded the reach of transit services over time.

However, if KWT needs to significantly improve its services and facilities to serve the city's residents and growing visitor population, it may need a steady stream of new sources of funding.

The rise in ridership before COVID-19 hit, along with the ongoing rebound, highlights the importance of transit services. With the recent changes in ridership and services, KWT is well-positioned to consider expanding and forming partnerships in the upcoming years. Especially with Monroe County's focus on transit services, there is a great chance for growth and development in the near future.



**Figure 5-1: Transit Department Organizational Chart**



### 5.1.3 Technology

Key West Transit continues to invest in information technology to enhance the transit customer experience. In 2022, they partnered with Via to introduce Key West Rides, an on-demand micro transit service providing real-time bus location information.

KWT is also upgrading its fixed route software system to improve customer service and reporting capabilities. This new program, similar to the existing software, will be accessible via smartphone app, offering real-time bus arrival/departure information based on route, address, or current location. Currently, KWT provides a live map of bus routes online and operates an arrival information application accessible via website, telephone, and text message services. Additionally, KWT is exploring other technologies including:

- » Real-time bus tracking using Synchronatics software, allowing passengers to track bus locations on any mobile device or computer.
- » Performance tracking software equipped with Automatic Passenger Counters (APCs) on buses to gather ridership data, aiding in performance analysis.

### Implications

Key West Transit continues to review and update technologies that benefit the customer and the efficiency of operations. A new state procurement agreement for transit technology expansion is one avenue that can be explored if technology updates are deemed useful to the current system. The Florida Department of Transportation (FDOT) and the Transit Research Inspection Procurement Services (TRIPS) recently (2022) completed the solicitation process of the Advanced Public Transportation Systems procurement for Intelligent Transportation Systems and Technology Solutions.

The purpose of the solicitation is to improve transit safety, service, productivity, and economic benefits through technology, allowing transit agencies within the State of Florida to purchase technology solutions at the best possible prices. FDOT/TRIPS has established statewide purchasing agreements for Intelligent Transportation Systems and Technology Solutions with five vendors: Avail Technologies, CTS Software, ETS Transit Systems Inc, GMV Syncromatics, and Strategic Mapping Inc.

The Florida Advanced Public Transit System Advisory Committee assisted in identifying components, software, and integration products for evaluation and inclusion. A review of agency needs, recent projects, and historical data helped determine the product offering. The products available reflect the needs identified within the State of Florida. A sampling of products offered includes fare revenue reporting, ridership reporting, fare collection/payment solutions, automatic passenger counter, real-time passenger information system, operational reporting, and incident reporting. Transit agencies within the State of Florida now can purchase technology solutions at fair pricing without the need to perform individual competitive bids. Additional information including agreements and order forms can be found on the TRIPS website (<http://tripsflorida.org/apts.html>).

### 5.1.4 Regional Coordination

Due to the population of Key West and Monroe County population size coordination activities at the regional level are managed by the Florida Department of Transportation, District Six, and intergovernmental coordination between the City of Key West City Commission, Monroe County Board of County Commissioners (BOCC) and local municipalities.

In July 2019, the BOCC passed a resolution to establish the Florida Keys Transportation Coordination Committee. This committee's purpose is to study traffic issues and provide formal recommendations to the

governing bodies of the five municipalities and the BOCC. It comprises six elected officials, one from each municipality and one from the BOCC. State and regional transportation officials, as well as city and county staff, collaborate with the committee to make recommendations.

The committee's priorities include discussions on improving public transportation, increasing intercounty trips for convenience, promoting services to out-of-town visitors, and considering other ideas.

According to data collected for Monroe County's 2020 strategic plan, traffic is a top concern for residents. In January 2022, the FKTCC convened to recommend and prioritize potential solution projects outlined in the U.S. 1 Transportation Master Plan (TMP).

Key priorities identified from the TMP include adding more bus stops and improving associated amenities, enhancing cycling lanes and pedestrian facilities, addressing problematic intersections, installing additional turn lanes and signage, potentially modifying the Upper Keys weigh-station, prioritizing the reconstruction of Snake Creek Bridge, improving and expanding public transit options such as "park and rides," and exploring the feasibility of a Miami-Key West water ferry service.

### Implications

The current approach to transportation planning in Monroe County, despite the absence of a Metropolitan Planning Organization (MPO), demonstrates an effort to address the pressing issues faced by the community. However, several implications arise from relying solely on the Florida Department of Transportation (FDOT) District Six and the newly formed Florida Keys Transportation Coordination Committee (FKTCC) for coordination and decision-making.

While the FKTCC represents a step towards collaborative planning, its composition of six elected officials—one from each municipality and one from the BOCC—may lead to fragmented decision-making. Each member brings their municipality's interests and priorities to the table, potentially

## 5.1 Situation Appraisal

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hindering the ability to develop a unified, comprehensive transportation strategy for the entire county.

Without a dedicated MPO, Monroe County may lack the resources and expertise necessary to conduct thorough transportation planning and analysis. While the FDOT and regional transportation officials can provide valuable support, they may have competing priorities and responsibilities across their respective jurisdictions, potentially diluting their focus on Monroe County's specific needs.

The absence of a centralized planning agency may hinder Monroe County's ability to develop a cohesive, long-term vision for transportation infrastructure and mobility. While the FKTCC is tasked with studying traffic issues and making recommendations, its scope may be limited to short-term fixes rather than addressing broader challenges such as future population growth, climate change impacts, and technological advancements.

Even with recommendations from the FKTCC, the actual implementation of transportation projects and initiatives may face challenges without a dedicated agency to oversee planning, funding allocation, and project management. Without clear accountability and coordination mechanisms, there is a risk that proposed solutions may not be effectively implemented or prioritized.

While the FKTCC includes representation from various stakeholders, including elected officials, transportation officials, and city and county staff, there may be limited opportunities for meaningful community engagement and transparency in the decision-making process. It's essential to ensure that residents' voices are heard, and their concerns are adequately addressed throughout the planning and implementation phases.

Moving forward, it will be essential for local stakeholders to collaborate closely, leverage available resources effectively, and prioritize long-term strategic planning to address the City of Key West's evolving transportation needs.

### 5.1.5 Funding

KWT operates within a distinctive framework due to the rural designation and location outside the scope of a metropolitan planning organization (MPO). Typically, transit agencies in Florida and elsewhere collaborate closely with MPOs to secure funding for both current operations and future expansions. Lacking affiliation with an MPO, KWT navigates its funding and planning processes independently, directly coordinating with the Florida Department of Transportation (FDOT). This unique arrangement presents both advantages and challenges.

One advantage is the direct coordination with FDOT which allows KWT to tailor its transportation planning more closely to the specific needs and dynamics of its rural setting. A disadvantage is the comprehensive planning resources, data analysis, and advocacy efforts that can bolster a transit agency's operations and funding prospects through the MPO process.

KWT's direct coordination with FDOT provides a direct relationship with a state-level authority to leverage funding opportunities and tailor its services to best serve its rural constituency.

### Implications

KWT benefits from rural public transit formula funding as a subrecipient of FDOT through the Federal Transit Administration's Section 5311 program. However, these allocations are insufficient to fully finance Key West's transit system. Therefore, FDOT supplements the funding by reallocating resources from the Federal Highway Program to the 5311-transit program, authorized by Congress to provide a larger share

of Federal funding than typical formula allocations. This facilitates leveraging of State of Florida Public Transit Block Grant program funding from FDOT, in addition to local tax revenue or assessments approved and utilized by the City for transit purposes.

KWT also receives support from various local sources, such as gas taxes, advertising income, and parking fees. Another viable local funding option worth exploring is the utilization of the hotel bed tax to enhance transit services. This initiative could help KWT upgrade the existing transit system to a standard that may entice more visitors and hotel patrons to utilize the service instead of rental cars or hotel-provided transportation. By offering improved transit options and collaborating with KWT, hotels may transition away from providing transportation services, thereby relying on KWT to meet their guests' transportation needs.

### 5.1.6 Transit-Friendly Land Use & Urban Design Efforts

In Key West, transit services work well because of the moderately dense and diverse surrounding land uses. Recently, in 2023, the city completed a Mobility Study, and in 2017, the "Car-Free Key West" initiative was launched. These local initiatives focus on multimodal and transit-friendly land use to improve mobility planning, particularly benefiting public transportation.

The Car-Free Key West initiative encourages active transportation such as walking, biking, and public transit instead of relying solely on cars. It involves transit-friendly land use planning, strategically locating amenities near transit stops, and promoting walking and cycling through urban design features like wider sidewalks and bike lanes. Emphasizing Transit-Oriented Development (TOD), the initiative aims to create mixed-use areas around transit hubs, reducing reliance on cars. Additionally, green urban design strategies, like incorporating green spaces and permeable pavements, are integrated to enhance sustainability.

### Implications

The Key West population and employment densities are conducive to transit however, traditional Florida land-use decisions have long prioritized automobiles, despite the city's dense, compact layout and grid-pattern road network, which inherently favors transit. Over the past decade, escalating congestion prompted the city to raise parking fees, signaling a shift away from personal vehicle reliance, especially in the historic Downtown area. Recent developments like Truman Waterfront Park emphasize transit accessibility, reflecting a growing commitment to transit integration.

Collaboration between Key West Transit (KWT) and local agencies is crucial for aligning transit development with Land Development Codes and policies. With supportive leadership promoting coordinated land use policies, there's potential for sustained transit-friendly development, both within and beyond the Historic Districts.

# CHAPTER 6: GOALS & OBJECTIVES

This section outlines the guiding vision and mission for Key West's Transit Development Plan, along with its goals, objectives, and actions for the next decade. Goals and objectives serve as fundamental elements directing policy to align with the community's vision.

The goals, objectives, and policies outlined here have been formulated through evaluations and assessments conducted during the situation appraisal. These assessments encompass various external factors beyond Key West, such as socioeconomic trends, existing transportation and land use plans, travel patterns, community input, and regional coordination. Additionally, internal factors crucial to Key West Transit have been considered, including organizational structure, technological investments, safety and infrastructure maintenance, funding, goals and objectives from previous plans, and an evaluation of recent public involvement activities.

An updated set of goals was developed to address the key challenges facing Key West transit today and over the next 10 years. For each goal a series of objectives, strategies/actions are presented that outline how each goal will be achieved.

The updated goals for KWT remain focused on four (4) interrelated policy areas important to the effective operation of a transit system:



***Enhance the quantity and quality of transit service.***



***Continue to build consensus and community support for funding of existing and planned Key West Transit service needs.***



***Engage in coordination activities with transportation providers and jurisdictions at various levels.***



***Ensure the provision of a safe and accessible public transportation system in Key West.***

## 6.0 Definitions

In developing goals and objectives, or even modifying existing ones, it is beneficial to consider the definitions of these items to ensure that they are prepared in an appropriate manner.

**Goal:** A long-term end toward which programs or activities are ultimately directed.

**Objective:** A specific, measurable, intermediate end that is achievable and allows measurement of progress toward a goal.

**Action:** The actual initiative undertaken to reach a given goal or objective.

## 6.1 Goals & Objectives

Goals, Objectives, and Actions for the Key West Transit Development Plan (TDP) spanning from FY 2025 to 2034.



### Goal 1 – Enhance the quantity and quality of transit service.

#### Objectives/Actions

##### Objective 1.1:

**Increase transit ridership by 5% annually from 2025 to 2034.**

Strategy 1.1.1. Extend Span of Service on Weekdays.

Strategy 1.1.2. Extend Span of Service on Weekends.

Strategy 1.1.3. Increase Weekday frequencies on highest ridership routes.

Strategy 1.1.4. Enhance upgrades to the customer-based real-time app and other public information systems to improve user experience.

Strategy 1.1.5. Enhance Key West bus stop amenities including new bus shelters, additional seating, and bike racks.

##### Objective 1.2: Achieve on-time performance of 85% or better for all services.

Strategy 1.2.1. Conduct periodic comprehensive operational analysis utilizing Automatic Passenger Counter (APC) and on-board observation data to optimize schedules and route performance.

### **Objective 1.3: Maintain vehicles and capital facilities in a State of Good Repair.**

Strategy 1.3.1. Develop a vehicle replacement plan or TAM equivalent.

Strategy 1.3.2. Adhere to prescribed Maintenance Plan for all vehicles and facilities.

Strategy 1.3.3. Meet or surpass all annual performance targets outlined in the Key West vehicle replacement plan or TAM equivalent.



### **Goal 2 – Continue to build consensus and community support for funding of existing and planned Key West Transit service needs.**

#### **Objectives/Actions**

#### **Objective 2.1: Sustain or increase local investment in Key West Transit operations.**

Strategy 2.1.1. Maintain or increase existing annual budget levels and investments for current Key West operations.

Strategy 2.1.2. Pursue additional state and federal grants aligning with local funding for capital and service development expansion needs.

Strategy 2.1.3. Identify, assess, and cultivate other opportunities to augment revenues (e.g., advertising).

#### **Objective 2.2: Utilize quantitative analysis to demonstrate cost-effectiveness and efficiency of Key West services.**

Strategy 2.2.1. Maintain and enhance existing performance monitoring and reporting program showcasing the cost-effectiveness and efficiency of Key West Transit operations.

Strategy 2.2.2. Sustain a high-performance transit system illustrating the continued value of local investment in public transportation.

Strategy 2.2.3. Continuously monitor system performance standards with emphasis on meeting or surpassing the mean of peer transit systems.



### Goal 3 – Engage in coordination activities with community agencies, transportation providers and jurisdictions to spread awareness of existing services and optimize planning efforts.

#### Objectives/Actions

##### **Objective 3.1: Continue to engage in and implement public involvement and regional coordination elements of the transportation process.**

Strategy 3.1.1. Ensure consistent coordination with local, regional, state, federal, and other partners for provision of current and future public transit service in Key West.

Strategy 3.1.2. Continue creating opportunities for public involvement by actively seeking input from citizens, community groups, stakeholders, and elected officials in planning and implementing public transportation services.

Strategy 3.1.3. Foster new and cultivate existing regional partnerships enhancing the provision of public transit in Key West.

Strategy 3.1.4. Promote project prioritization and investment process within the framework of the Florida Department of Transportation District Six's planning process.

Strategy 3.1.5. Advocate for transit-supportive land use planning policies, programs, and developments at municipal and county levels.

Strategy 3.1.6. Support the development of a robust multimodal system comprising sidewalks, trails, bike lanes, and pathways connecting activity centers and neighborhoods to provide access to the Key West Transit system.

Strategy 3.1.7. Coordinate with municipal and county government in development review process ensuring inclusion of transit-supportive service accessibility and infrastructure.

Strategy 3.1.8. Support Monroe County to explore alternative public transportation options that expand transportation network capacity such as inter-island ferry boats.



### Goal 4 – Ensure the provision of a safe and accessible public transportation system in Key West.

#### Objectives/Actions

##### **Objective 4.1: Ensure accessibility of public transportation services and facilities in Key West.**

Strategy 4.1.1. Ensure Key West Rides software scheduling provides an alternative if rides are not available and the information is widely disbursed to community partners.

Strategy 4.1.2. Collaborate with Monroe County and the City's Public Works Department to implement the City's 2022 Mobility Plan and County's U.S. 1 Transportation Master Plan for improved bicycle and pedestrian amenities includes sidewalks, trails, lighting, crosswalks, and shade trees.

Strategy 4.1.3. Coordinate with Monroe County and the City's Public Works Department to ensure ADA accessible bus stops.

Strategy 4.1.4. Increase number of bus shelters for KWT by developing a bus shelter improvement plan to identify site selection for new shelters and needed replacements and/or repairs of existing bus shelters.

Strategy 4.1.5. Collaborate with local, state, federal, and private partners to increase accessible infrastructure such as sidewalks connecting to bus stops or transit corridors.

##### **Objective 4.2: Ensure safety and security of Key West Transit services.**

Strategy 4.2.1. Maintain a comprehensive and FTA-approved Key West Transit Public Transit Agency Safety Plan (PTASP) and related processes.

Strategy 4.2.2. Meet or exceed annual performance targets outlined in the Key West Public Transit Agency Safety Plan (PTASP).

## 6.2 Tracking and Monitoring

Key West will provide annual updates on these goals/objectives/actions to the FDOT District 6 as part of the TDP Annual Progress Report process. Outreach activities developed by KWT will highlight the goals and objectives to ensure alignment with the plan. A Performance Monitoring process will be utilized to capture and report on the progress.

## 6.3 Development Review of Goals, Objectives, and Measures

The Key West TDP Project Review Committee, comprised of members from Key West and relevant stakeholders, were given the opportunity to comment on the development of draft and final Goals and Objectives as part of the Public Involvement Plan (PIP) process.



# CHAPTER 7: TRANSIT DEMAND ASSESSMENT RESULTS

## 7.0 Transit Demand

This section summarizes the demand and mobility needs assessment for Key West Transit. The demand assessment techniques used are summarized, followed by the results of each analysis used to assess demand for potential transit service alternatives identified in the development of the FY 2025-34 TDP.

Service quality and the needs of existing customers are top priorities for Key West Transit. To further these objectives, a comprehensive analysis was conducted to better understand and predict transit demand within the service area. The analysis includes a TBEST analysis and a more streamlined market analysis, which both are invaluable for recommendations for the potential expansion of KWT service.

Ten-year ridership projections are a requirement for TDP major updates. FDOT's guidance for forecasting ridership includes the following: "An estimation of the community's demand for transit service using the planning tools provided by the Department, or a department-approved transit demand estimation technique with supporting demographic, land use, transportation, and transit data. The result of the transit demand estimation process shall be a ten-year annual projection of transit ridership."

Transit ridership demand projections for KWT's existing transit network were estimated using Transit Boardings and Estimation Tool (TBEST), the FDOT-recommended and approved ridership estimation software for TDPs. This tool can gauge route-level and systemwide demand for existing system and proposed networks.

## 7.1 Model Inputs, Assumptions and Limitations

The T-BEST model uses a series of demographic and transit network data to forecast ridership. The inputs and the assumptions made in modeling the Key West Transit system are described below. The Key West model used the latest T-BEST Land Use Model structure (T-BEST Land Use Model 2023) and the underlying parcel-level data from the Florida Department of Revenue (DOR). The DOR parcel data is integrated with the Institute of Transportation Engineers (ITE) Trip Generation land use categories to produce trip estimates by parcel. It should be noted that the model may overestimate demand in some cases as it cannot consider other factors that impact transit ridership such as travel speeds compared to other modes, congestion, roadway connectivity, walkability, parking supply, real-time economic conditions, fuel prices, and marketing.

The Florida Department of Transportation's (FDOT) Transit Boardings Estimation and Simulation Tool (T-BEST) incorporates various factors to account for the tourist and seasonal resident markets in its forecasts including the following:

**Socio-Economic Data:** T-BEST uses updated socio-economic data, including demographic tables and employment data, which reflect the seasonal variations in population due to tourists and seasonal residents<sup>1</sup>.

**Land Use and Special Generators:** The model includes land use data and special generators, such as tourist attractions and seasonal housing areas, to better estimate transit demand in regions with high tourist activity<sup>1</sup>.

**Ridership Estimation Models:** T-BEST's ridership estimation models are adjusted to account for the unique travel patterns of tourists and seasonal residents. This includes variations in travel demand during peak tourist seasons<sup>1</sup>.

**Network Accessibility and Connectivity:** The tool evaluates network accessibility and connectivity, considering the influx of tourists and seasonal residents, which can affect transit routes and stop-level demand<sup>2</sup>.

These features help T-BEST provide more accurate and reliable forecasts for transit planning in areas with significant tourist and seasonal resident populations.

## 7.2 Transit Network

The transit route network for the existing Key West transit system was created using General Transit Feed Specification (GTFS) data for Key West Transit as of December 3, 2023. The GTFS data were verified to ensure the most recent bus service spans and headways were used.

## 7.3 Socioeconomic Data

The base socioeconomic data used in TBEST was obtained from the downloadable Florida 2023 Socioeconomic Data Package, which includes the following:

- » 2020 Census Geography and demographic tables
- » 2021 American Community Survey (ACS) 5-Year Estimates
- » 2020 LEHD Employment Data
- » 2022 Florida Parcel Land Use Data

The model uses the socioeconomic data inputs to estimate transit market demand captures market demand within ¼-mile of each stop. For estimating future year demand, TBEST relies on growth rates to project population and employment data. This is accomplished in one of two ways: countywide growth rates from the Bureau of Economic and Business Research (BEBR) or forecasted socioeconomic data by TAZ obtained from the Florida Statewide Travel Demand Model.

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<sup>1</sup>[What's new in TBEST 4.8 - TBEST](#)

<sup>2</sup>[Microsoft Word - Article on TBEST CUTRLines](#)



## 7.4 No-Build Ridership Forecast

Prior to performing ridership estimates, the TBEST model was validated based on route level ridership data obtained from KWT. Once the model was validated, ridership forecasts for the base year (2024) and horizon year (2034) were developed. The analysis was performed to estimate Ten Year demand for the existing service. The ridership forecasts reflect the no-build condition, which assumes that no modifications to the existing system are made.

The forecasted annual ridership by route in 2024 and 2034 is shown in **Table 7-1**. The findings indicate an overall increase in ridership is projected of only 4.6% by 2034, with similar growth anticipated across the Duval Loop, Lower Keys Shuttle, and Workforce Express routes. This analysis reveals that the KWT system, in its current state, is significantly limited in its ability to generate substantial additional ridership per year over the next ten years without any service improvements.

**Table 7-1: Forecasted Annual Ridership by Route**

Route Name	Annual Boardings		
	2024	2034	% Change
Duval Loop DL	126,235	131,962	4.5%
Lower Keys Shuttle LKS	99,040	103,695	4.7%
Workforce Express WFX	17,225	17,997	4.5%
<b>Totals</b>	<b>242,500</b>	<b>253,654</b>	<b>4.6%</b>

An analysis was also conducted to forecast ridership for the On-Demand Key West Rides service. the Key West Transit On-demand Ridership in 2034 is forecasted to 52,690 with a 2.86% increase compared to 2024. The results are summarized in **Table 7-2**.

**Table 7-2: Forecasted Ridership for On-Demand Key West Rides Service**

	2024	2034	% Change
Key West On-demand Ridership	51,226	52,690	2.86%

## 7.5 Traditional Transit Market Analysis

Data from the U.S. Census can be used to compare demographic information, particularly those characteristics that are highly correlated with a person's or household's need for transit, with KWT's existing transit network. In this section, the transit demand market was assessed based on two perspectives, traditional transit market using Transit Orientation Index (TOI) and discretionary transit market using Density Threshold Assessment (DTA). These analyses were conducted using GIS-based tools to evaluate whether the current transit system is providing adequate coverage to areas with high transit demand potential.

The Transit Orientation Index (TOI) identifies the traditional transit markets that historically have had a higher propensity to use transit and are dependent on public transit for their transportation needs. In this analysis, five demographic characteristics were utilized. They are as follows: older adults, youth, low-income households, and zero-car households.

The 2017–2021 Five-Year ACS estimates at the census block group level were used for the analysis (see [Table 7-3](#)).

**Table 7-3: Transit Orientation Index (TOI) Indicators**

Indicators	ACS Data Table	Description
Low-income households	B17021: Poverty Status of Individuals in Past 12 Months by Living Arrangement	Income in the past 12 months below poverty level
Zero-car households	B25044: Tenure by Vehicles Available	Owner occupied and Renter occupied with No vehicle Available.
Youth Population	B01001: Sex by Age	Age under 17
Older Population	B01001: Sex by Age	Age 65 and over
Minority Population	B03002: Hispanic or Latino Origin by Race	Not Hispanic or Latino and Not White alone

Source: U.S. Census Bureau; American Community Survey, American Community Survey 5-Year Estimates Detailed Tables, 2021

The Transit Orientation Index (TOI) analysis is a process that looks at the average of each indicator and compares it to the resulting score of each block group, then uses the standard deviation to create breakpoints to determine how it diverges from the average. For this analysis, the range of results was divided into four categories to demonstrate transit propensity, “Low”, “Medium”, “High”, and “Very High”.

**Figure 7-1** on the following page displays Transit Orientation Index (TOI) analysis in Key West Transit Service Area. The areas showing “High” and “Very High” transit propensity include Stock Island, New Town and Dredgers Key. The areas showing a “Medium” value are located along N Roosevelt Blvd extending into Old Town. In general, the existing transit routes provide a great service and coverage for traditional markets.

Density Threshold Assessment (DTA) illustrates the potential demand for discretionary transit markets by examining the relationship between population and employment density and propensity to use transit. Potential riders living or working in higher-density areas are more likely to use transit. Using the 2017–2021 Five-Year ACS estimates at the census block group level, the number of dwelling units and the number of employees per acre were calculated and grouped as minimum, high, and very high based on a set of density thresholds. The population/employment density thresholds for each transit investment level are listed in [Table 7-4](#).

**Table 7-4: Transit Service Density**

Transit Investment	Population Density Threshold	Employment Density Threshold
Minimum	3-5 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

Sources: TRB, National Research Council, TCRP Report 16, Volume 1 (1996), Transit and Land Use Form; TCRP Report 165, Transit Capacity and Quality of Service Manual, Third Edition (2013)

**Figure 7-2** illustrates the results of Density Threshold Assessment (DTA) analyses conducted in Key West Transit Service Area. The identified high and very high-density of population and employment areas are concentrated in Old Town, Mid Town and New Town as well as Stock Island. The current transit routes provide coverage in those high-density areas.

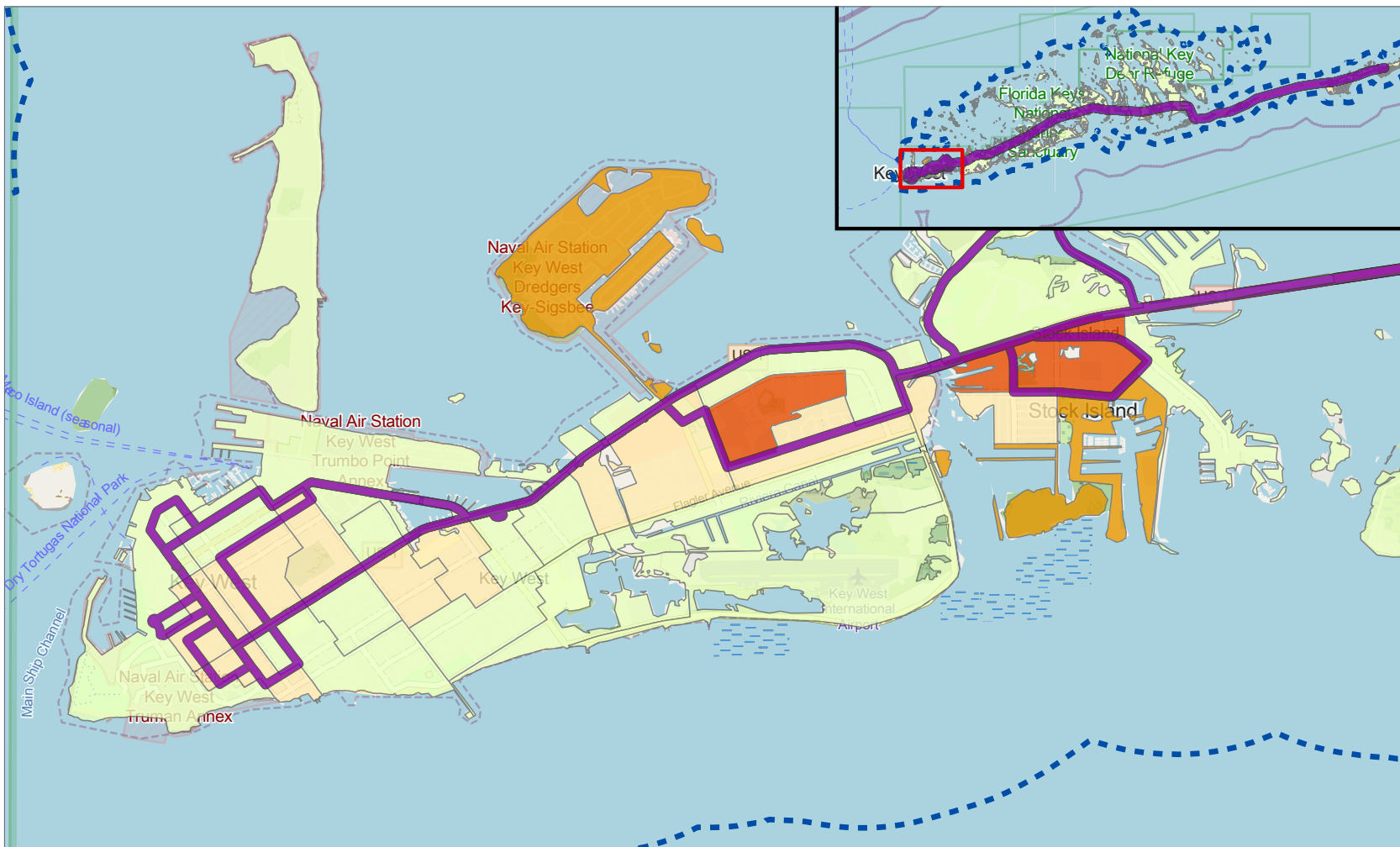
**Figure 7-1: Key West Transit Service Area Transit Orientation Index (TOI)**

**Legend**

Transit Orientation Index (TOI)

- Very High
- High
- Medium
- Low

- Key West Routes
- Key West Transit Service Area



**Figure 7-2: Density Threshold Assessment (DTA)**

**Legend**

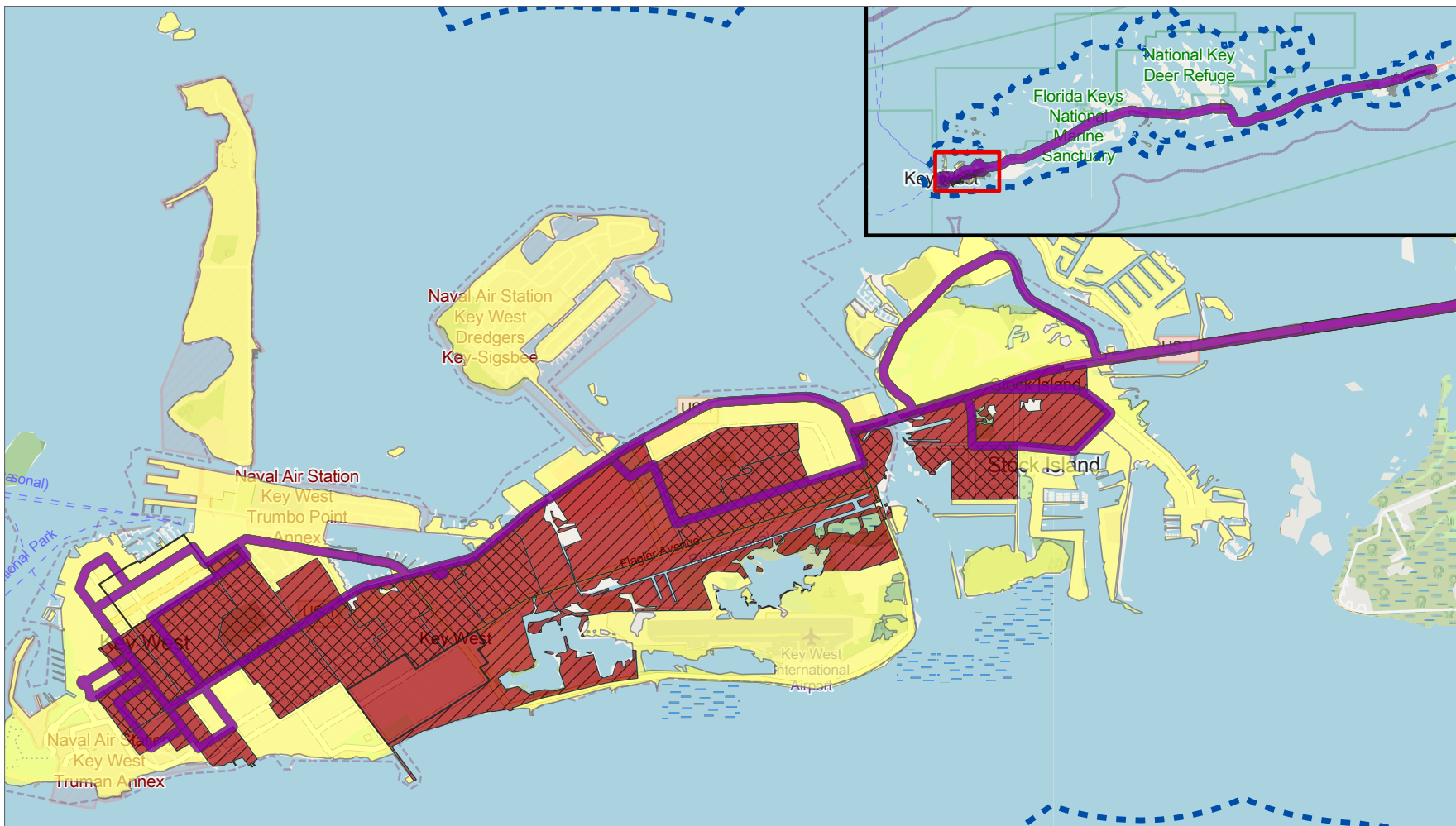
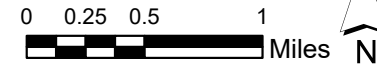
Population Density  
(dwelling units/acre)

- Very High
- High
- Minimum

Employment Density  
(employees/acre)

- Very High
- High
- Minimum

- Block Groups
- Key West Routes
- Key West Transit Service Area



## 7.6 Service Enhancements

Transit planning often involves a variety of service changes aimed at enhancing the quality and availability of transit service. These modifications can include extending service hours, adding or removing routes, altering service frequency, or modifying stop locations. For instance, as part of this TDP process, Key West is considering introducing two new route and enhancing three of the existing routes to better accommodate the needs of the community, providing more flexibility for passengers, and potentially increasing overall ridership. However, implementing these changes requires careful planning and analysis.

In this context, the Transit Boardings Estimation and Simulation Tool (TBEST) plays a pivotal role. TBEST's robust modeling and analysis capabilities enable transit planners to simulate and forecast ridership under different service scenarios, thereby helping to assess the impact of various service changes. By identifying high-demand areas, evaluating service changes, forecasting future ridership, and communicating the impact of service improvements, TBEST projections become instrumental in making informed decisions about service changes.

However, while service expansion can enhance the quality and availability of transit service, it can sometimes lead to a decrease in operational efficiency. Operational efficiency, often measured as boardings per service hour, indicates how effectively a transit agency uses its resources. Service expansion, such as extending service hours or increasing service frequency, can lead to an increase in total ridership but a decrease in boardings per service hour. This trade-off presents a challenge for transit agencies as they strive to balance the goal of improving service quality with the need to operate efficiently.

Different service scenarios can be modeled and analyzed using TBEST to understand their potential impact on ridership and operational efficiency. For instance, an 'existing service' scenario can be compared with a 'proposed service expansion' scenario. The comparison of these scenarios provides valuable insights into how proposed service changes could affect ridership and operational efficiency.

This information can guide decision-making and help transit planners prioritize service improvements and effectively communicate these decisions to stakeholders. TBEST Projections TBEST (Transit Boardings Estimation and Simulation Tool) is a comprehensive transit planning software developed by the Florida Department of Transportation. It's designed to support transit service and strategic planning by providing robust modeling and analysis capabilities.

TBEST models transit ridership based on a variety of factors, including transit network structure (routes, stops, schedules), socio-economic data (population, employment), and transit service parameters (frequency, speed). It can simulate transit ridership for existing and future scenarios, allowing planners to assess the impact of various transit service changes.

The following projections reflect multiple scenarios of service improvements. Based on the feedback from the outreach activities including input from existing riders, the following service improvements were identified in the public engagement activities.

## 7.7 Service Change Scenarios

In an ongoing effort to improve transit service for KWT customers, a series of service changes are being considered. These changes aim to enhance both the availability and quality of the service. To understand the potential impact of these changes, the Transit Boardings Estimation and Simulation Tool (TBEST) is being used to model and analyze a series of scenarios.

The scenarios under examination represent a comprehensive and phased approach to service expansion and improvement. They begin with the existing service, referred to as the 'Base' scenario. Thereafter, changes are introduced incrementally and include extending service hours, frequency and introducing new services.

Each scenario builds upon the previous one, allowing for an assessment of the cumulative impact of these changes. The scenarios are designed to address the needs of a diverse passenger base, providing more flexibility for those who travel early in the morning, late at night, or on weekends.

By examining these scenarios, the goal is to strike a balance between improving service for passengers and maintaining operational efficiency. The insights gained from this analysis guide the decision-making process, help prioritize service improvements, and enable effective communication of these decisions to stakeholders.

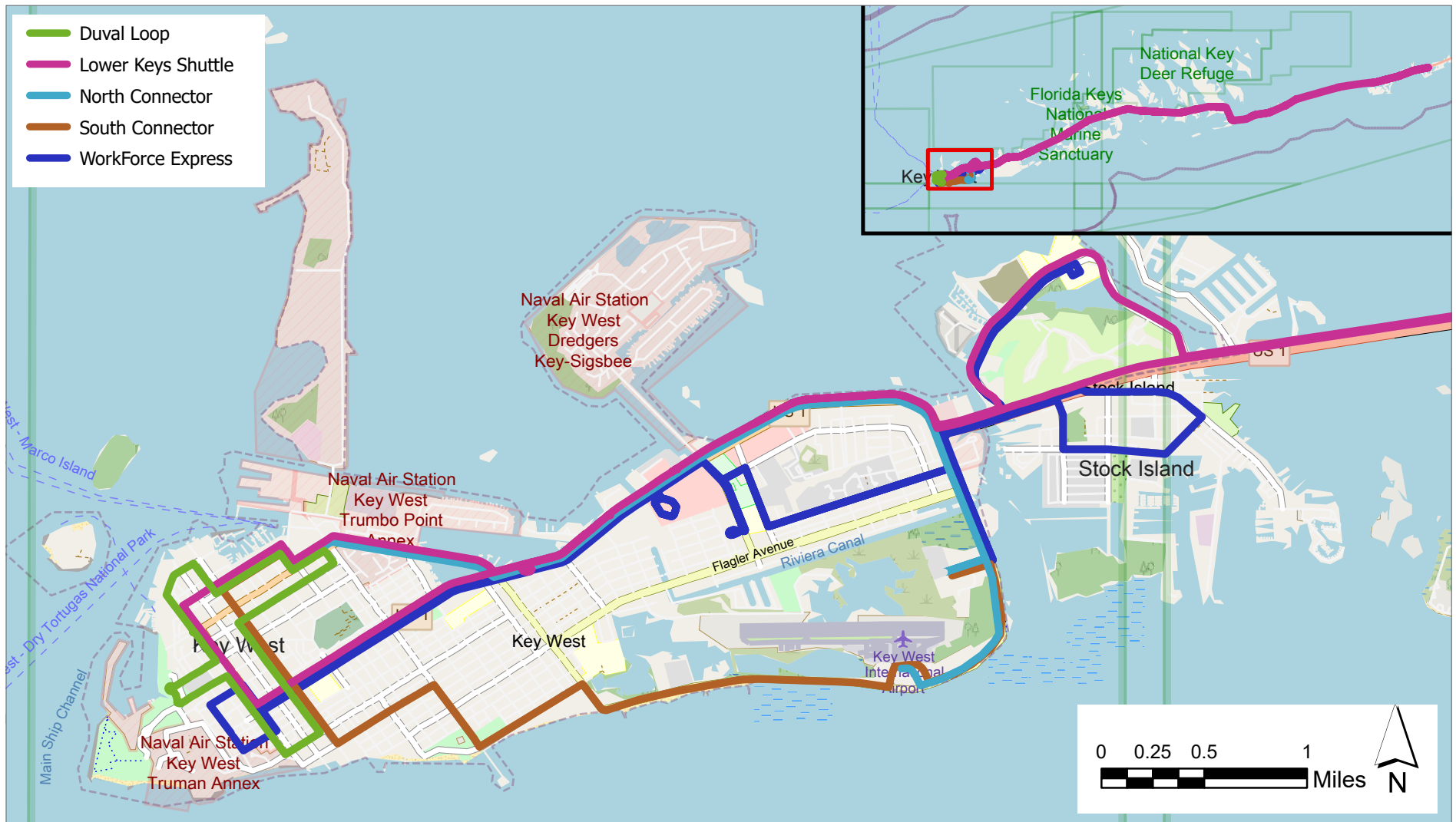
**Table 7-5 Service Change Scenarios**

Category	Services/Improvements
<b>New Services</b>	South Connector
	North Connector
<b>Improvements to Existing Service</b>	Increase frequency from 60 minutes to 30 minutes on the Lower Keys Shuttle
	Expand service hours on the Duval Loop from 8am–10pm to 7am–12pm to accommodate the tourism am and pm activities
	Route frequency to Workforce Express from 60 minutes to 15 minutes including mid-day and weekend service.

# 7.7 Service Change Scenarios



**Figure 7-3: Service Change Scenarios**



### 7.7.1 New Services

#### North Connector

This new route will serve the northern areas for Key West, linking residential neighborhoods with key destinations to facilitate direct connections and transfers.

**Table 7-6: New North Connector**

<b>Route Name</b>	North Connector
<b>Total Boardings</b>	163,192
<b>Stop Visits</b>	350,400
<b>Revenue Service Trips</b>	21,900
<b>Revenue Service Miles</b>	113,203.5
<b>Revenue Service Hours</b>	8,126.3
<b>Boardings Per Service Hour</b>	20.1
<b>Boardings Per Service Mile</b>	1.4
<b>Boardings Per Service Trip</b>	7.5
<b>Route Cost</b>	\$641,246
<b>Cost Per Passenger Trip</b>	\$3.9
<b>Cost Per Vehicle Mile</b>	\$5.7

#### South Connector

Similar to the North Connector, this new service will establish a direct route connecting the southern part of the island to key destinations.

**Table 7-7: New South Connector**

<b>Route Name</b>	South Connector
<b>Total Boardings</b>	65,453
<b>Revenue Service Trips</b>	21,900
<b>Revenue Service Miles</b>	117,503
<b>Revenue Service Hours</b>	10,986.5
<b>Boardings Per Service Hour</b>	6.0
<b>Boardings Per Service Mile</b>	0.6
<b>Boardings Per Service Trip</b>	3.0
<b>Route Cost</b>	\$866,945
<b>Cost Per Passenger Trip</b>	\$13.2
<b>Cost Per Vehicle Mile</b>	\$7.4

### 7.7.2 Improve Existing Services

The analysis of the proposed changes suggests that despite the expected increase in total boardings, the number of people boarding per hour of service, per service mile, and per service trip could decrease. Additionally, the cost of running the service is projected to increase.

#### Duval Loop

Expanded service hours on the Duval Loop from the current 8am–10pm to 7am–12am is designed to better accommodate the tourism-related activities in the early morning and late evening.

Boardings are projected to increase by 5.1% from 126,556 in 2024 to 133,050 in 2034. Efficiency improvements include a 5.0% increase in boardings per service hour and a 7.7% increase in boardings per service mile.

**Table 7-8: Impact of Service Increase to Duval Loop**

<b>Route Name</b>	Duval Loop DL
<b>Total Boardings</b>	135,905
<b>Total Employment</b>	8,396
<b>Revenue Service Trips</b>	13,690
<b>Revenue Service Miles</b>	53,098.8
<b>Revenue Service Hours</b>	14,024.7
<b>Boardings Per Service Hour</b>	9.7
<b>Boardings Per Service Mile</b>	2.6
<b>Boardings Per Service Trip</b>	9.9
<b>Route Cost</b>	\$1,106,689
<b>Cost Per Passenger Trip</b>	\$8.1
<b>Cost Per Vehicle Mile</b>	\$20.8

#### Workforce Express

Increased route frequency from 60 minutes to 15 minutes, including adding mid-day and weekend service. This change aims to provide more frequent and reliable transportation for workers, ensuring better connectivity throughout the day and on weekends.

The projected growth in boardings from 16,974 in 2024 to 30,647 in 2034 would generate an 80.6% increase. Revenue service trips and miles are expected to more than double, but efficiency in terms of boardings per service hour and trips is projected to decline.

**Table 7-9: Impact of Service Increase to Workforce Express**

<b>Route Name</b>	Workforce Express WFX
<b>Total Boardings</b>	49,653
<b>Revenue Service Trips</b>	32,850
<b>Revenue Service Miles</b>	304,090.8
<b>Revenue Service Hours</b>	28,880
<b>Boardings Per Service Hour</b>	1.7
<b>Boardings Per Service Mile</b>	0.2
<b>Boardings Per Service Trip</b>	1.5
<b>Route Cost</b>	\$2,278,921
<b>Cost Per Passenger Trip</b>	\$45.9
<b>Cost Per Vehicle Mile</b>	\$7.5

### Lower Keys Shuttle (LKS)

Increased frequency of the Lower Keys Shuttle from 60 minutes to 30 minutes is targeted to reduce wait times and enhance the convenience for passengers traveling along this route.

The project increase in boardings is expected to rise by 7.0% from 98,103 in 2024 to 104,970 in 2034. Boardings per service hour and per service mile are projected to increase by 6.5% and 50.0%, respectively.

**Table 7-10: Impact of Service Increase to Lower Keys Shuttle**

<b>Route Name</b>	Lower Keys Shuttle LKS
<b>Total Boardings</b>	114,406
<b>Revenue Service Trips</b>	11,680
<b>Revenue Service Miles</b>	562,776.5
<b>Revenue Service Hours</b>	21,901.1
<b>Boardings Per Service Hour</b>	5.2
<b>Boardings Per Service Mile</b>	0.2
<b>Boardings Per Service Trip</b>	9.8
<b>Route Cost</b>	\$1,728,216
<b>Cost Per Passenger Trip</b>	\$15.1
<b>Cost Per Vehicle Mile</b>	\$3.1

## 7.8 TBEST Outputs for KWT Service Improvements

The TBEST model outputs provide a comprehensive and data-driven lens through which Key West Transit can evaluate the potential impacts of various service enhancements. These projections are not mere numbers; they represent the tangible effects of choices that will shape the future of public transit in the region.

It is important to understand that while these figures offer data driven insights, they are, at their core, projections. They accentuate the potential outcomes, both positive and negative, of different service improvement scenarios. For Key West Transit, the challenge lies in interpreting this data in the broader context of community needs, budgetary constraints, and long-term transit goals.

The alternatives reflect the mobility needs of the community, and are inclusive of input received from the following TDP activities:

- 1. Transit Surveys** – On-board surveys were administered in two phases and obtained input from the current users of the Key West Transit services. Input on satisfaction, mobility needs and comfort with system facilities and technologies, provided insights for the recommended alternatives. In addition, two phases of online surveys were provided to the public through public information and social media channels.
- 2. Stakeholder Interviews and Workshop** – The public involvement process for the Key West 2025-34 TDP included one-on-one stakeholder interviews and a stakeholder focus group workshop. These insights and input were considered in the development of the service alternatives and priorities.
- 3. Transit Market Assessment** – The current transit markets and activity patterns within the Key West Service Area were examined to identify the population segments and location of markets for public transportation services.

## 7.8 TBEST Outputs for KWT Service Improvements



The decisions ahead are not just about increasing boardings or optimizing service hours; they are about enhancing the quality of life for residents, facilitating economic growth, and ensuring sustainable urban mobility. As Key West Transit moves forward, they must weigh these options and alternatives carefully, ensuring that the chosen path aligns with the community's best interests and the vision for the region's transit future.

The examination of Census data provides a foundational understanding of the community's composition, needs, and potential transit users. This demographic insight, when paired with the predictive capabilities of TBEST, equips Key West Transit with a comprehensive view of both current and future transit landscapes. By leveraging these dual perspectives, KWT is better positioned to make informed decisions, tailor services to the evolving needs of its community, and ensure that its transit system remains a vital and dynamic asset for all residents. This combined approach demonstrates KWT's commitment to continuous improvement and its dedication to serving its community with excellence.

**Table 7-11** on the following pages details the various cost and efficiency factors for further consideration in the last three chapters of the TDP.

- » Total boardings are projected to increase by 11.2%, from 241,633 in 2024 to 268,667 in 2034.
- » Revenue service trips and hours are expected to grow by 18.5% and 19.1%, respectively.
- » Efficiency metrics show modest improvements, with boardings per service hour increasing by 8.8% and boardings per service trip by 10.3%.
- » Total costs are projected to rise by 19.1%, from \$2,564,741 to \$3,055,238.

**Table 7-11: Summary of TBEST Scenarios**

Metric	2024 (Scenario A)	2034_GR (Scenario B)	% Change
<b>Duval Loop (DL)</b>			
Additional Boardings (+/-)	6,494		
Total Boardings	126,556	133,050	+5.1%
Revenue Service Trips	12,410	12,410	0.0%
Revenue Service Miles	48,134.1	48,134.1	0.0%
Revenue Service Hours	12,574.7	12,574.7	0.0%
Boardings Per Service Hour	10.1	10.6	+5.0%
Boardings Per Service Mile	2.6	2.8	+7.7%
Boardings Per Service Trip	10.2	10.7	+4.9%
Route Cost	\$992,270	\$992,270	0.0%
<b>Lower Keys Shuttle (LKS)</b>			
Additional Boardings (+/-)	6,867		
Total Boardings	98,103	104,970	+7.0%
Revenue Service Trips	8,760	8,760	0.0%
Revenue Service Miles	401,858.7	401,858.7	0.0%
Revenue Service Hours	15,845.2	15,845.2	0.0%

Continued on next page



## 7.8 TBEST Outputs for KWT Service Improvements

Metric	2024 (Scenario A)	2034_GR (Scenario B)	% Change
<b>Lower Keys Shuttle (LKS)</b>			
Boardings Per Service Hour	6.2	6.6	+6.5%
Boardings Per Service Mile	0.2	0.3	+50.0%
Boardings Per Service Trip	11.2	12.0	+7.1%
Route Cost	\$1,250,345	\$1,250,345	0.0%
<b>Workforce Express (WFX)</b>			
Additional Boardings (+/-)	13,673		
Total Boardings	16,974	30,647	+80.6%
Revenue Service Trips	4,080	8,760	+114.7%
Revenue Service Miles	37,768.4	81,090.9	+114.7%
Revenue Service Hours	4,082.2	10,298.1	+152.3%
Boardings Per Service Hour	4.2	3.0	-28.6%
Boardings Per Service Mile	0.4	0.4	0.0%
Boardings Per Service Trip	4.2	3.5	-16.7%
Route Cost	\$322,126	\$812,623	+152.3%

Metric	2024 (Scenario A)	2034_GR (Scenario B)	% Change
<b>Totals:</b>			
Additional Boardings (+/-)	27,034		
Total Boardings	241,633	268,667	+11.2%
Revenue Service Trips	25,250	29,930	+18.5%
Revenue Service Miles	487,761.2	531,083.7	+8.9%
Revenue Service Hours	32,502.1	38,718	+19.1%
Boardings Per Service Hour	6.8	7.4	+8.8%
Boardings Per Service Mile	0.5	0.5	0.0%
Boardings Per Service Trip	8.7	9.6	+10.3%
<b>Total Cost:</b>	<b>\$2,564,741</b>	<b>\$3,055,238</b>	<b>+19.1%</b>

# CHAPTER 8: NEEDS EVALUATION

This section provides an evaluation of the alternatives and improvements of the Key West Transit public transportation system over the next 10 years (2025-34). The needs were developed based on information gathered as part of the baseline data assessment, public outreach efforts, peer/trend analysis, situational appraisal, and transit demand analysis. A prioritized list of improvements to develop the 10-Year Transit and Financial Plan are included.

## 8.0 Alternatives Evaluation

This section presents the comprehensive evaluation process used to identify the 10-Year Transit Development Plan (TDP) Alternatives. The primary goal of this process is to consolidate findings from previous TDP components and prioritize transit needs based on both qualitative and quantitative criteria.

## 8.1 Basis for Developing Alternatives

The development of a concise list of transit operational, capital, and policy needs (both short-term and long-term) was based on summarizing key findings from the following sections of the TDP:

- » 2.0 Baseline Conditions Assessment
- » 3.0 Existing Service & Performance Evaluation
- » 4.0 Public Involvement
- » 5.0 Situation Appraisal
- » 6.0 Goals & Objectives
- » 7.0 Transit Demand Assessment

Evaluation criteria were adopted to accurately reflect these findings and assist in developing a final set of alternatives.

# 8.2 Prioritizing Transit Service Improvements

To evaluate the benefits of the proposed service alternatives and determine their priority, a comprehensive methodology was developed. This methodology considers several key factors:

**Public Input:** Gathered through outreach efforts.

**Alignment with Goals and Objectives:** Ensuring proposed alternatives align with KWT's goals.

**Ridership Potential:** Assessed through transit market evaluations.

**Regional Connectivity:** Evaluated for each proposed service improvement.

By integrating these factors, KWT ranked improvements to ensure that resources are used efficiently and that the most beneficial projects are prioritized.

## 8.2.1 Evaluation Categories and Criteria

The evaluation criteria were defined using three main categories, each weighted equally (33.3%):

- 1. Public Outreach:** Measures the level of interest in specific transit improvements based on a Transit Priorities Survey, with scores ranging from low (1) to high (5).
- 2. Transit Markets:** Assesses the potential of each transit improvement in three markets: Traditional, Discretionary, and Local/Regional. It considers factors such as the percentage of the transit improvement area in regions with medium to very high transit orientation and the percentage that meets the high-density threshold for employment or dwelling-unit density.
- 3. Productivity & Efficiency:** Evaluates the productivity and cost efficiency of each project, including metrics like trips per hour and cost per trip.

## 8.2.2 Measure Thresholds and Scoring Methodology

As noted in the tables below, each of the three main evaluation categories shares equal weighting (33.3%). The measure thresholds for each evaluation criterion were calculated based on the range of data results divided into thirds, resulting in the following scoring:

**3 - Best**

**2 - Better**

**1 - Good**

A final score for each transit alternative was determined by summarizing the scores of the three evaluation categories. A higher score corresponds to a higher ranking for the criterion being evaluated.

## 8.2 Prioritizing Transit Service Improvements



**Table 8-1: Evaluation Criteria**

<b>Evaluation Category</b>	<b>Evaluation Criteria</b>	<b>Measure of Effectiveness</b>	<b>Relative Weighting</b>	<b>Overall Category Weight</b>
<b>Public Outreach</b>	Survey Results	Level of interest in specific alternatives (3- Best; 2 - Better; 1 - Good)	33.3%	33.3%
<b>Transit Markets</b>	Traditional Market	Percent of corridor in "High" or "Very High" transit orientation area	11.1%	33.3%
	Discretionary Market	Percent of corridor area that meet "Minimum" Density Threshold Assessment (DTA) threshold for employment or dwelling-unit density	11.1%	
	Local/Regional Market	Connectivity to key activity centers/hubs locally and regionally	11.1%	
<b>Productivity &amp; Efficiency</b>	Productivity	Trips per hour (TBEST generated trips per revenue hour of service)	16.67%	33.3%
	Cost Efficiency	Cost per trip (including new trips)	16.67%	

**Table 8-2: Measure Thresholds and Scoring Methodology**

Evaluation Category	Evaluation Criteria	Measure of Effectiveness	Measure Thresholds	Scoring Methodology
<b>Public Outreach</b>	Survey Results	Level of interest in specific alternatives (Very High, High, Moderate, None)	Range of data results divided into thirds	3- Best; 2 - Better; 1 - Good
<b>Transit Markets</b>	Traditional Market	Percent of corridor in "High" or "Very High" transit orientation area		
	Discretionary Market	Percent of corridor area that meet "Minimum" Density Threshold Assessment (DTA) threshold for employment or dwelling-unit density		
	Local/Regional Market	Connectivity to key activity centers/hubs locally and regionally		
<b>Productivity &amp; Efficiency</b>	Productivity	Trips per hour (TBEST generated trips per revenue hour of service)		
	Cost Efficiency	Cost per trip (including new trips)		

### 8.2.3 Transit Markets

The transit demand markets were assessed from two perspectives: Traditional Market using the Transit Orientation Index (TOI) and Discretionary Transit Market using the Density Threshold Assessment (DTA). Additional analysis was conducted for local and regional connectivity to key activity centers/hubs. The market analyses used GIS-based tools at the Census Block Group level to evaluate whether the transit alternatives provided effective service in high-demand areas.

**Traditional Market:** Assesses geographic areas with a historical propensity for transit use. Five of 50 census block groups were identified with a “High” or “Very High” TOI. The percentage of the corridor for each transit alternative within these areas was calculated.

**Discretionary Market:** Examines the relationship between population and employment density and the propensity to choose transit. Thirty-three of 50 census block groups met the “Minimum” Density Threshold Assessment (DTA) threshold. The proportion of each corridor for transit alternatives within these areas was calculated.

**Local/Regional Market:** Evaluates connectivity to major activity centers or hubs. Routes connecting to more key hubs received higher scores. This analysis was conducted using GIS tools.

### 8.2.4 Productivity & Efficiency

Transit agencies use ridership productivity and cost-efficiency measures to evaluate funding resource utilization. Alternatives with high productivity and cost efficiency should generate more ridership with lower costs per trip. The measures for these criteria were obtained from TBEST 2034 ridership data.

## 8.3 Ranked Alternatives

Each service alternative received a score based on the outlined evaluation process. The alternatives from each improvement type were scored against each other and ranked based on their respective scores, as shown in the table below. Examples of the ranking criteria:

**Duval Loop (longer service hours):** Scored high in public outreach and productivity, resulting in the highest overall rating score of 12.00, securing the top ranking.

**New South Connector:** Scored lower in transit markets and productivity categories, leading to an overall score of 7.67 and a ranking of 5.

**Table 8-3: Ranked Alternatives**

Corridor ID	Name	Public Outreach	Transit Markets	Productivity & Efficiency	Overall Score	Ranking
4	DL (longer service hours)	5.0	3.0	4.0	12.00	1
5	LKS (increased headways)	5.0	2.3	2.5	9.83	3
6	WFX (longer hours & headways)	3.0	5.0	1.0	9.00	4
7	South Connector	3.0	1.7	3.0	7.67	5
8	North Connector	3.0	2.0	5.0	10.00	2

### 8.3.1 Alternatives Summary

The scores and rankings provided help ensure that resources are used efficiently to prioritize the most beneficial projects. It’s important to note that these rankings are based on data input and are not prescriptive, as community needs and available resources can change. Factors such as the City’s strategic plan and available grant funding also influence these priorities.

The next chapter details the prioritized needs, outlining both short-term and long-term priorities along with their associated budgets. It is recommended that KWT invest in the Short-Term Plan’s service and capital priorities within the next five years (FY 2025-FY 2029). For the Long-Term Plan needs (FY 2030-FY 2034), further consideration by the community and elected officials is advised after implementing the short-term improvements.

# CHAPTER 9: TEN-YEAR TRANSIT DEVELOPMENT PLAN

This section summarizes the recommendations for Key West Transit over the next 10 years. These recommendations are based on public input, discussions with Key West Transit staff and leadership, feedback from public and agency stakeholders, an analysis of the transit system and service area, and available or potential funding sources.

## Public and Political Input

Public and political opinions were considered in developing alternative options for improving Key West Transit services. Outreach activities gathered preferences for types of service and capital projects. Surveys of existing users and the public indicated a strong interest in expanded service hours and frequency improvements. Many users also expressed a desire for more availability of the on-demand service, Key West Rides. These factors helped shape the proposed alternatives.

## Service and Capital Improvements

The plan aims to enhance current service quality by:

- » Adding two new routes (North and South Connector)
- » Increasing frequency on two existing routes (Lower Keys Shuttle and Workforce Express)
- » Expanding service hours on one route (Duval Loop)
- » Making necessary capital and infrastructure investments

This section also summarizes the assumptions for capital and operating costs and revenues to support the short-term recommendations, outlines the costs associated with unfunded long-term needs, and suggests approaches to identifying new funding for both sets of needs.

## 9.0 Ten-Year Implementation Plan

In a limited funding environment, improvements that provide the most benefit to existing and potential transit users are prioritized. Enhancements that directly improve existing services and related facilities/amenities are given the highest priority. Based on community and stakeholder feedback and fiscal constraints, the following service and capital needs are programmed in a phased approach.

The primary focus is on short-term (1-5 years) improvements to existing services and supportive capital infrastructure. Long-term (6-10 years) improvements are also planned but remain unfunded due to their higher costs. The following section outlines the prioritized short- and long-term improvements.

Phased improvements require a strategic examination of routes to ensure synchronization and efficiency. The initial phase prioritizes routes with the highest ridership, ensuring timely upgrades for the most utilized routes.

### 9.0.1 Financial Plan

The Ten-Year Financial Plan includes operating and capital costs and revenue assumptions for maintaining services from FY 2025-2034. It addresses how Key West Transit can match the recommended short-term and long-term priorities with available and potential new financial resources.

Cost estimates are based on various data sources, including recent procurements, peer agency costs, NTD data, trend analyses, fleet planning, and discussions with Key West Transit staff. Revenue projections include capital and operating revenue from state and federal grants, city funding, fare revenue, and advertising sales.

The Financial Plan summarizes the total budget for FY 2025-2034, divided into short-term and long-term categories with the following assumptions:

### 9.0.2 Cost and Revenue Assumptions

**Operating Costs:** Include various operational expenses such as salaries and benefits.

- » The current hourly cost to operate the existing service is projected by averaging the FY 2022 NTD cost with a more precise hourly cost used by KWT budget staff for all new services.
- » A 2% inflationary factor is applied annually to each expense category.

**Operating Revenues:** Come from existing and new sources, including grant funds and advertising.

- » Existing grant revenue from state and federal sources (and local matches) will continue and grow modestly each year.
- » New state and federal operating grant revenue sources (and associated local matches) will be added once service improvements begin in FY 2027.
- » A 2% fare revenue increase is projected for the duration of this plan.

**Capital Costs:** Include expenses for existing and planned capital and infrastructure investments necessary for transit service delivery.

- » A 2% inflationary factor is applied annually to each capital expense category.

**Capital Revenues:** For existing and planned investments will be added beginning in FY 2027, allowing increased FTA 5311 and 5339 revenue allocations to be applied to capital needs.

## 9.0 Ten-Year Implementation Plan



**Table 9-1: Ten Year Financial Plan Costs and Revenues**

<b>Total Operating and Capital Program Costs and Revenues</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>	<b>10-Year Total</b>
Total Revenues	\$13,045,595	\$10,663,188	\$10,935,143	\$10,416,772	\$10,623,945	\$22,835,261	\$23,550,803	\$19,780,656	\$12,015,106	\$12,254,245	<b>\$146,120,712</b>
Total Costs	\$12,104,818	\$11,070,150	\$10,399,354	\$10,633,070	\$16,225,653	\$29,829,588	\$30,164,127	\$26,368,909	\$18,730,788	\$19,099,903	<b>\$184,626,359</b>
Revenues Minus Costs	\$940,777	\$(406,962)	\$535,790	\$(216,297)	\$(5,601,708)	\$(6,994,328)	\$(6,613,324)	\$(6,588,254)	\$(6,715,682)	\$(6,845,659)	<b>\$(38,505,647)</b>
Rollover from Prev. Year	—	\$940,777	\$533,815	\$1,069,605	\$853,307	\$(4,748,401)	\$(11,742,729)	\$(18,356,053)	\$(24,944,306)	\$(31,659,988)	<b>\$(88,053,974)</b>
Surplus/Shortfall	\$940,777	\$533,815	\$1,069,605	\$853,307	\$(4,748,401)	\$(11,742,729)	\$(18,356,053)	\$(24,944,306)	\$(31,659,988)	\$(38,505,647)	<b>\$(126,559,621)</b>

*Operating Cost Assumptions: 2022 NTD Hourly Costs (\$78.91) Averaged with \$125 Per Hour*

*Capital Cost Assumptions: Price estimates from FL TRIPS contract for variety of vehicle types for fleet diversification, context sensitivity and operational optimization*

# 9.1 Short-Term Operating and Capital Improvements

The Short-Term Plan serves as a Play Book for the next five years and identifies three key operating improvements and capital investments to enhance service delivery.

### Operating Improvements

The Short-Term Plan identifies three key operating improvements:

1. **New Route:** Introduction of the North Connector.
2. **Service Expansion:**
  - » Duval Loop: Expanded service hours.
  - » Lower Keys Shuttle: Increased service frequency.

### Capital Priorities

Key West Transit capital priorities focus on maintaining the system in a State of Good Repair, ensuring safety, and enhancing the customer and service experience. These priorities were identified through outreach and analysis efforts.

The following section details the Short-Term Recommendations.

## 9.1.1 Replacement Vehicles

Replacing Key West Transit vehicles that have reached their “Useful Life” will be a priority over the next five years. Maintaining the fleet in a State of Good Repair helps keep maintenance costs manageable and ensures system reliability. Currently, about 68% of the fleet is still within its useful life, as defined by the Federal Transit Administration (FTA) based on years of service.

In 2024, KWT retired two 23-foot buses from 2003 and has pending orders to maintain the fleet’s good condition. These orders include:

- » One 29-foot fixed-route diesel bus
- » One fixed-route electric vehicle (EV)

Both are expected to be delivered in 2025. Additionally, KWT anticipates receiving 5311 grant funds in 2024, which will be used to procure two new buses, estimated for delivery in 2026. These efforts contribute to the ongoing modernization and expansion of KWT’s transit services.

Although this capital priority does not involve expanding existing services (see Long-Term Plan below), inflation and supply-chain/production factors have increased the costs of purchasing new vehicles, impacting annual operating and capital budget considerations.

### Low Emission Fleet Pilot

Key West Transit has ordered its first electric vehicle, which is expected to be delivered in FY25. This vehicle will be piloted on one of the fixed routes, along with the installation of charging equipment at the maintenance facility. This low-emission pilot project aims to evaluate the cost-effectiveness of electric vehicles and could potentially lead to a full fleet conversion to low-emission technologies.

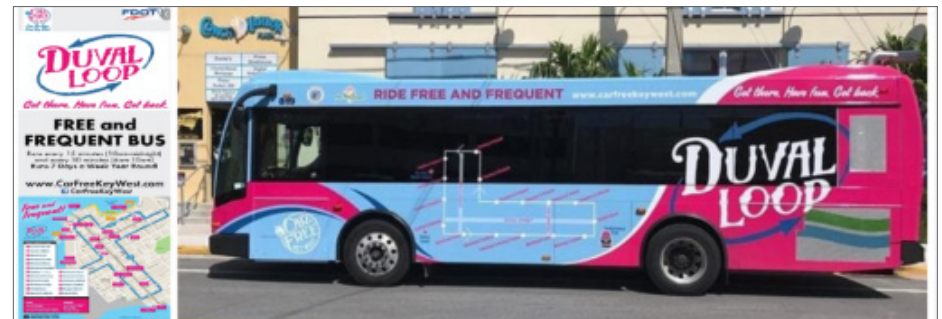
## 9.1 Short-Term Operating and Capital Improvements

### 9.1.2 Bus Stop Enhancements (Shelters, Seating, Signage and Shade Trees)

Adding new bus shelters and seating at bus stops will enhance the safety and quality of the transit system. Existing bus stop infrastructure could be improved and KWT is committed to better prepare for the future. Over the next ten years, capital funding is allocated for new bus shelters, signage, and seating installations, primarily targeting high ridership stops that currently lack these amenities.

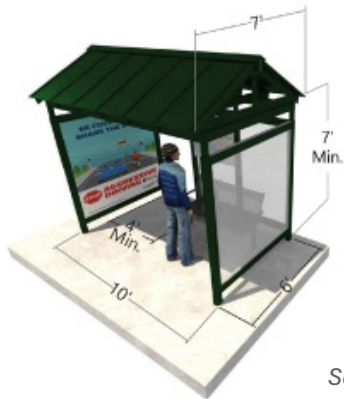
The first year of the new TDP has the highest budget for these improvements, with a modest projection for subsequent years to gradually implement them. These enhancements aim to attract more discretionary riders and provide current riders with a safer and more comfortable experience. During the planning and design phase, KWT will incorporate guidelines from the FDOT 2023 Accessing Transit Design Handbook for Florida Bus Passenger Facilities (**Figures 9-1—9-6**) as well as, incorporate heat resilient infrastructure. Various designs, materials and structure placement can ensure feasible solutions to the high temperatures of Key West's climate and safety improvements. A comprehensive approach to the development and design of transit infrastructure can reduce heat by incorporating various components with the shelters such as vegetation, placing an emphasis on native vegetation plantings in the design phase.

Previous studies recommended expanding the Duval Loop branding to the entire Key West Transit system. This involves developing a master plan with a unified theme for all services, which could include rebranding or adopting design standards that meet FDOT and ADA requirements. This approach will create an identifiable brand for the system while enhancing safety, security, and accessibility.



It is important to note that not all bus stops are eligible for bus shelters or enhanced amenities due to limited Public Right of Way (ROW), but these bus stops still need solutions for safety improvements and extreme heat conditions. In the public ROW it is also important to prioritize accessibility. The Americans with Disabilities Act (ADA) requires that the pedestrian travel surfaces be firm stable and slip resistant. The current standard material used for constructing accessible pathways is standard concrete, which is known to reflect heat and contribute to the urban heat island effect. It would be advantageous for KWT to identify and consider other materials for the ADA compliant bus stop pads and pedestrian access routes as previously done with the installation of the asphalt bus bay located at the Key West Department of Transportation bus stop.

**Figure 9-1: Large bus shelter with seating**



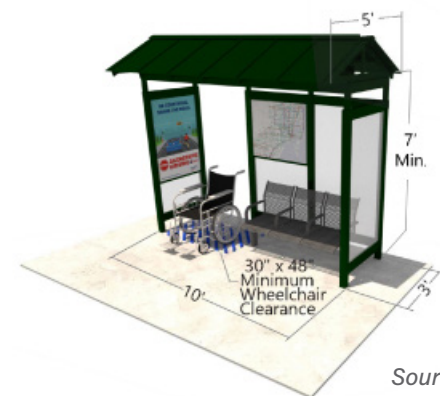
Source: FDOT

**Figure 9-2: Dimensions for accessible bicycle rack placement**



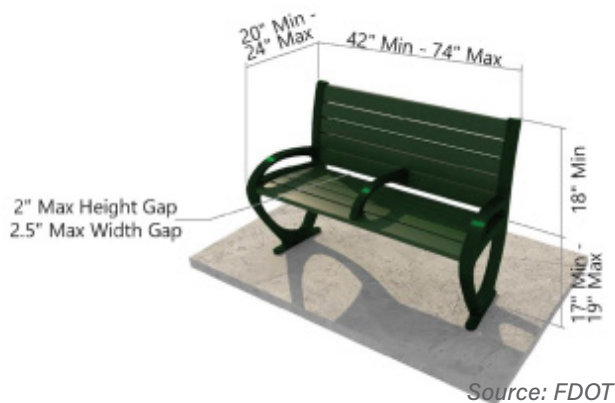
Source: FDOT

**Figure 9-3: Recommended minimum dimensions for a medium bus shelter**



Source: FDOT

**Figure 9-4: Required dimensions for a bus bench**



Source: FDOT

**Figure 9-5: Example concept of trash receptacle placement at sheltered stop**



Source: FDOT

**Figure 9-6: Innovative bus shelter design in Palm Beach, Florida**



Source: PalmTran

## 9.1 Short-Term Operating and Capital Improvements

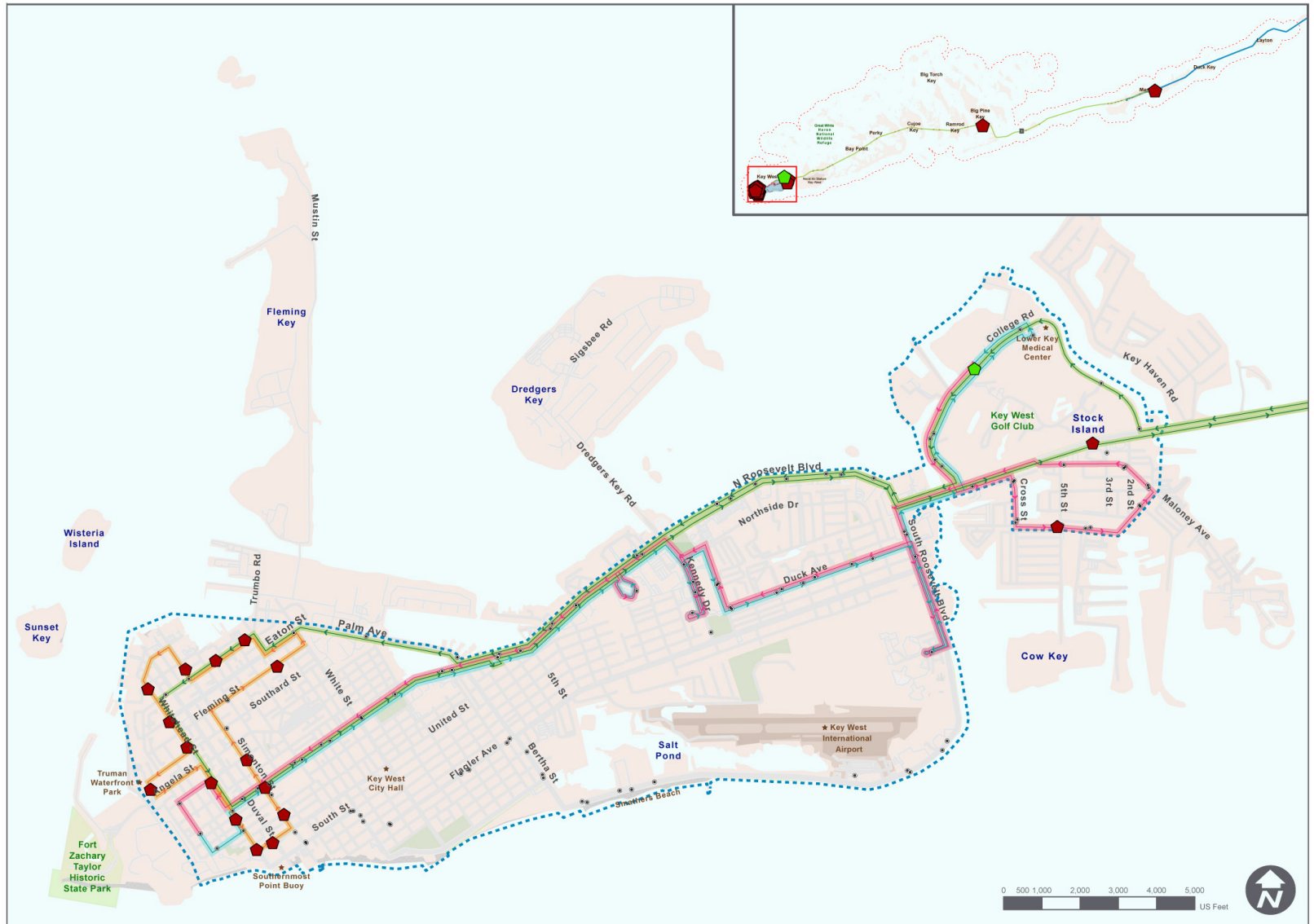


**Table 9-2: Top 20 High Ridership Stops**

Bus Stop ID	Bus Stop Name	Average Weekday Boardings (May 2024)	Existing Amenities
157516	Whitehead & Greene St.	99.7	None
157518	United & Duval St.	61.8	None
157511	Caroline & Grinnell	52.1	None
157475	Key West Transit	39.7	Shelter, Bench, Trash Bin
157515	Simonton & Dey St.	37.9	None
157507	Whitehead & United	37.0	Trash Bin
157517	Truman Waterfront Park- Water Park Area	34.3	None
157520	Whitehead & Petronia St.	31.9	Trash Bin
157494	Simonton & Catherine	30.9	Trash Bin
157394	Holiday Inn	27.0	None
157482	US1 & 3rd Street	26.5	None
157388	Whitehead & Eaton	26.5	Trash Bin
157508	Whitehead & Julia Street	24.8	None
157521	Simonton & Petronia St.	24.7	None
157441	Big Pine Key - CVS / MM30	22.8	None
157493	Simonton & Virginia	22.2	Trash Bin, Bike Rack
157519	Grinnell & Fleming St.	20.7	None
157509	Caroline & William	19.0	None
157417	Whitehead & Southard	19.0	None
157464	5th Ave & 5th Street	14.4	None

**Figure 9-7: Key West Transit Top 20 Ridership Stops**

- ★ Landmarks & Activity Centers
- Duval Loop
- Lower Keys Shuttle
- Workforce Express (Inbound)
- Workforce Express (Outbound)
- Top 20 Ridership Stops with Shelter
- Top 20 Ridership Stops without Shelter
- Other Bus Stops
- ⋮ Key West Rides On-Demand Service Area



## 9.1 Short-Term Operating and Capital Improvements



### 9.1.3 Park and Ride Facility

The current park-and-ride facility for KWT is a 300-space public parking garage located at Grinnell and Caroline streets in Key West. Of the 300 parking spaces available, 50 ground floor spaces are dedicated to Keys Energy employees while the rest of the parking spaces are available to the public. Additionally, there are bicycle racks provided at the main entrance. Parking is available 24 hours per day, 7 days per week, with daily and hourly parking available to the public and KWT bus riders. Anyone who uses the park-and-ride garage may ride any KWT route except the Lower Keys Shuttle for free until the \$4-per-hour/\$32-per-day parking ticket expires. Disabled vehicles, motorcycles, or scooters are not to be left at the park-and-ride facility for an extended period. Key West Transit will be notified by Parking Enforcement of any vehicles with an expired pass or vehicles that have been parked in the same location for a long period of time with no parking pass.

With current KWT policy, anyone who parks at the parking facility can present a parking ticket stub to a KWT bus driver in lieu of a ticket when they board the bus except for the free Duval Loop. Several KWT bus stops are near the garage for easy access to KWT buses.

KWT currently has a pending Public Transportation Grant Agreement (PTGA) from the FDOT for 5311 grant funding for rehabilitation and maintenance in FY25.

### 9.1.4 TDP Recommended Alternatives: Short-Term Plan

In the Short-Term (years 1-5 of this plan), Key West Transit will prioritize service quality by increasing the availability of services while also improving and expanding related passenger amenities and facilities. It is recommended that the Short-Term improvements described in this section be implemented within the next five fiscal years (FY 2025-29).

These are the most critical needs of the Key West Transit system. By programming these needs into the “next” Fiscal Year of FY 2026, this allows time for Key West to secure new grant funding in FY 2025.

As a result of the alternatives evaluation process, the following section describes the Recommended Alternatives, or Short-Term Plan, for the Key West TDP. This includes a summary list of priorities targeted for the KWT system and the estimated implementation year.

#### Fixed Route Service Enhancements

Implementation of expanded KWT service routes and periods:

- » Expand Service Span of Duval Loop 7:00 a.m. to 12:00 a.m. (FY 2027)
- » Addition of North Connector (FY 2028)
- » Increase Headways of Lower Keys Shuttle (FY 2029)
- » All fixed route service enhancements also must include the provision of expanded complementary ADA paratransit service for each span increase and new route.

#### Capital & Infrastructure

Implementation of capital improvements and periods:

- » New and replacement vehicles (FY 2025)
- » Park and Ride Rehab (FY 2025)
- » Bus Stop Improvements (2025)
- » Develop Marketing Program (2025)
- » Microtransit comprehensive Operational Analysis (2026)

**Table 9-3** provides a prioritized and chronological summary list of the Short-Term Plan timeframe.

**Table 9-3: Short-Term Plan Summary Timeframe (Years 1-5)**

Need	Planned Improvement	Implementation Year					1st Year Annual Operating Cost	Total Capital Cost
		25	26	27	28	29		
<b>New &amp; Expanded Service</b>	Expand Existing Service Duval Loop: Additional Service Hours			☑			\$1,487,656	\$1,350,000
	New Service: North Connector				☑		\$879,229	\$525,000
	Expand Existing Lower Keys Shuttle: Increase Headways					☑	\$2,416,922	\$3,500,000
<b>Capital &amp; Infrastructure</b>	New & Replacement Vehicles	☑	☑	☑	☑	☑		\$10,421,056
	Park and Ride Rehab	☑	☑	☑	☑	☑		\$2,164,444
	Transit Facility Enhancement (Charging Stations and Infrastructure)	☑						\$300,000
	Bus Stop Infrastructure (Signage, Benches, Shelters, Sidewalks)	☑	☑	☑	☑	☑		\$538,060
	Bus and Facility Equipment	☑						\$565,528
	Development & Implementation of Marketing Program	☑	☑	☑	☑	☑		\$200,000
	Development of Micro transit COA		☑					\$50,000

## 9.1 Short-Term Operating and Capital Improvements



**Table 9-4: Short-Term Financial Plan**

<b>Cost/Revenue</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>Short Term Total</b>
<b>Operating Costs</b>						
Maintain Existing Services	\$7,195,980	\$7,339,900	\$7,486,698	\$7,636,432	\$7,789,160	\$37,448,169
Implement Key West - On the Move Priority #1 (Expand Existing Service Duval Loop: Additional Service Hours)	—	—	\$1,487,656	\$1,517,409	\$1,547,757	\$1,578,712
Implement Key West - On the Move Priority #2 (New Service: North Connector)	—	—	—	\$879,229	\$896,814	\$914,750
Implement Key West - On the Move Priority #3 (Expand Existing Lower Keys Shuttle: Increase Headways)	—	—	—	—	\$2,416,922	\$2,465,260
<b>Total Operating Costs</b>	<b>\$7,195,980</b>	<b>\$7,339,900</b>	<b>\$8,974,354</b>	<b>\$10,033,070</b>	<b>\$12,650,653</b>	<b>\$42,406,892</b>
<b>Capital Costs</b>						
Vehicles	\$2,523,028	\$2,523,028	\$1,350,000	\$525,000	\$3,500,000	\$10,421,056
New & Replacement Vehicles	\$2,523,023	\$2,523,028	\$1,350,000	\$525,000	\$3,500,000	\$1,400,000
Other Capital/Infrastructure	\$2,385,810	\$1,207,222	\$75,000	\$75,000	\$75,000	\$3,818,032
Park and Ride Rehab	\$1,082,222	\$1,082,222	—	—	—	—
Transit Facility Enhancement (Charging Stations and Infrastructure)	\$300,000	—	—	—	—	—
Bus Stop Infrastructure & Accessibility Program (Signs, Benches, Shelters, Sidewalks)	\$338,060	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Bus and Facility Equipment	\$565,528	—	—	—	—	—
Development & Implementation of Marketing Program	\$100,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Development of Micro transit Optimization Policy with Monroe County (Key West Rides and Conch Connect)	—	\$50,000	—	—	—	—
<b>Total Capital Costs</b>	<b>\$4,908,838</b>	<b>\$3,730,250</b>	<b>\$1,425,000</b>	<b>\$600,000</b>	<b>\$3,575,000</b>	<b>\$14,239,088</b>

Continued on next page

**Table 9-4: Short-Term Financial Plan (cont.)**

Cost/Revenue	2025	2026	2027	2028	2029	Short Term Total
<b>Operating Revenues</b>						
Federal Section 5311	\$2,164,000	\$2,207,280	\$2,251,426	\$2,296,454	\$2,342,383	\$2,389,231
FDOT Block Grant	\$278,000	\$283,560	\$289,231	\$295,016	\$300,916	\$306,934
Service Development Program (KW Rides)	\$250,000	\$300,000	\$306,000	\$312,120	\$318,362	\$324,730
Transit Corridor Program (Duval Loop)	\$950,000	\$969,000	\$988,380	\$1,008,148	\$1,028,311	\$1,048,877
FDOT Commuter Assistance (LKS)	\$616,340	\$628,667	\$641,240	\$654,065	\$667,146	\$680,489
Parking Revenues	\$1,403,218	\$1,431,282	\$1,459,908	\$1,489,106	\$1,518,888	\$1,549,266
Parking Fine	\$8,000	\$8,160	\$8,323	\$8,490	\$8,659	\$8,833
Fare Revenues	\$395,000	\$402,900	\$410,958	\$419,177	\$427,561	\$436,112
Advertising: Onboard and Bus Shelter Ads	\$105,000	\$107,100	\$109,242	\$111,427	\$113,655	\$115,928
Motor Fuel Tax Rebate	\$18,500	\$18,500	\$18,500	\$18,500	\$18,500	\$18,500
Interlocal Agreements for LKS	\$484,819	\$494,515	\$504,406	\$514,494	\$524,784	\$535,279
Misc. Revenues (Lease Agreement: We've Got the Keys)	\$39,653	\$39,653	\$39,653	\$39,653	\$39,653	\$39,653
New Local Contribution & Private Partnerships (Potential KWIC revenue, tax dollars with the establishment of Multimodal MSTU, Tourist Development Bed Taxes, etc.)	—	\$500,000	\$510,000	\$520,200	\$530,604	\$541,216
<b>Total Operating Revenues</b>	<b>\$6,712,530</b>	<b>\$7,390,618</b>	<b>\$7,537,267</b>	<b>\$7,686,849</b>	<b>\$7,839,423</b>	<b>\$37,166,687</b>
<b>Capital Revenues</b>						
Federal Section 5311 (Vehicles & Equipment Including Farebox Overall)	\$5,541,584	\$2,551,089	\$2,602,111	\$2,654,153	\$2,707,236	\$2,761,381
Federal Section 5311 (PnR Rehab)	\$721,481	\$721,481	\$721,481	—	—	—
Federal Section 5339	\$70,000	—	\$74,285	\$75,770	\$77,286	\$78,831
<b>Total Capital Revenues</b>	<b>\$6,333,065</b>	<b>\$3,272,570</b>	<b>\$3,397,876</b>	<b>\$2,729,923</b>	<b>\$2,784,522</b>	<b>\$18,517,956</b>

*Continued on next page*

## 9.1 Short-Term Operating and Capital Improvements



**Table 9-4: Short-Term Financial Plan (cont.)**

Cost/Revenue	2025	2026	2027	2028	2029	Short Term Total
<b>Total Operating and Capital Program Costs &amp; Revenue Summary</b>						<b>2030</b>
Total Revenues	\$13,045,595	\$10,663,188	\$10,935,143	\$10,416,772	\$10,623,945	\$55,684,643
Total Costs	\$12,104,818	\$11,070,150	\$10,399,354	\$10,633,070	\$16,225,653	\$56,645,980
Revenues Minus Costs	\$940,777	\$(406,962)	\$535,790	\$(216,297)	\$(5,601,708)	\$(961,337)
Rollover from Prev. Year	—	\$940,777	\$533,815	\$1,069,605	\$853,307	\$(4,748,401)
<b>Surplus/Shortfall</b>	<b>\$940,777</b>	<b>\$533,815</b>	<b>\$1,069,605</b>	<b>\$853,307</b>	<b>\$(4,748,401)</b>	<b>\$(1,350,897)</b>

### Short-Term Financial Plan Summary (2025-2029)

The Short-Term Financial Plan provides a 5-year picture of the estimated costs and revenues for the FY 2025-29 timeframe. The Financial Plan offers a look at potential cost and revenue estimates related to implementing all the recommended Short-Term Plan alternatives.

The operating costs for maintaining existing services are projected to increase steadily from \$7,195,980 in 2025 to \$7,789,160 in 2029, totaling \$37,448,169 over the five years. Additional costs are anticipated for expanding services under the “Key West - On the Move” priorities, including the Duval Loop expansion starting in 2027, the North Connector service beginning in 2028, and the Lower Keys Shuttle expansion in 2029. The total operating costs are expected to rise from \$7,195,980 in 2025 to \$12,650,653 in 2029, amounting to \$42,406,892 over the period.

The capital expenditures include investments in vehicles, infrastructure, and equipment. The costs for new and replacement vehicles are significant, with a peak of \$3,500,000 in 2029 due to the deployment of On the Move priorities in FYs 27-29. Other capital costs include infrastructure improvements, park and ride rehabilitation, and transit facility enhancements. The total capital costs are projected to decrease

from \$4,908,838 in 2025 to \$3,575,000 in 2029 due to the completion of the Park and Ride Rehabilitation and other capital projects currently underway.

The total operating revenues are expected to increase from \$6,712,530 in 2025 to \$7,839,423 in 2029, amounting to \$37,166,687 over the short-term period.

The total capital revenues are projected to decrease from \$6,333,065 in 2025 to \$2,784,522 in 2029, totaling \$18,517,956 over the five years due to the completion of the Park and Ride Rehabilitation and other capital projects currently underway which the grant funding will be closed by the end of the Short-Term Planning period.

The total revenues (operating and capital) are expected to decrease from \$13,045,595 in 2025 to \$10,623,945 in 2029, totaling \$55,684,643 over the period. The total costs (operating and capital) are projected to increase from \$12,104,818 in 2025 to \$16,225,653 in 2029, amounting to \$56,645,980 over the five years. This results in a surplus in the initial years, but a shortfall of \$5,601,708 is expected in 2029, leading to an overall deficit of \$961,337 by the end of the period.

The Short-Term Plan includes budget assumptions and contingencies, such as a new local funding source. While the approach is conservative regarding revenue generation, it features an ambitious implementation plan. This strategy requires consistent monitoring of potential revenue opportunities, budget adjustments, and priority shifts to maintain flexibility.

## 9.2 Long-Term Operating and Capital Improvements

As outlined in Chapter 8, additional needs for the Key West Transit system were identified during the development of the FY 2025-34 Transit Development Plan (TDP). This TDP prioritizes these needs within a limited financial environment, as detailed in the Short-Term Financial Plan section. The Long-Term service and capital needs are scheduled for the last five years of the 10-year TDP cycle (generally years 6-10) but are excluded from the Short-Term Financial Plan due to their higher costs (see [Table 9-4](#)).

The Long-Term Plan includes two operating improvements: a new route, the South Connector, and an expansion of the existing Workforce Express route. Details of these improvements can be found in Chapter 8. The capital improvements planned for years 6-10 of the TDP will require a significant increase in capital investment. These improvements are designed to support the new transit fleet and will necessitate substantial infrastructure expansion. They represent a future vision for the Key West Transit system, building on the immediate Short-Term Service Improvements.

The KWIC is the most significant capital project in the TDP in terms of cost and impact with the potential to address several initiatives of the overall city Strategic Plan through Transit Oriented Development, incorporating mixed uses and generating potential revenue for the City.

The following section briefly describes each long-term recommendation.

### 9.2.1 TDP Recommended Alternatives: Long-Term Plan

In the Long-Term (years 6-10 of this plan), Key West must work to improve Key West Transit service quality by increasing the availability of services while also improving and expanding related passenger amenities and facilities. It is recommended that the Short-Term improvements described in this section be implemented within the latter five fiscal years of the TDP. Although these improvements are the most critical needs of the Key West Transit system, they are essential to maintain the momentum of the short-term priorities and fundamental for the future of KWT.

As a result of the alternatives evaluation process, the following section describes the Recommended Alternatives for the Long-Term Plan for the Key West TDP. This includes a summary list of priorities targeted for the KWT system and the estimated implementation year.

#### Fixed Route Service Enhancements

Implementation of expanded KWT service routes and periods:

- » Increase Headways and Service Hours of Workforce Express of Lower Keys Shuttle (FY 2030)
- » Addition of South Connector (FY 2031)
- » All fixed route service enhancements also must include the provision of expanded complementary ADA paratransit service for each span increase and new route.

## 9.2 Long-Term Operating and Capital Improvements



### Capital & Infrastructure

Implementation of capital improvements and periods:

- » New and replacement vehicles (FY 2030)
- » Key West Intermodal Center Improvements (2030)
- » Bus Stop Improvements (2030)
- » ADA Assessment and Transition Plan (2030)

**Table 9-5** provides a prioritized and chronological summary list of the Long-Term Plan timeframe.

**Table 9-5: Long-Term Plan Summary Timeframe (Years 5-10)**

Need	Planned Improvement	Implementation Year					1st Year Annual Operating Cost	Total Capital Cost
		30	31	32	33	34		
<b>New &amp; Expanded Service</b>	Expand Existing Service Workforce Express: Increase Frequency	☑					\$3,250,922	\$1,400,000
	New Service: SouthConnector		☑				\$1,261,447	\$350,000
<b>Capital &amp; Infrastructure</b>	New & Replacement Vehicles	☑	☑	☑	☑	☑		\$2,350,000
	Key West Intermodal Center	☑	☑	☑				\$32,000,000
	Bus Stop Infrastructure & Accessibility Program	☑	☑	☑	☑	☑		\$250,000
	Development & Implementation of Marketing Program	☑	☑	☑	☑	☑		\$125,000
	Completion of Bus Stop and Transit Facility ADA Transition Plan	☑						\$200,000

### Key West Intermodal Center (KWIC)

The Key West Transit Intermodal Center (KWIC) is a transportation center proposed by Key West Transit that would help to alleviate the traffic congestion, insufficient parking capacity, and high cost of living the City of Key West experiences, as well as provide KWT with additional sources of revenue. A study was conducted to identify the ideal site and determine the feasibility of the KWIC and its potential amenities.

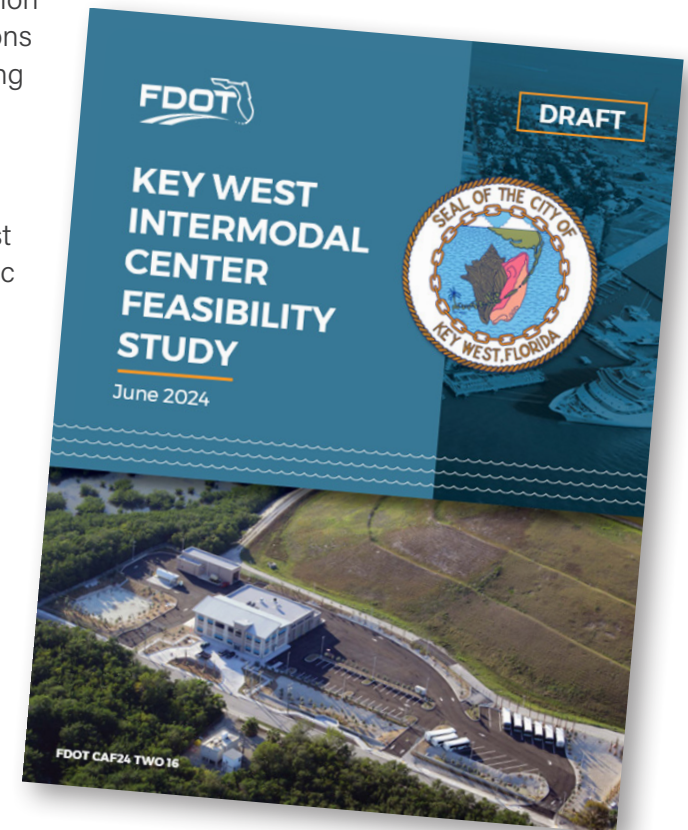
The study included identifying existing site conditions, conducting a preliminary environmental scan, summary of funding opportunities, stakeholder outreach, and a risk assessment, ultimately informing potential implementation strategies.

The results of the study concluded that implementing an intermodal center with a public parking garage, on-site employer-provided housing, commercial/retail space, greenspace, public electric vehicle (EV) charging stations, and access to expanded public transit and multimodal transportation options is feasible at Key West Transit's current site, 5701 College Road. Additionally, local stakeholders engaged during the outreach phase were overall supportive. The community also provided feedback regarding the KWIC's potential amenities through a survey conducted as part of the TDP's public outreach phase. Survey respondents were most supportive of including affordable housing for employees and a parking garage as part of the KWIC.

The core components of the KWIC, the parking garage and residential units, are estimated to cost between \$11 million and \$32 million (2023 USD) together. The cost of housing, \$8 million – \$25 million, is dependent on the number and size of units implemented. The parking garage cost, \$3 million – \$7 million, is dependent on whether a conventional parking garage or an automated garage is implemented, as well as the level of automation and number of parking spaces/floors implemented. However, these estimates are only high-level and preliminary as they are subject to change due to increased costs and subsequent plans and studies.

The residential component of the KWIC is estimated to cost \$8 million - \$25 million, depending on the number and size of housing units implemented. However, this estimate is only high-level and preliminary as costs are subject to change over time. The costs of the remaining components of the KWIC, such as the parking garage, commercial/retail space, and various amenities have not been determined at this time. These costs will be influenced by various factors including, but not limited to space utilization, type implemented, year procured, and manufacturer/construction company. These decisions will be determined during subsequent plans and studies.

Joint development initiatives offer Key West Transit (KWT) a strategic way to leverage public and private sector resources to fund and enhance transit projects. Private sector participation is crucial, as developers bring expertise, funding, and risk management capabilities that complement public sector goals. Public-private partnerships (P3s) provide additional funding,



## 9.2 Long-Term Operating and Capital Improvements

expertise, and resources, with private developers contributing to housing, commercial real estate, and infrastructure improvements. These partnerships generate revenue through commercial spaces and amenities, which can be reinvested into the transit system. Risk sharing with private developers also makes projects more financially viable.

The Federal Transit Administration (FTA) supports joint development projects through various funding programs, such as the Urbanized Area Formula Program (Section 5307), Fixed Guideway Capital Investment Grants (Section 5309), and the Pilot Program for Transit-Oriented Development (TOD) Planning. These programs align with public transportation goals like increasing ridership and improving accessibility. Income from joint development activities can be used to match federal grants, enhancing project feasibility.

The Florida Department of Transportation (FDOT) also offers funding programs to support transit-oriented joint development, including the Public Transit Block Grant Program, Transit Corridor Program, and Intermodal Development Program. FDOT encourages P3s to leverage private investment for public benefit, aiming to create self-sustaining projects that reduce the financial burden on public agencies while promoting economic development.

Examples of joint development opportunities include employer-provided housing for transit employees, retail and commercial spaces at transit hubs, and multimodal hubs combining transit with micromobility and shared mobility services. The Stock Island Live, Work, Play scenario in the TDP illustrates a vision for developing affordable housing and amenities, attracting private investment to address local housing challenges and boost transit ridership.

The recommended next steps include identifying and securing funding, as well as completing a handful of additional studies and plans including conducting a market analysis, financial plan, and traffic study of Stock Island. The site will also need to be rezoned for residential and commercial use to successfully implement aspects of the KWIC.



Source: Google Street View (2024)

### Site Selection Criteria

- » Property Ownership
- » Land Use Connectivity
- » Site Layout
- » Operations
- » Transit System Capability
- » Environment, Historical, and Cultural Resources
- » Economic Development



### Potential Facility Features and Amenities

#### Multimodal Transportation Amenities and Connections

- » Bicycle and Pedestrian Proposed improvements
- » Shared Micromobility
- » Marina Connection



#### Site Technologies

- » Automated Parking Garage
- » Electric Vehicle Service Equipment (EVSE)
- » Green Energy - Solar Panels



#### Transit-Oriented Development (TOD) Opportunities

- » Employer-provided Housing
- » Retail – Convenience Store, Café, Restaurant
- » Greenspace / Green Roof
- » Community Center
- » Employee and Resident Amenities
- » Farmer's Market



## 9.2 Long-Term Operating and Capital Improvements

### Site Development Scenarios

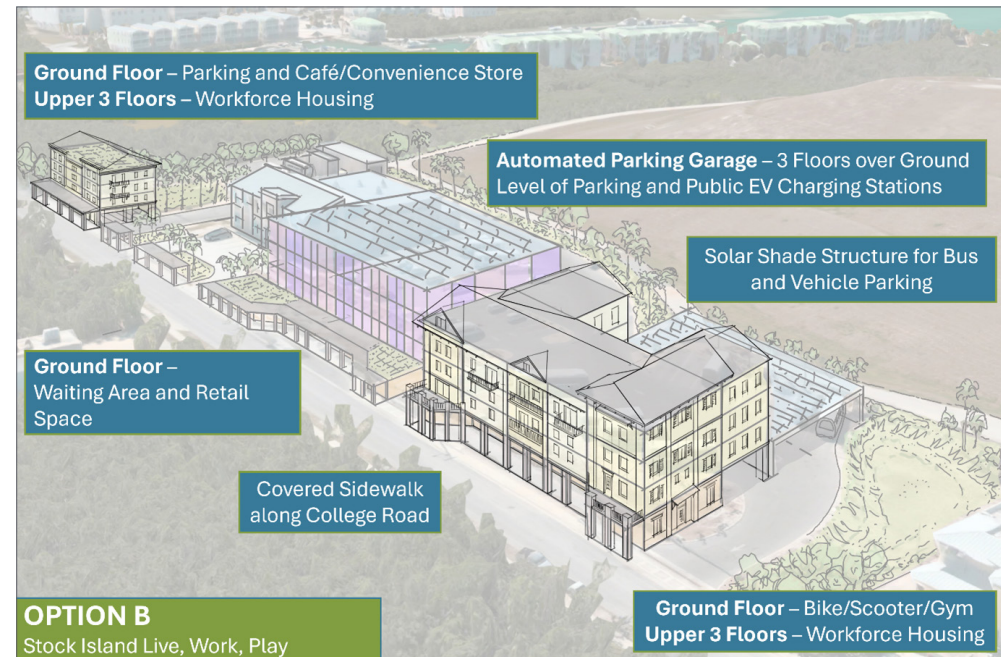
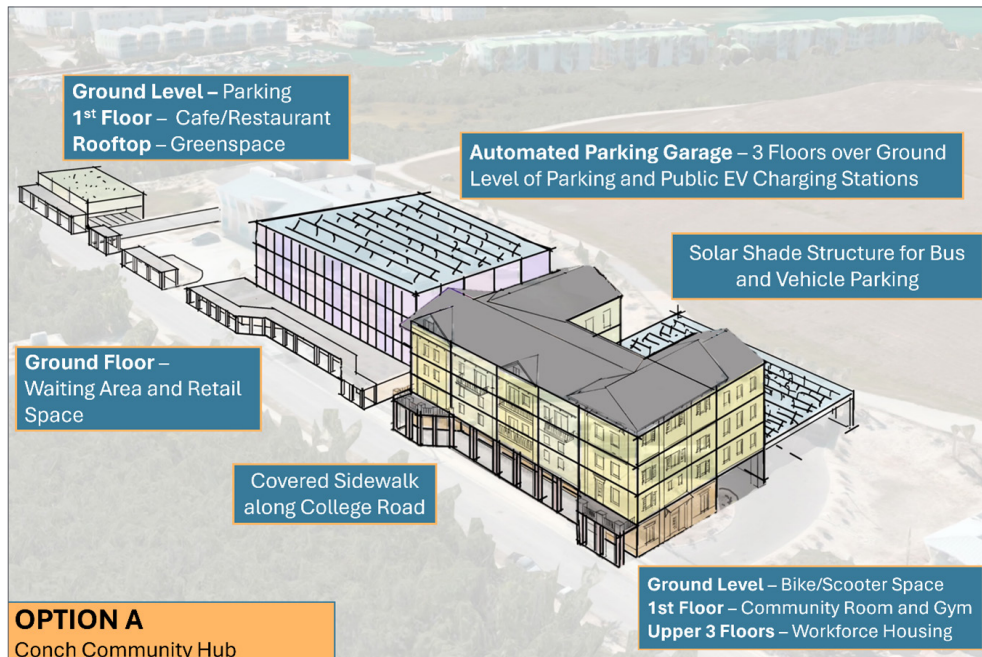
After the risk screening was conducted and amenity space utilization was considered, three potential site scenario options were developed. Each scenario has a slightly different focus and goal. The site amenities and associated space utilization are discussed. This includes the required parking spaces and amenities associated with each use.

#### OPTION A: CONCH COMMUNITY HUB

Conch Community Destination Hub has a transit-development oriented focus. Through the provision of selected amenities and features, the KWIC can be established as a community destination. This can promote the use of public transit and multimodal amenities. This option includes the desired affordable workforce housing, while also maximizing potential revenue generation with commercial and community space and other revenue-generating amenities.

#### OPTION B: STOCK ISLAND LIVE, WORK, PLAY

Stock Island Live, Work, Play maximizes the residential amenities for workforce housing. One of the main goals of the KWIC is to establish housing for transit employees to help ensure employee retention. Additional residential/employee amenities such as a gym and/or communal space will further aid in employee retention and quality of life.



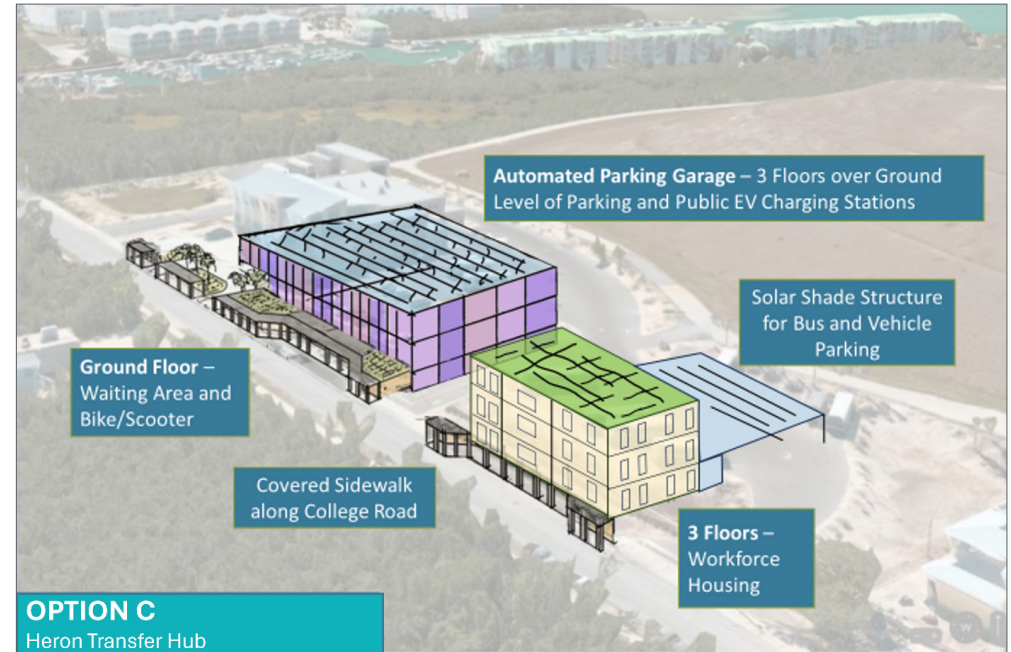
### OPTION C: HERON TRANSFER HUB

Heron Transfer Hub is the site scenario option that has the lowest risk. It focuses on Key West Transit’s goals of establishing a parking garage, housing for transit employees, and providing an intermodal hub. Minimal additional amenities would be included.

#### Stakeholder Engagement

Overall, stakeholders were supportive of the KWIC and potential amenities examined. Throughout the interviews, there were some commonalities among the topics, benefits, ideas, or concerns discussed. This feedback was taken into consideration during the subsequent risk assessment, as well as incorporated into the suggested implementation strategies.

- » Implementing commercial space at the KWIC can help to address the limited number of shops currently along College Road.
- » With limited parking in Key West, establishing a new parking garage is a necessity, however there needs to be incentives for drivers to utilize the KWIC’s parking garage.
- » Establishing new affordable housing can help to help address the high cost of living that workers experience in Key West.
- » The establishment of the KWIC may increase the traffic congestion that already periodically occurs on College Road.
- » There are opportunities for collaboration and partnerships between KWT and local businesses.



### Organization

- City of Key West
- City of Key West Engineering Department
- City of Key West Housing and Community Development
- City of Key West Planning Department
- Florida Keys Society for the Prevention of Cruelty to Animals (SPCA)
- Gerald Adams Elementary School
- Key West Tropical Forest and Botanical Garden
- Lower Keys Medical Center (LKMC)
- Monroe County Sheriff’s Office and Freeman Substation, Lower Keys Area, District 1

## 9.2 Long-Term Operating and Capital Improvements



### Implementation Strategies

Initial, mid-term, and long-term implementation strategies were developed. The implementation strategies are intended to help mitigate the previously identified risks. Strategies are outlined in terms of priority and the number of interdependencies. Tasks with a longer running timeline to complete and are critical for project implementation and success are considered first.

#### INITIAL IMPLEMENTATION STRATEGIES

- » Identify potential partners for collaboration and coordination and establish partnerships.
- » Identify and determine funding opportunities and sources for planning, construction, and operations and maintenance of the KWIC.
- » Conduct environmental assessments of the site.
- » Determine parking garage type and size, and secure funding for procurement and construction.
- » Pursue rezoning to allow for mixed use development, as well as modified parking requirements.
- » Determine and employ a third-party housing developer and management company.
- » Prepare a market analysis to establish a commercial strategy and pursue third-party commercial real estate operator.
- » Conduct a traffic study of College Road.
- » Determine the site's new grid load and new electric rate.
- » Determine types and installation locations of solar panels, public EV charging stations, and BEB charging stations and procure equipment vendor.

#### MID-TERM/SECONDARY IMPLEMENTATION STRATEGIES

- » Determine and secure funding for bicycle/pedestrian network improvements.
- » Determine and implement an on-site micromobility partner to provide transportation such as dockless e-bikes and e-scooters.

#### LONG-TERM/TERTIARY IMPLEMENTATION STRATEGIES

- » Coordinate with Transportation Network Companies (TNCs) and coach bus companies to utilize KWIC as a hub for shared transportation.
- » Implement updated advertising plan for KWIC.
- » Implement KWT upgrades, including bus stop infrastructure and amenities and examine expanding service.

### Fleet Expansion

As part of the ten-year TDP, KWT would need to acquire a total of 22 new vehicles, including 17 for immediate use and 5 as spares. This acquisition will double the current fleet size and introduce a diverse mix of vehicles tailored to various operational needs.

Fleet diversification is a priority to improve operational efficiency. By incorporating different vehicle types, such as smaller hybrid-electric buses and vans, KWT can better meet the community's needs. Smaller vehicles will be deployed in neighborhoods with narrow streets, while larger buses will operate on main roads and the overseas highway to accommodate higher passenger capacities.

The expanded fleet will include hybrid electric vans, trolley buses, and standard buses. This selection is designed to meet the unique demands of historic districts and efficiently serve longer-distance routes, such as the Lower Keys Shuttle. The inclusion of diverse vehicle types will enable KWT to conduct in-depth assessments of operational efficiencies across both on-demand services and established routes.

As technology continues to advance, KWT could initiate a feasibility study of integrating autonomous vehicles into the transit system. Similar projects have been deployed throughout the state of Florida. Such a program in Key West would involve testing autonomous vehicles on select routes to evaluate their operational efficiency, safety, and cost-effectiveness. If successful, this initiative could pave the way for broader adoption of autonomous technology, further enhancing the flexibility and efficiency of KWT's services.

Over the next ten years, the capital needs plan includes an additional 22 fixed-route vehicles, including transit vans, buses, and trolley-like vehicles, to operate new or expanded services, including ADA trips. These additional vehicles are estimated to cost \$7.7 million in 2024 dollars.



## 9.2 Long-Term Operating and Capital Improvements



**Table 9-6: Long-Term Plan (Unfunded): FY 2025-34**

Cost/Revenue	2030	2031	2032	2033	2034	Long-Term Total
<b>Operating Costs</b>						
Maintain Existing Services	\$7,944,943	\$8,103,842	\$8,265,919	\$8,431,237	\$8,599,862	\$41,345,804
Implement Key West - On the Move Priority #4 (Expand Existing Service Workforce Express: Increase Frequency)	\$3,250,922	\$3,315,940	\$3,382,259	\$3,449,904	\$3,518,903	\$16,917,929
Implement Key West - On the Move Priority #5 (New Service: South Connector)	—	\$1,261,447	\$1,286,676	\$1,312,409	\$1,338,658	\$5,199,190
<b>Total Operating Costs</b>	<b>\$11,195,865</b>	<b>\$12,681,230</b>	<b>\$12,934,854</b>	<b>\$13,193,551</b>	<b>\$13,457,422</b>	<b>\$63,462,923</b>
<b>Capital Costs</b>						
New & Replacement Vehicles	\$1,400,000	\$350,000	\$200,000	\$200,000	\$200,000	\$2,350,000
Other Capital/Infrastructure	\$12,275,000	\$12,075,000	\$8,075,000	\$75,000	\$75,000	\$32,575,000
Key West Intermodal Center	\$12,000,000	\$12,000,000	\$8,000,000	—	—	\$32,000,000
Bus Stop Infrastructure & Accessibility Program (Signs, Benches, Shelters, Sidewalks)	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Development & Implementation of Marketing Program	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Completion of Bus Stop and Transit Facility Accessibility Assessment & ADA Transition Plan	\$200,000	—	—	—	—	\$200,000
<b>Total Capital Costs</b>	<b>\$13,675,000</b>	<b>\$12,425,000</b>	<b>\$8,275,000</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$34,925,000</b>
<b>Operating Revenues</b>						
Federal Section 5311	\$2,389,231	\$2,437,015	\$2,485,756	\$2,535,471	\$2,586,180	\$12,433,653
FDOT Block Grant	\$306,934	\$313,073	\$319,335	\$325,721	\$332,236	\$1,597,299
Service Development Program (KW Rides)	\$324,730	\$331,224	\$337,849	\$344,606	\$351,498	\$1,689,906
Transit Corridor Program (Duval Loop)	\$1,048,877	\$1,069,854	\$1,091,251	\$1,113,076	\$1,135,338	\$5,458,397
FDOT Commuter Assistance (LKS)	\$680,489	\$694,099	\$707,981	\$722,141	\$736,583	\$3,541,293
Parking Revenues	\$1,549,266	\$1,508,251	\$1,611,856	\$1,644,094	\$1,676,975	\$8,062,443

Continued on next page

**Table 9-6: Long-Term Plan (Unfunded): FY 2025-34 (cont.)**

<b>Cost/Revenue</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>	<b>Long-Term Total</b>
Parking Fine	\$8,833	\$9,009	\$9,189	\$9,373	\$9,561	\$45,965
Fare Revenues	\$436,112	\$444,834	\$453,731	\$462,805	\$472,062	\$2,269,544
Advertising: Onboard and Bus Shelter Ads	\$115,928	\$118,247	\$120,612	\$123,024	\$125,485	\$603,296
Motor Fuel Tax Rebate	\$18,500	\$18,500	\$18,500	\$18,500	\$18,500	\$92,500
Interlocal Agreements for LKS	\$535,279	\$545,985	\$556,905	\$568,043	\$579,404	\$2,785,615
Misc. Revenues (Lease Agreement: We've Got the Keys)	\$39,653	\$39,653	\$39,653	\$39,653	\$39,653	\$198,265
New Local Contribution & Private Partnerships (Potential KWIC revenue, tax dollars with the establishment of Multimodal MSTU, Tourist Development Bed Taxes, etc.)	\$541,216	\$1,052,040	\$1,073,081	\$1,094,543	\$1,116,434	\$4,877,314
<b>Total Operating Revenues</b>	<b>\$7,995,048</b>	<b>\$8,653,786</b>	<b>\$8,825,699</b>	<b>\$9,001,050</b>	<b>\$9,179,908</b>	<b>\$43,655,492</b>
<b>Capital Revenues</b>						
Federal Section 5311 (Vehicles & Equipment Including Farebox Overall)	\$2,761,381	\$2,816,608	\$2,872,941	\$2,930,399	\$2,989,007	\$14,370,336
Federal Section 5339	\$78,831	\$80,408	\$82,016	\$83,656	\$85,330	\$410,242
New Federal Grants for Capital Assistance (Low No, TOD, Bus & Bus Facilities)	\$12,000,000	\$12,000,000	\$8,000,000	—	—	\$32,000,000
<b>Total Capital Revenues</b>	<b>\$14,840,212</b>	<b>\$14,897,016</b>	<b>\$10,954,957</b>	<b>\$3,014,056</b>	<b>\$3,074,337</b>	<b>\$46,780,578</b>
<b>Total Operating and Capital Program Costs &amp; Revenue Summary</b>						<b>10-Year Total</b>
Total Revenues	\$22,835,261	\$23,550,803	\$19,780,656	\$12,015,106	\$12,254,245	\$90,436,070
Total Costs	\$29,829,588	\$30,164,127	\$26,368,909	\$18,730,788	\$19,099,903	\$124,193,315
Revenues Minus Costs	\$(6,994,328)	\$(6,613,324)	\$(6,588,254)	\$(6,715,682)	\$(6,845,659)	\$(33,757,246)
Rollover from Prev. Year	\$(4,748,401)	\$(11,742,729)	\$(18,356,053)	\$(24,944,306)	\$(31,659,988)	\$(91,451,477)
<b>Surplus/Shortfall</b>	<b>\$(11,742,729)</b>	<b>\$(18,356,053)</b>	<b>\$(24,944,306)</b>	<b>\$(31,659,988)</b>	<b>\$(38,505,647)</b>	<b>\$(125,208,723)</b>

## 9.2 Long-Term Operating and Capital Improvements

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The first year (2030) of the Long-Term Plan accounts for an existing deficit of \$4,748,401 carried over from the previous year. This initial deficit contributes to the overall financial challenge, resulting in a shortfall of \$11,742,729 by the end of 2030. This emphasizes the importance of flexibility in implementation, careful financial management, and identifying additional revenue sources to ensure sustainability.

The operating costs for maintaining existing services are projected to increase steadily from \$7,944,943 in 2030 to \$8,599,862 in 2034, totaling \$41,345,804 over the five years. Additional costs are anticipated for expanding services, including the Workforce Express expansion starting in 2030 and the South Connector service beginning in 2031. The total operating costs are expected to rise from \$11,195,865 in 2030 to \$13,457,422 in 2034, amounting to \$63,462,923 over the period.

Capital expenditures for new and replacement vehicles are significant, peaking at \$1,400,000 in 2030 due to the implementation of the two new services and associated vehicle acquisition. Other capital costs include infrastructure improvements, the Key West Intermodal Center, and bus stop infrastructure. The total capital costs are projected to decrease from \$13,675,000 in 2030 to \$275,000 in 2034, totaling \$34,925,000 over the five years.

The total operating revenues are expected to increase from \$7,995,048 in 2030 to \$9,179,908 in 2034, amounting to \$43,655,492 over the period.

The total capital revenues are projected to decrease from \$14,840,212 in 2030 to \$3,074,337 in 2034, totaling \$46,780,578 over the five years. This decrease is due to the assumption of securing new federal grants to fund the Key West Intermodal Center (KWIC) from 2030 to 2032.

The total revenues (operating and capital) are expected to decrease from \$22,835,261 in 2030 to \$12,254,245 in 2034, totaling \$90,436,070 over the period. The total costs (operating and capital) are projected to decrease from \$29,829,588 in 2030 to \$19,099,903 in 2034, amounting to \$124,193,315 over the five years. It's important to note that the construction of the new KWIC project, estimated at \$32 million over three years, creates outliers in the budget due to significant cost and revenue assumptions during this period.

## 9.3 Ten-Year Summary

The financial projections detailed in [Appendix G](#) show the anticipated costs and revenues for maintaining and expanding transportation the KWT system over the next decade. The operating costs include maintaining existing services and implementing several ambitious priorities under the “Key West - On the Move” initiative. These priorities range from expanding existing services like the Duval Loop and Lower Keys Shuttle to introducing new services such as the North and South Connectors.

The capital costs are significant, with substantial investments planned for the development of the Key West Intermodal Center and new vehicles to support the services envisioned in the plan. Capital revenues are expected to be bolstered by new federal grants and new federal assistance programs.

It’s important to recognize that budgets are inherently fluid. Throughout the years, new grant opportunities often arise, providing additional financial resources that can significantly impact the implementation of various projects. These new revenues help bridge funding gaps and support priorities that might otherwise seem unattainable.

The implementation priorities demonstrate a commitment to achieving substantial progress. However, strategic local investments and the influx of new grant revenues are required for project realization.

The TDP Annual Progress Reports will serve as a tool in the implementation process. By closely monitoring actual expenditures and comparing them to the projected budget, adjustments can be made to ensure that resources are allocated effectively. This approach allows for flexibility and responsiveness to ensure implementation of the priorities remain aligned with the available financial resources and initiatives of the City.



# CHAPTER 10: PLAN IMPLEMENTATION & COORDINATION

## 10.0 TDP Coordination & Implementation

This section addresses the important additional steps that must be taken to effectively coordinate and implement the recommendations from this TDP. This includes integrating the plan with existing local, state, and regional plans and associated partners.

Phased improvements necessitate a strategic examination of the routes to ensure synchronization and efficiency. The inaugural phase of these enhancements will prioritize routes that directly service the main hub, with a particular focus on those boasting the highest ridership figures. This methodical approach ensures that the most utilized routes receive timely upgrades, benefiting the largest number of KWT patrons.

## 10.1 Post-Adoption Outreach

The completion and adoption of the FY 2025-34 TDP provides the City of Key West with an excellent opportunity to incorporate TDP findings and needs into future public involvement, outreach, and marketing efforts. It is recommended that transit agencies develop and maintain a marketing program to raise awareness of existing services and potential improvements.

Efforts to reach out to senior, low-income, and other transit-dependent populations offer immediate benefits to these communities. Additionally, they enable staff to gauge and update the priorities of the TDP annually. Similarly, post-adoption outreach to non-traditional transit markets helps the city assess interest in new services and other needs. This feedback allows for adjustments to service and capital priorities based on public and community input. Such changes are often common and can be reflected in the TDP Annual Progress Reports following the passage of this major TDP effort.

# 10.2 Consistency with Federal, State and Local Plans

The Key West Transit FY 2025-2034 TDP identifies areas of strength and needed growth for public transportation services in the city over the next ten years. As such, the plan also attains consistency with several local and state plans. As a multi-modal and strategic transit plan, the TDP is consistent with the following plans:

- Key West Forward: 2021 Strategic Plan*
- City of Key West 2022 Mobility Study*
- City of Key West 2019 Bicycle and Pedestrian Master Plan*
- City of Key West Comprehensive Plan*
- City of Marathon Comprehensive Plan Components*
- Village of Islamorada Comprehensive Plan Components*
- City of Key Colony Beach Comprehensive Plan Components*
- City of Layton Comprehensive Plan Components*
- Monroe County 2030 Comprehensive Plan*
- Monroe County U.S. 1 Transportation Master Plan Components.*
- Transportation Disadvantaged Service Plan (TDSP)*
- Key West Transit Title VI Plan*
- FDOT District Six FY 2024/25 - 2028/29 Transportation Improvement Program (TIP)*
- Florida Transportation Plan (FTP)*
- FDOT State Transportation Improvement Program (STIP)*
- FDOT District Six Work Program (WP)*

By coordinating with these ongoing planning efforts, Key West Transit can position itself to secure optimal support and funding for implementation of the Short-Term and Long-Term Plans priorities.

As described in the previous sections, many findings and needs identified in the City of Key West FY 2025-34 TDP are consistent with the region's transportation goals & objectives.

## 10.3 Financial Strategies for Implementation

As described in Chapter 9, the Ten-Year Plan outlines service and capital needs that if implemented, will effectively double the size (fleet, staffing, maintenance facility needs) of the Key West Transit Fixed Route system. For any transit agency, such an expansion is an expensive proposition that requires further analysis and community consensus building beyond the confines of a TDP development process.

For many communities in Florida, such an expansion in a transit system requires an exploration of securing new sources of local funding, such as a Dedicated Sales Tax and/or Infrastructure tax that earmarks funding for the identified needs.

Key West Transit should consider a partial implementation of the Long-Term Plan if the needs in the Short-Term Plan needs are addressed first. For example, in some communities, there are State Transit Corridor Program grants awarded for Frequency Improvements for a productive or regional-connected corridor.

It is possible that Key West Transit could secure such an operating grant and potentially secure a much lower Local Match than is typical for

## 10.3 Financial Strategies for Implementation



State Block or Service Development Grants. If this becomes evident in discussions with the transit partners at FDOT District Six, the projected budget deficit would balance and ideally, projects from the Long-Term Plan could essentially be elevated to be included in the Short-Term Plan since they would then be financially feasible.

The following are additional recommendations to consider as KWT strategically implements improvements. Funding for capital projects should be addressed proactively. Typically, for large capital expenses like the KWIC and fleet replacement, transit agencies utilize some gap-funding techniques to enable award of contracts and completion of the projects:

- » City Revenue Bonds for Capital Projects
- » Short-term Asset-backed loans from the Private Sector
- » National Infrastructure Bank in the form of Loans, Loan Guarantees or Lines of Credit
- » City Inter-fund transfers and internal asset loans
- » Agreement with FTA for a full-funding agreement, pledging future formula allocations in return for an early release of 5311 and 5339 Grant expenditure authority

The following are grants and resources which are further described in this section and warrant exploration for funded and unfunded alternatives:

- FDOT Public Transit Service Development Grants
- FDOT Transit Corridor Grants
- FDOT Florida Rural Transit Administration Program (RTAP)
- FDOT Park and Ride Lot Program Grants

- FDOT Toll Revenue Credits
- USDOT Capital Investment Grants (New Starts, Small Starts and Core Capacity)
- USDOT Low or No Emission Vehicle Program (Low-No)
- USDOT Rural and Small Urban Transit Program
- USDOT State of Good Repair Grants (Section 5337)
- USDOT Bus and Bus Facilities Formula Grants (Section 5339)
- USDOT Advanced Transportation Technologies and Innovation (ATTAIN)
- USDOT Buses and Bus Facilities Program
- USDOT Charging and Fueling Infrastructure Discretionary Grant Program (CFI)
- USDOT Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation Grant (PROTECT) Program
- USDOT Rebuilding American Infrastructure with Sustainability and Equity Grants (RAISE)
- USDOT Reconnecting Communities and Neighborhoods Grant Program
- USDOT Rural Surface Transportation Grant Program
- USDOT Safe Streets and Roads for All (SS4A) Grant Program: SS4A Planning and Demonstration Grants
- USDOT Accelerating Innovative Mobility (AIM)
- USDOT Enhancing Mobility Innovation (EMI)
- USDOT Integrated Mobility Innovation (IMI)
- USDOT Mobility on Demand (MOD) Sandbox programs 5312
- USDOT Pilot Program for Innovative Coordinated Access and Mobility Grants (ICAM)

### 10.3.1 Local Funding

Local funding from the City of Key West plays a critical role in supporting Key West Transit services, as it is used to leverage State and Federal funds. This funding can be used as a “Local Match,” which is required for most State and Federal operating grant programs.

Currently, KWT’s local funding comes from various sources including parking fees, parking fines, fare collections, advertising (both onboard and at bus shelters), motor fuel tax rebates, a lease agreement, and interlocal agreements for the Lower Keys Shuttle. These local revenues make up 36.5% of the current revenue budget. This poses challenges because operating grants typically require a 50% local share. With such a small percentage of local funding, the system could face constraints over the next ten years.

To adopt the priority service enhancements in the Short-Term Plan, it will be necessary to increase local funding as a match for State and Federal operating funding grants on an annual basis, starting in FY 2026. This increase will ensure that the city can leverage additional funds from higher levels of government to improve and expand transit services.

To further support these initiatives, the city could consider establishing a **transit municipal services taxing unit**. This unit would generate dedicated funding for transit services through property taxes, ensuring a steady revenue stream to maintain and expand transit service and infrastructure.

Other options include implementing a **tourism tax** to provide funding. Given Key West’s popularity as a tourist destination, a small tax from the cruise lines, hotels or other accommodations could generate substantial revenue. This tax would leverage the city’s tourism industry to support public transit improvements, benefiting both residents and visitors.

Another option is introducing a **sales tax** specifically earmarked for transit projects. A portion of the sales tax rate, dedicated to transit development, would spread the financial burden across a broad base, making it a sustainable funding source.

### 10.3.2 Federal Transit Administration

About: The Federal Transit Administration (FTA) is responsible for providing financial and technical assistance to local public transit systems. The agency administers various programs to support and improve public transportation across the country. Some applicable FTA transit programs which KWT qualifies for (and currently utilizing some) include:

**Non-Urbanized Area Formula Grants (Section 5311):** This program supports public transportation in non-urbanized or rural areas. Funding is allocated to states, which then distribute it to local transit agencies serving rural communities.

**State of Good Repair Grants (Section 5337):** This program focuses on maintaining and rehabilitating existing public transportation infrastructure. It helps transit agencies address the backlog of maintenance needs and keep their systems in a state of good repair.

**Bus and Bus Facilities Formula Grants (Section 5339):** This program provides funding for the replacement, rehabilitation, and purchase of buses and related equipment, as well as the construction of bus-related facilities.

**Capital Investment Grants (New Starts, Small Starts and Core Capacity):** These programs fund major transit capital investments, including new and expanded fixed-guideway systems, such as commuter rail, light rail, and bus rapid transit. Projects are evaluated based on factors like cost-effectiveness and environmental benefits.

## 10.3 Financial Strategies for Implementation

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**Low or No Emission Vehicle Program (Low-No):** This initiative supports the deployment of low or zero-emission transit vehicles and related infrastructure to reduce greenhouse gas emissions and improve air quality.

**Transit Oriented Development (TOD) Planning Pilot Program:** (Note that this would be an ideal opportunity for the KWIC) This program provides funding for comprehensive planning efforts that support transit-oriented development, helping communities integrate land use and transportation planning around transit facilities.

**Rural and Small Urban Transit Program:** This program focuses on improving public transportation options in rural and small urban areas, addressing the unique challenges faced by transit providers in these regions.

**Mobility on Demand (MOD) Sandbox Demonstration Program (Section 5312):** Funds projects that promote innovative business models to deliver high quality, seamless and equitable mobility options for all travelers. FTA supports U.S. DOT's Smart Cities initiative through the Accelerating Innovative Mobility (AIM), Enhancing Mobility Innovation (EMI), Integrated Mobility Innovation (IMI), and Mobility on Demand (MOD) Sandbox programs and partnership with the Shared-Use Mobility Center. Smart, connected communities improve quality of life through innovative technologies, fostering partnerships, and leveraging data to enhance equitable, accessible mobility for all.

### 10.3.3 FHWA's and FTA's Planning Emphasis Areas (2021)

**About:** In December 2021, in support of the IIJA, FTA and FHWA issued updated Planning Emphasis Areas for use by MPOs, DOTs, transit agencies, and federal land management agencies in their Unified Planning Work Programs and State Planning and Research Work Programs. Key themes include the establishment of seven planning emphasis areas:

**Tackling the climate crisis:** By encouraging the transition to alternative fueled vehicles, this emphasis area sets the GHG reduction goal of 50-52 below 2005 levels by 2030, targets net-zero emissions by 2050, and increases resilience to extreme weather events resulting from the increasing effects of climate change.

**Equity and Justice40 in Transportation Planning:** This emphasis area stresses the importance of improving infrastructure for non-motorized travel and transit, managing speeds, reducing single-occupancy vehicle travel and air pollution, reducing transit fares, and fostering demand-response service, transit-oriented development, and affordable housing strategies in traditionally marginalized or underserved communities.

**Complete Streets:** This emphasis area reviews policies and procedures for Complete Streets for improved safety.

**Public Involvement:** This emphasis area focuses on increasing meaningful public involvement in transportation planning by integrating virtual public involvement tools into the overall public involvement approach while ensuring continued public participation by individuals without access to computers and mobile devices.

**Strategic Highway Network (STRAHNET)/U.S. Department of Defense (DoD) Coordination:** It encompasses an extensive network of roads strategically designated for vital functions in both emergency mobilization and the routine transportation of military resources.

**Planning and Environment Linkages (PEL):** This emphasis area calls for early consideration of the environmental, community, and economic goals in the transportation planning process; it uses the information, analysis, and products developed during planning to inform the environmental review process.

**Data Sharing in Transportation Planning:** State DOTs, MPOs, and providers of public transportation facilitate the transportation planning process.

### 10.3.4 FTA's Justice 40 Program

**About:** The Environmental Justice (EJ) Circular issued by the FTA provides recipients of FTA financial assistance with guidance for incorporating EJ principles into FTA-funded plans, projects, and activities.

The Justice40 Initiative has made it a priority of the federal government to commit at least 40% of all federal funds from federal investments to disadvantaged communities that are marginalized, underserved, and overburdened with pollution. The categories of investment are climate change, clean energy and energy efficiency, clean transit, affordable and sustainable housing, training and workforce development, remediation and reduction of legacy pollution, and the development of critical clean water and wastewater infrastructure. Covered federal investments include any grant or procurement spending, financing, staffing costs, direct spending, or benefits to individuals for a covered program in a Justice40 program.

### 10.3.5 FDOT Transit Strategy: Adapting to Changing Customer Mobility Needs

**About:** Part of the State Transit Initiative, this policy document outlines FDOT goals and strategies for supporting public transit.

**Key FDOT public transit goals include:**

- » Making transit more attractive to riders, collaborating with stakeholders to develop strategies for reducing traffic congestion and travel delays, and developing seamless connections when a one-seat ride is not an efficient option. Essential to these efforts are strategies and public outreach that can define and develop programs that will meet customer needs.
- » Expanding travel choices in rural areas beyond the traditional medical and senior transportation markets.
- » Supporting a comprehensive and coordinated policy to guide the State's public transportation funding. Funding priority will be given to those projects that reflect a customer-driven, multimodal approach to providing improved access. Reduce the number of program silos and increase funding flexibility.
- » Ensuring all public transportation services include safety/risk management components in their operational plans.

### 10.3.6 FDOT Discretionary Grant Programs

**About:** FDOT District 6 has jurisdiction over Miami-Dade and Monroe Counties. The District manages FTA and State funding allocations for transit planning and operations the Counties and also implement discretionary grants that can be used to provide congestion relief on designated corridors, implement and/or expand new services and for park and ride lot development.

## 10.3 Financial Strategies for Implementation

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**Park and Ride Lot Program Grants:** The program provides for the purchase and/or leasing of private land for the construction of park and ride lots, the promotion of these lots, and the monitoring of their usage. This program is an integral part of the commuter assistance program's efforts to encourage the use of transit, carpools, vanpools and other high occupancy modes.

Locally developed projects from locally adopted plans will be reviewed for eligibility by the District. Project selection will be made on the basis of the project selection process established in federal and state law in conjunction with MPO's, local transit operators and local governments.

**Public Transit Service Development Grants:** The program is selectively applied to determine whether a new or innovative technique or measure can be used to improve or expand public transit. Service Development Projects specifically include projects involving the use of new technologies, services, routes, or vehicle frequencies; the purchase of special transportation services, and other such techniques for increasing service to the riding public as are applicable to specific localities and transit user groups. Projects involving the application of new technologies or methods for improving operations, maintenance, and marketing in public transit systems can be funded through the Service Development Program. Service Development Projects are subject to specified times of duration, but no more than three years. Recipients accepting Service Development funds accept the commitment to continue the project, if deemed successful by their own measures, without additional Public Transit Service Development Program funds

Implementing a transit corridor project may consist of a series of events which occur over multiple years prior to the beginning of service. Before operations are initiated and depending on the complexity of the project, contracts may be required for capital equipment, design and construction of facilities, land or rights-of-way and roadway improvements.

**Florida Rural Transit Administration Program (RTAP):** RTAP is a broad program that provides training, continuing education, and technical assistance to those who provide or assist in the provision of public transportation services in rural and small urban communities in order to promote the coordinated delivery of safe, efficient, and effective transit services. The program is administered by the Center for Urban Transportation Research at the University of South Florida.

**Transit Corridor Grants:** FDOT is authorized to fund up to 100 percent of the capital and net operating costs of transit corridor projects through a competitive discretionary grant process. The project objectives, the assigned operational and financial responsibilities, the timeframe required to develop the required service, and the criteria by which the success of the project will be judged shall be documented for each transit corridor project. Transit corridor projects, wholly within one county, meeting or exceeding performance criteria as described in the contract shall be continued by the transit provider at the same or a higher level of service until such time as the department, the M.P.O., and the service provider, agree to discontinue the service.

**Toll Revenue Credits:** It is the purpose of this policy to ensure that FDOT makes available the use of toll revenue credits as soft match on public transit capital and planning projects. It is the policy of the Department to make available the option to use toll revenue credits, authorized by Title 23 U.S.C. 120(i)(1), to Florida transit systems for use as soft match on eligible federal transit capital and planning projects. On an annual basis, the Public Transit Office will be responsible for notifying Florida's transit systems of the availability of toll revenue credits and for approving the use of toll revenue credits on proposed transit capital and planning projects.

The FDOT District 6 Office of Modal Development is a partner agency of the Key West transit system and is a valuable resource for the planning and implementation of transit projects in Key West and the service region.

### 10.3.7 FDOT District 4 and 6 Commuter Services Program

**About:** FDOT also provides financial and technical assistance to promote alternatives to commuters driving alone through the South Florida Commuter Services (SFCS) Program.

The goal of the program is to reduce vehicle miles traveled (VMT) in South Florida through a variety of Transportation Demand Management (TDM) strategies. SFCS' primary activities involve advocating for and highlighting the benefits of the following:

- » **Carpooling:** 2+ people commuting together
- » **Vanpooling:** 4-15 people commuting together in a state sponsored van or SUV
- » **Working From Home:** Individuals carrying out the majority of their work activities from home
- » **Flexible Work Schedules:** Working full-time but commuting outside of morning and afternoon rush hours
- » **Transit:** An alternative to driving offering regular, economical & dependable transit
- » **Bicycling:** The greenest, healthiest option for commuting
- » **Walking:** Healthy option for commuters who live close to their place of employment
- » **Park & Ride Facilities:** The most convenient place to meet for a commuting option – usually free
- » **Guaranteed Ride Home:** In the event of an unforeseen circumstance, the government will pay for commuters' rides home

The Commuter Services program can support implementation of this TDP in future to support marketing efforts.

# 10.4 Performance Monitoring Program

## 10.4.1 Performance Measures and Indicators

It is recommended that Key West Transit monitor the progress of implementing the Short-Term Plan elements of the FY 2025-34 TDP. As proposed transit services are implemented, the following performance indicators and measures should be monitored by the KWT quarterly as part of the recommended performance-monitoring program:



**Passenger Trips** – Annual number of passengers boarding on the transit vehicle



**Revenue Hours** – Number of annual hours of vehicle operation while in active service (available to pick up revenue passengers).



**Operating Costs per Passenger Trip** – This is calculated by dividing the operating expense by the number of passenger miles.



**Revenue Miles** – Number of annual miles of vehicle operation while in active service (available to pick up revenue passengers).



**Passenger Trips per Revenue Hour** – Ratio of passenger trips to revenue hours of operation.



**Passenger Trips per Revenue Mile** – Ratio of passenger trips to revenue miles of service; a key indicator of service effectiveness that is influenced by the levels of demand and the supply of the service provided.

As fixed-route-type services typically take up to three years to become established and productive, the performance data up to that point should be reviewed and interpreted cautiously. Micro transit services should be evaluated separately.

## 10.4.2 Evaluation, Methodology, and Process

This process is based on two measures, trips per mile and trips per hour, which are weighted equally to derive an overall route score. An individual route's score for a particular measure is based on a comparison of the measure as a percentage of the system average for that 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 two 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 caution should be exercised 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 specific route (i.e., geographic coverage vs. ridership performance). The process is particularly useful, however, in highlighting those routes that may have comparative performance-related issues. These routes can then be singled out for closer observation in future quarters or years to determine specific changes that may help mitigate any performance issues.

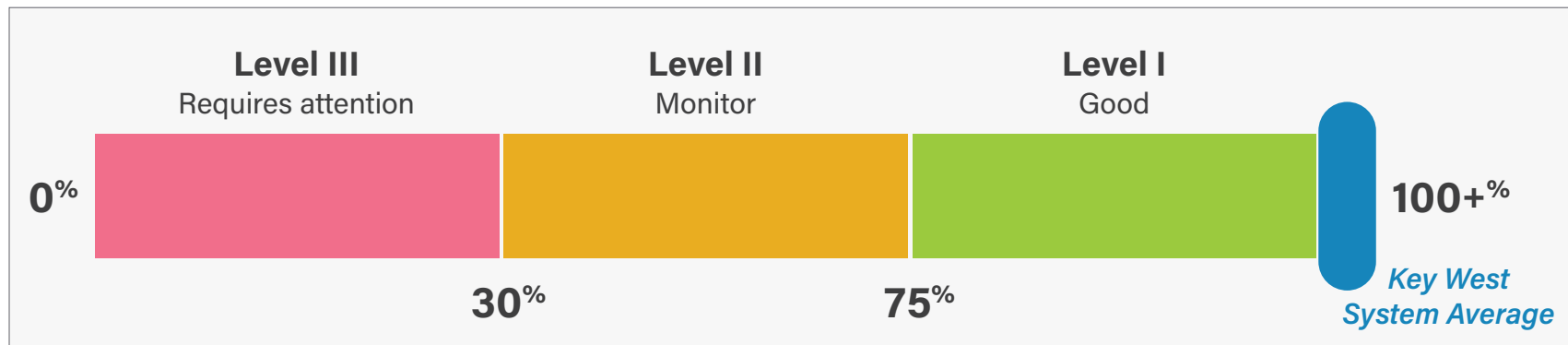
Once a route score is determined, routes can be ranked to show the highest-performing and lowest-performing routes. The rankings are a useful proxy for determining the comparative performance of any route, as well as highlighting changes in performance over time. To track the performance variation over time, three performance levels have been developed:

**Level I - Good ( $\geq 75\%$ )** – Transit routes in this category are performing efficiently compared with the average level of all the agency’s routes.

**Level II - Monitor (30-74%)** – Routes in this category exhibit varying levels of performance problems and require more detailed analysis (e.g., ride checks, on-board surveys, increased marketing efforts, etc.) to aid in identifying specific changes that can be made to help improve the route’s performance.

**Level III - Requires Attention ( $\leq 29\%$ )** – Routes 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.

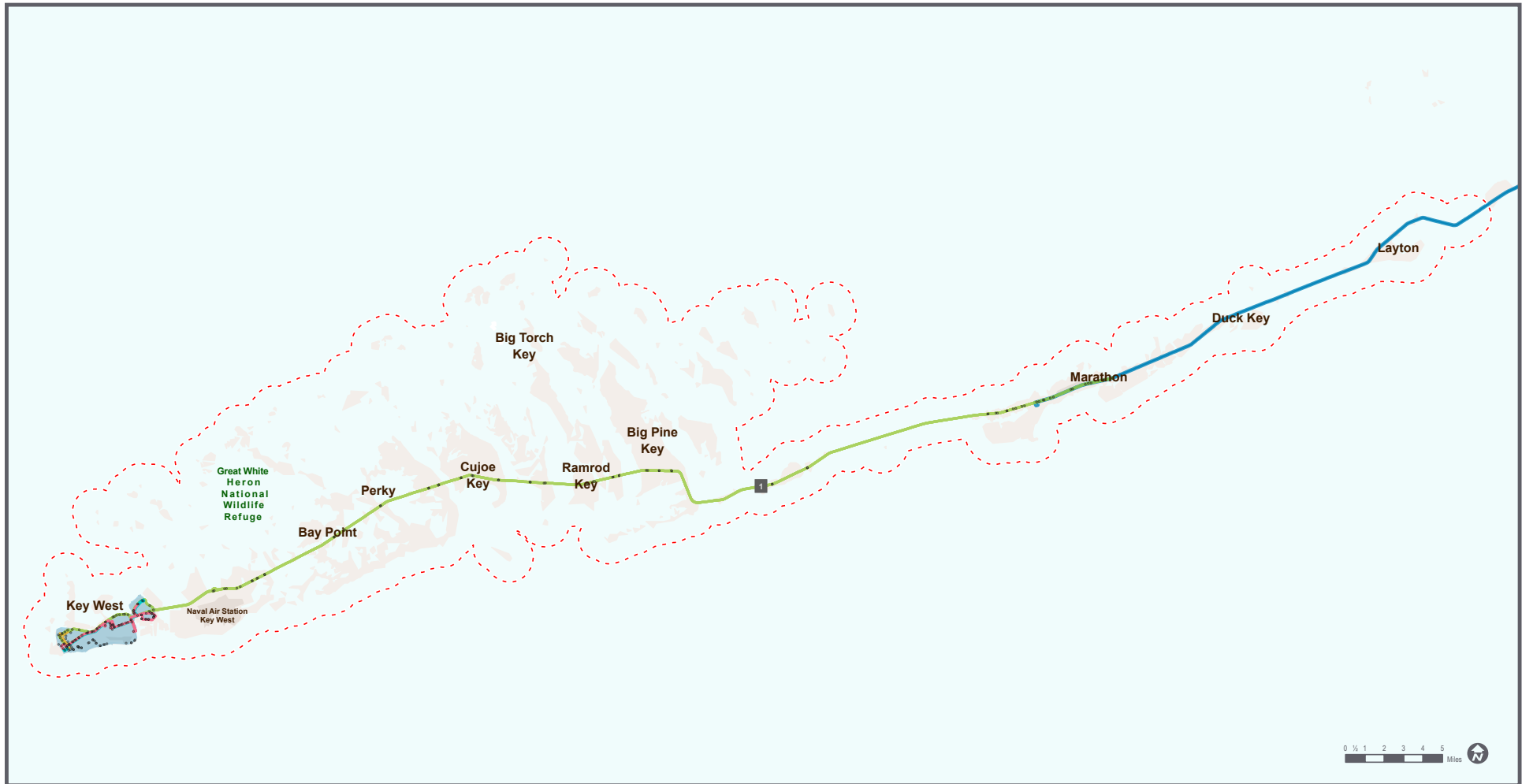
**Figure 10-1: Evaluation Levels and Recommended Thresholds**



# APPENDIX A: MAP SERIES



City of Key West Transit Service Area



Legend

Key West Transit

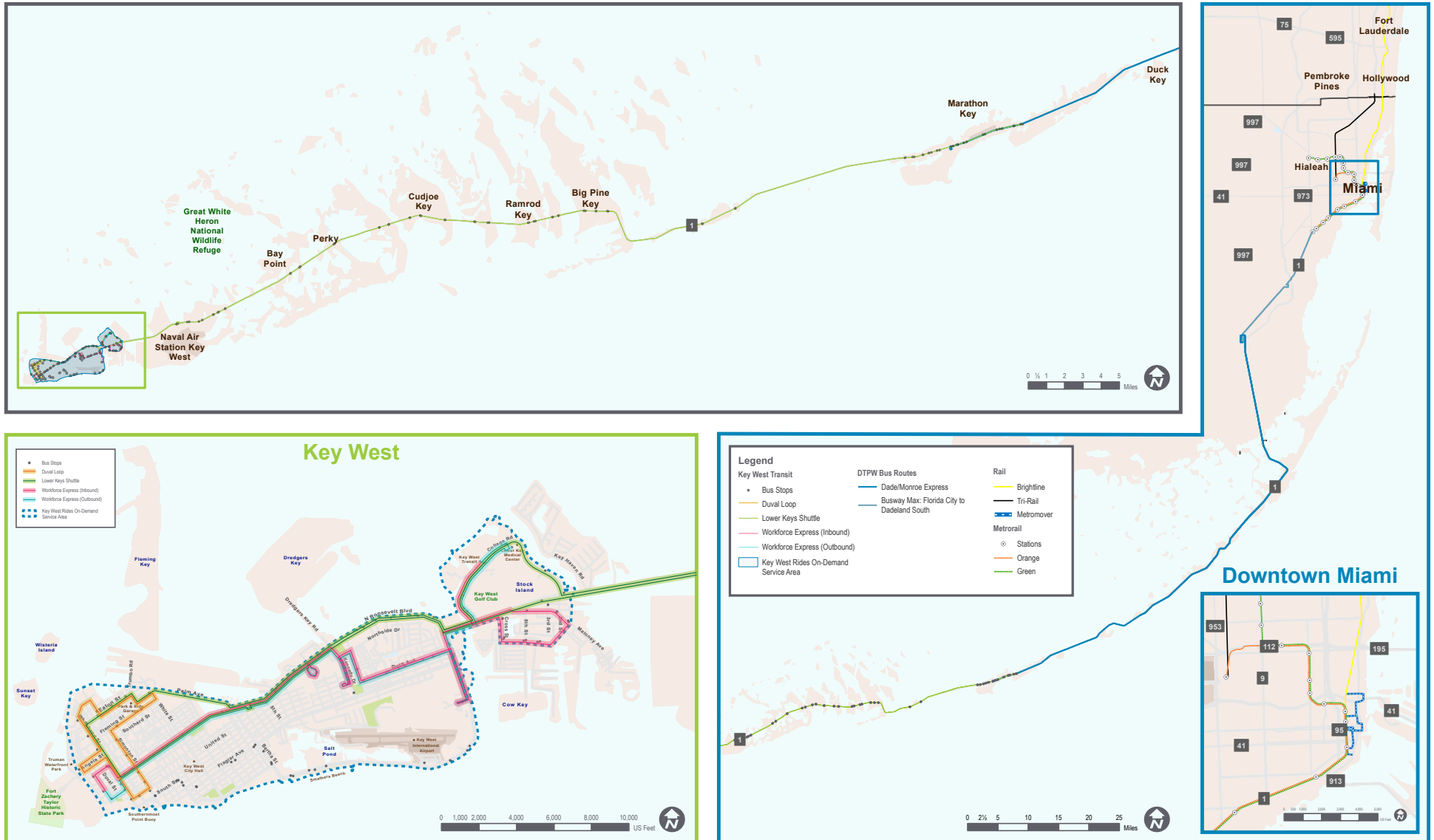
- Duval Loop
- Workforce Express (Inbound)
- Workforce Express (Outbound)
- Lower Keys Shuttle

- Key West Transit Service Area
- Key West Ride Service Area
- Bus Stops

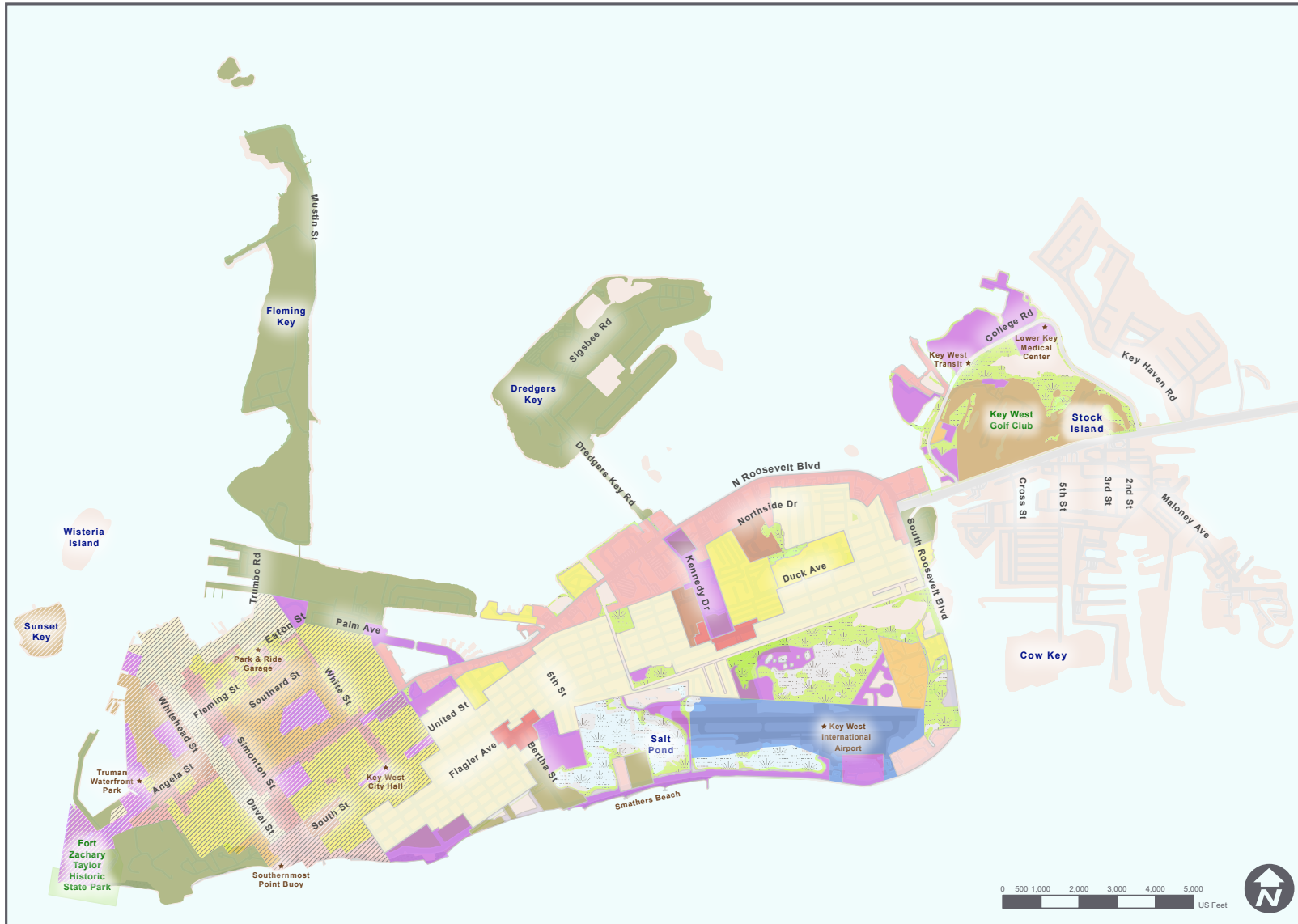
DTPW Bus Routes

- Dade/Monroe Express

## City of Key West Transit and Regional Connections



City of Key West Zoning Districts



**Key West Transit**  
 ★ Landmarks & Activity Centers

**Zoning Districts**

**Residential**

- Single Family
- Medium Density Residential
- High Density Residential
- Coastal Low Density Residential
- Coastal Medium Density Residential

**Commercial Development**

- Limited Commercial
- General Commercial
- Salt Pond Commercial Tourist

**Mixed Use New Town Development**

- Residential/Office
- Planned Redevelopment District

**Old Town Historic Preservation**

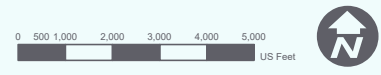
- Historic Residential Commercial Core
- Historic Medium Density Residential
- Historic High Density Residential
- Historic Residential/Office
- Historic Commercial Tourist
- Historic Neighborhood Commercial
- Historic Planned Redevelopment
- Historic Public and Semi-public Services

**Institutional**

- Airport
- Military
- Public Services

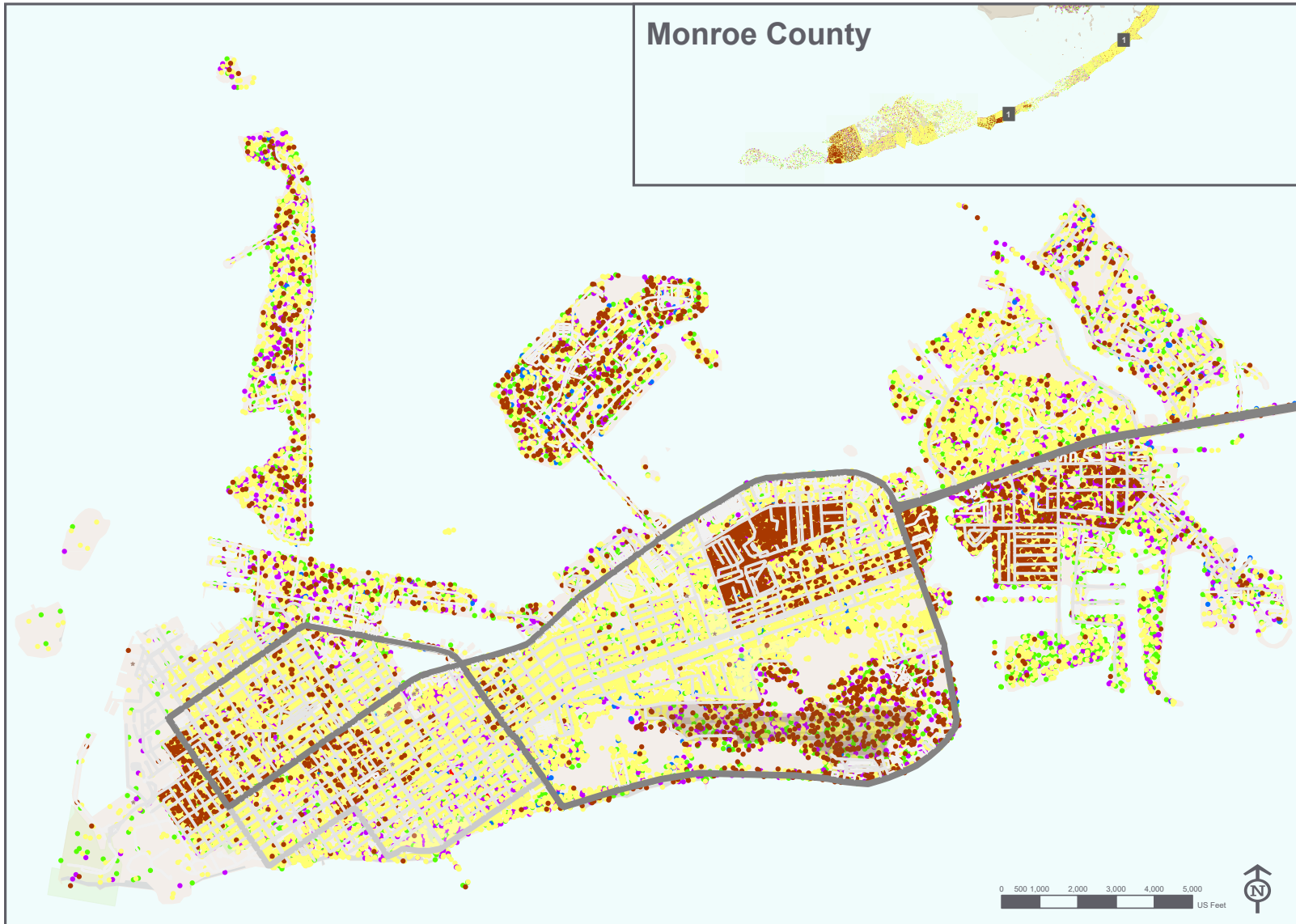
**Conservation**

- Mangrove/Upland Hammock/Wetlands
- Outstanding Waters of the State

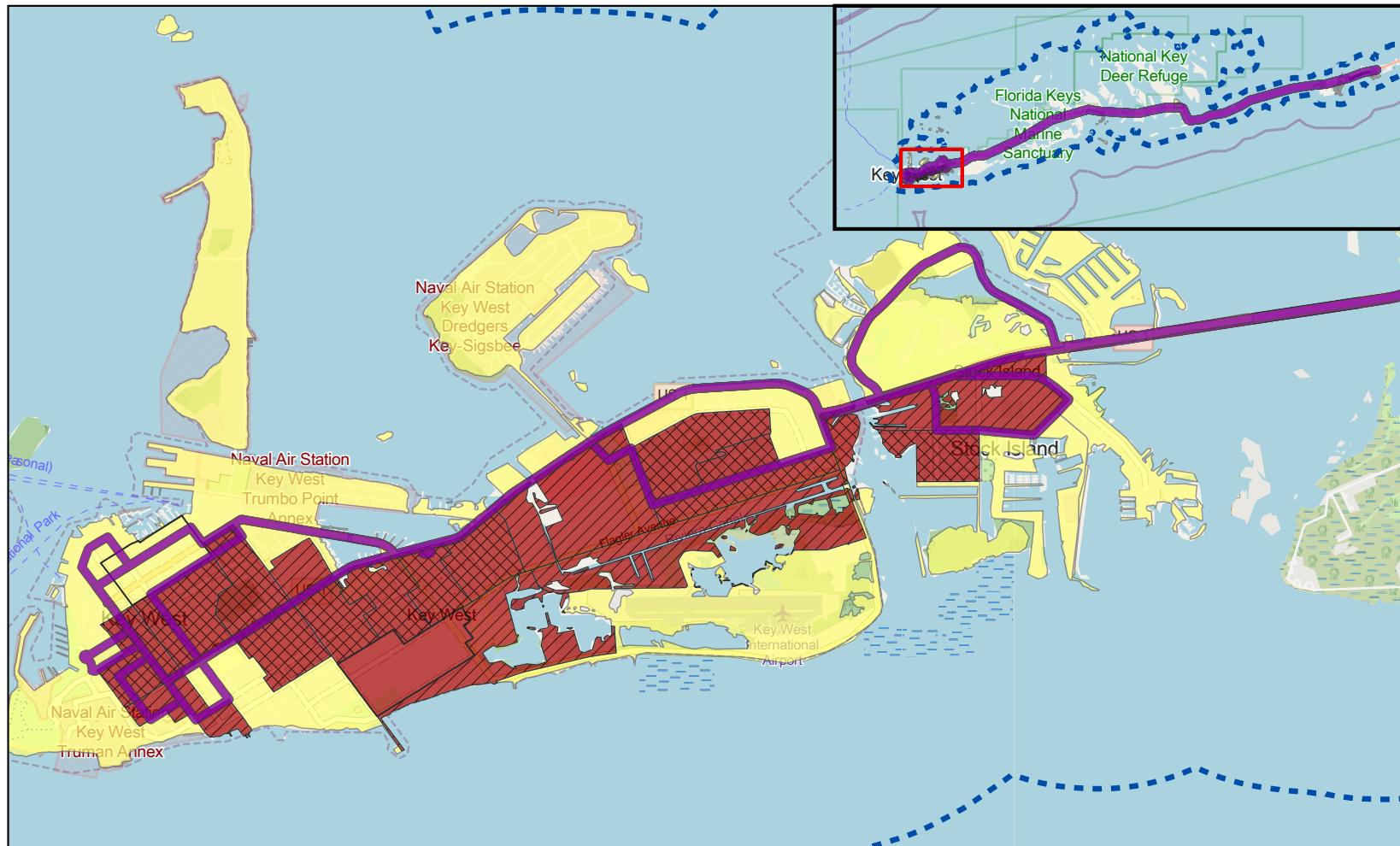




City of Key West Race and Ethnicity



City of Key West Population and Employment Density



**Legend**

Population Density  
(dwelling units/acre)

- Very High
- High
- Minimum

Employment Density  
(employees/acre)

- Very High
- High
- Minimum

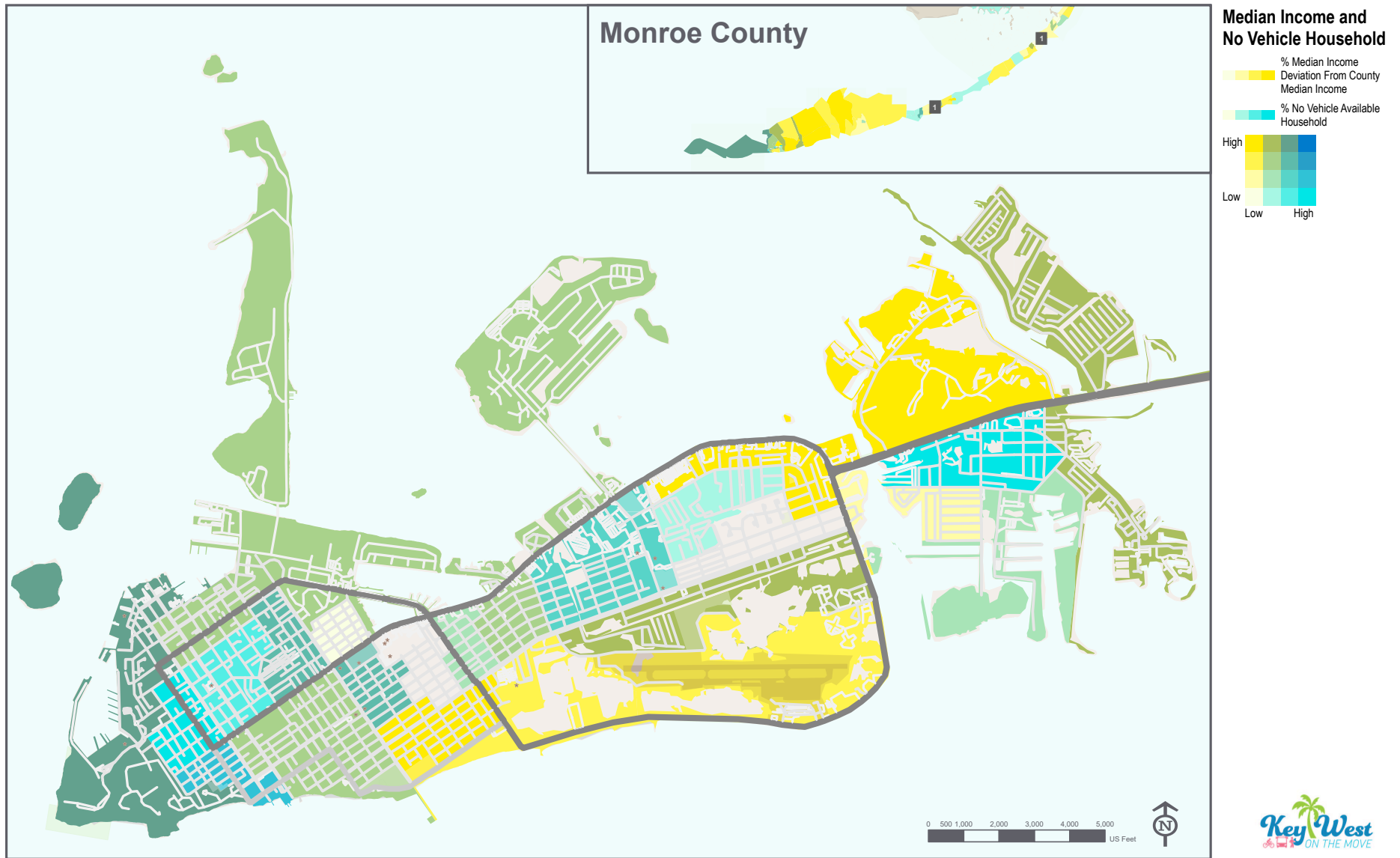
Block Groups

Key West Routes

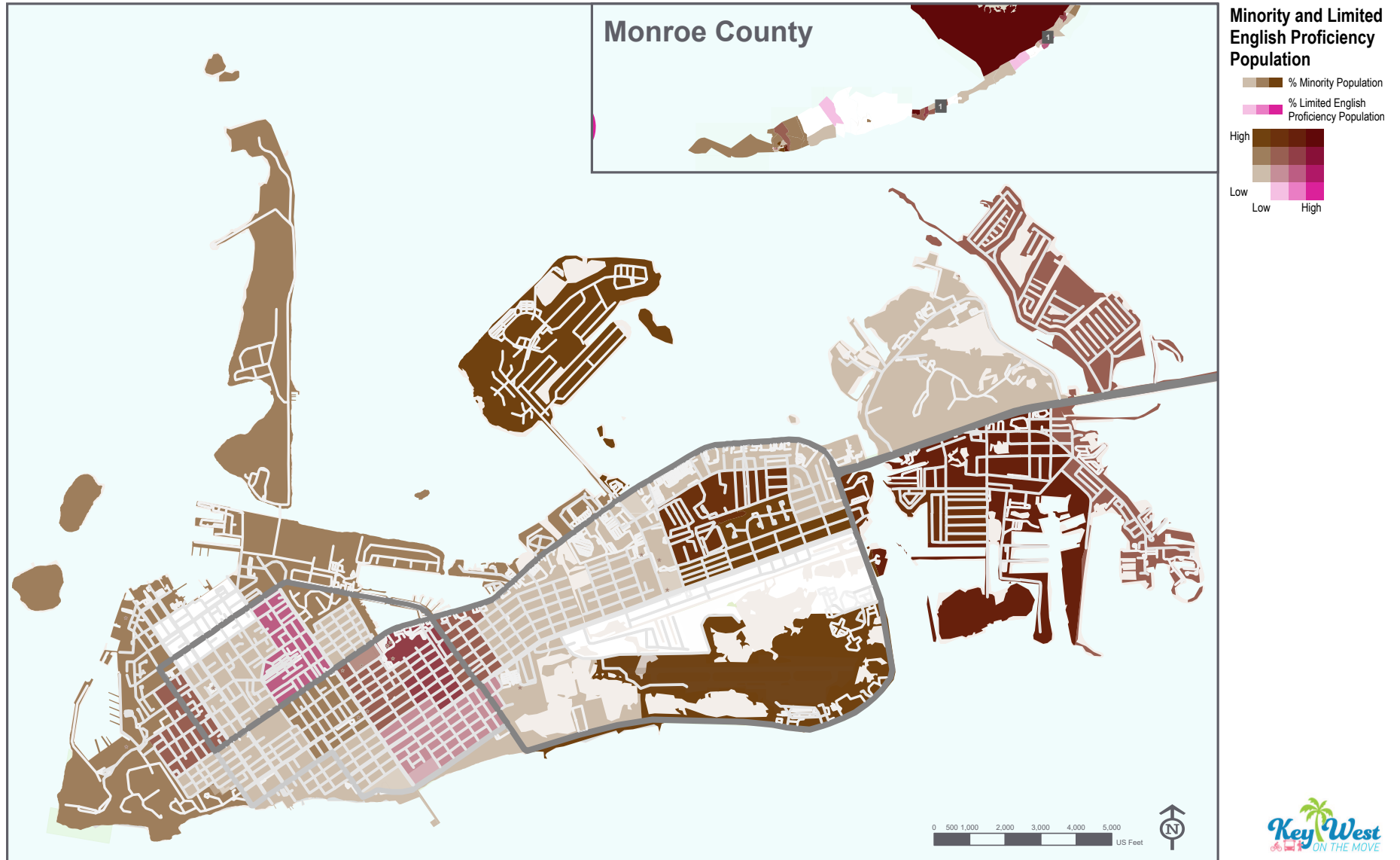
Key West Transit Service Area



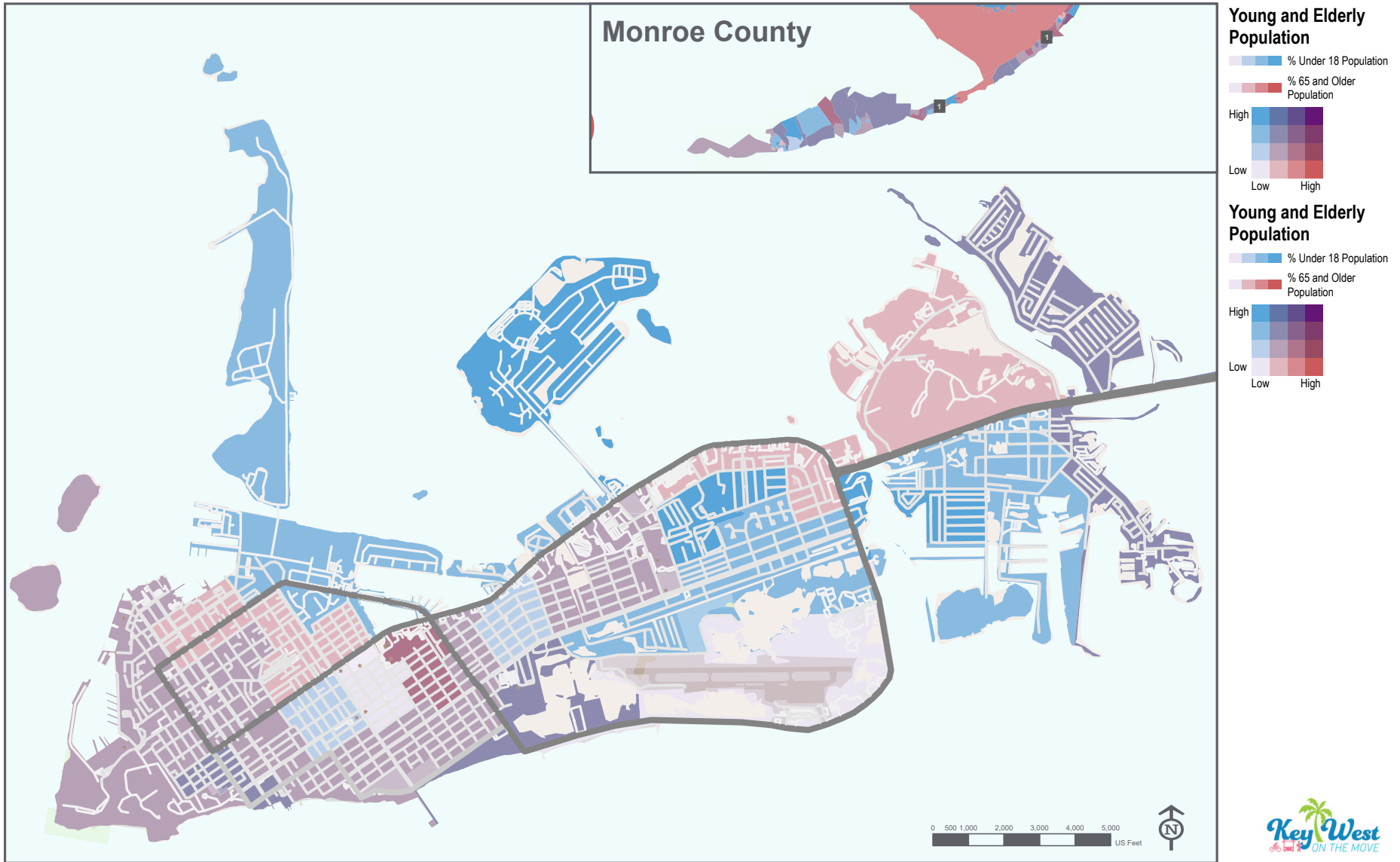
City of Key West Median Income and No Vehicle Household



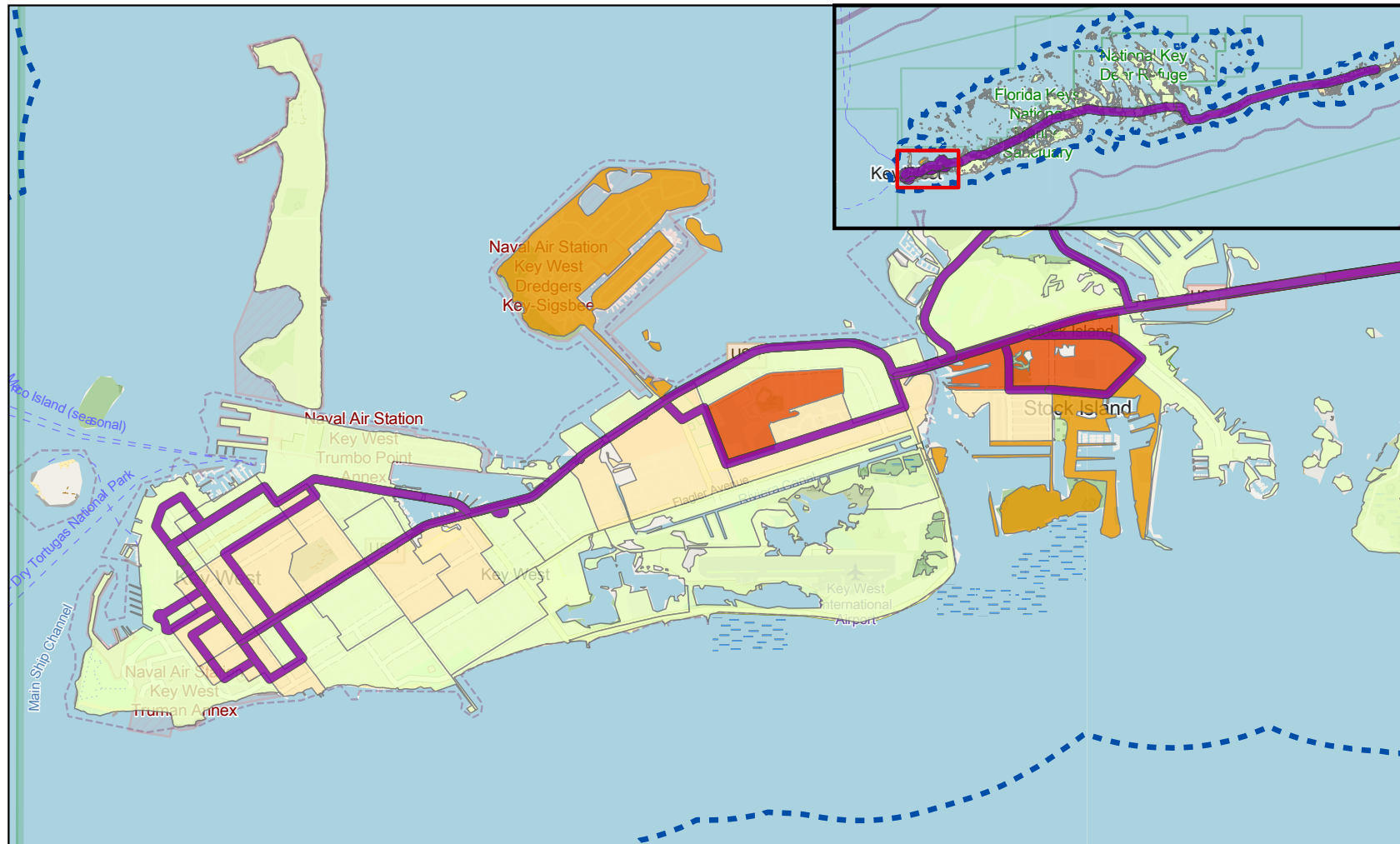
City of Key West Minority and Limited English Proficiency



City of Key West Young and Elderly Population



City of Key West Transit Orientation Index

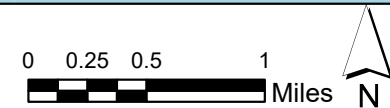


**Legend**

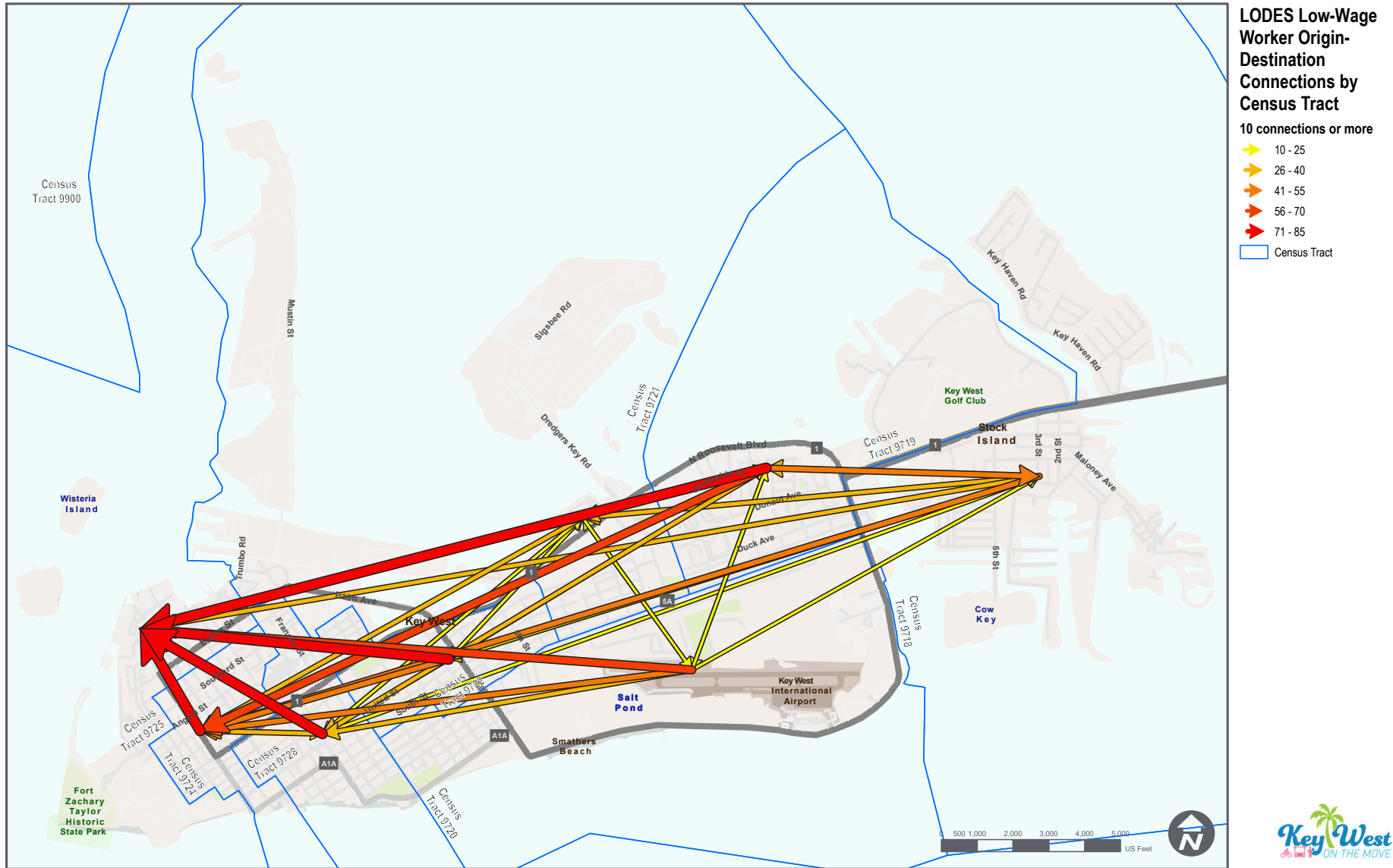
**Transit Orientation Index (TOI)**

- Very High
- High
- Medium
- Low

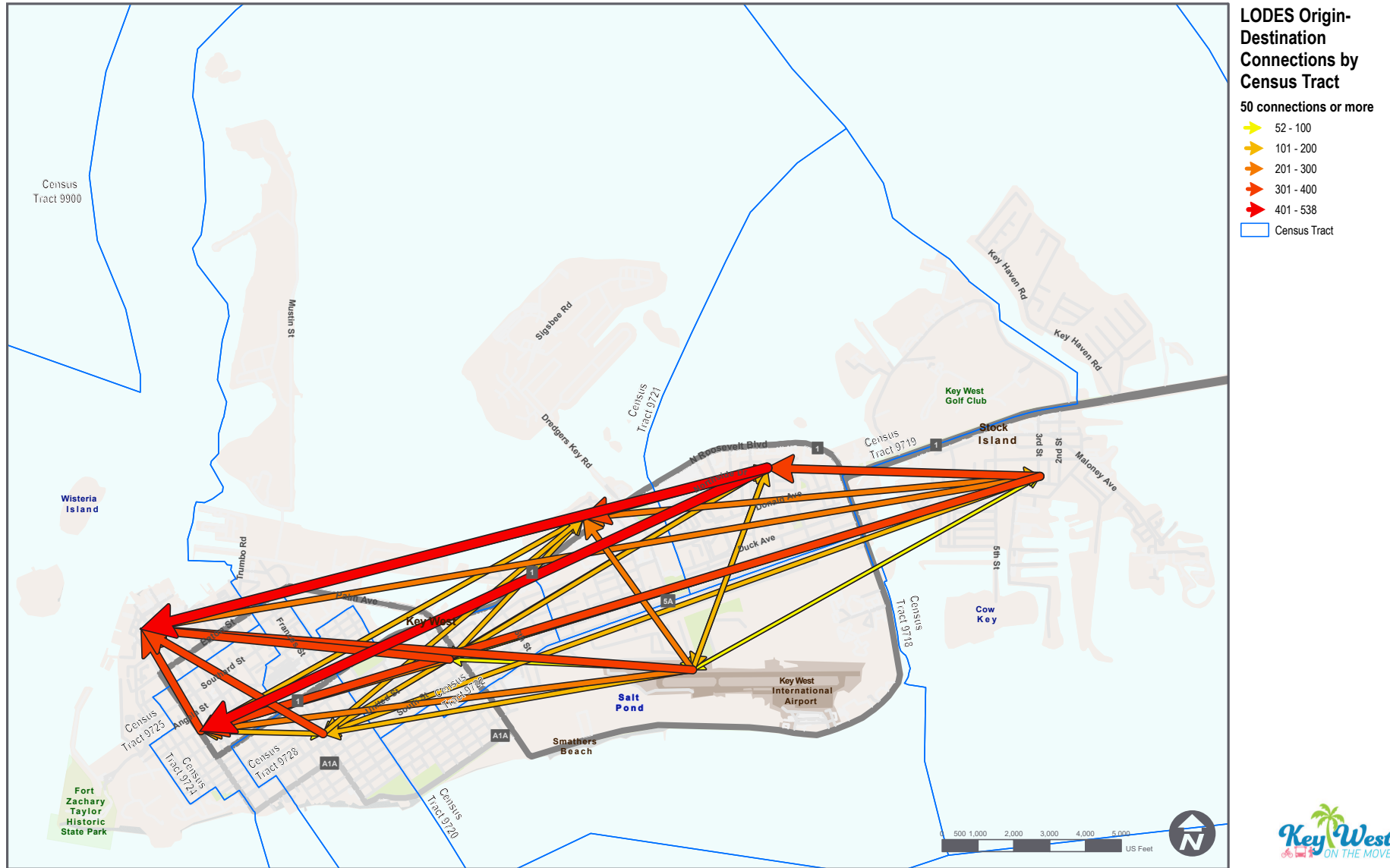
- Key West Routes
- Key West Transit Service Area



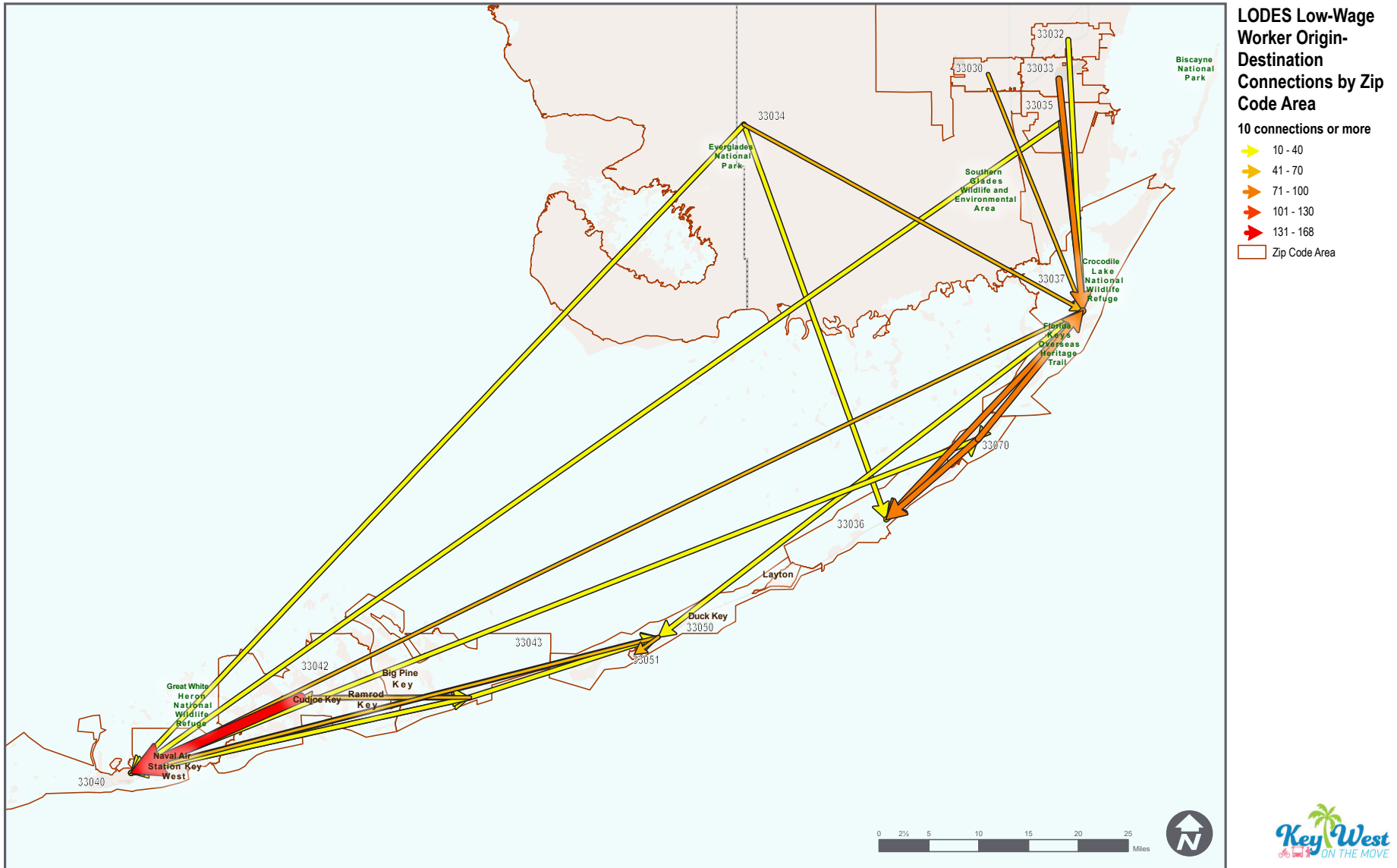
### City of Key West Low-Wage Workers Home-Workplace (Origin-Destination) Connections



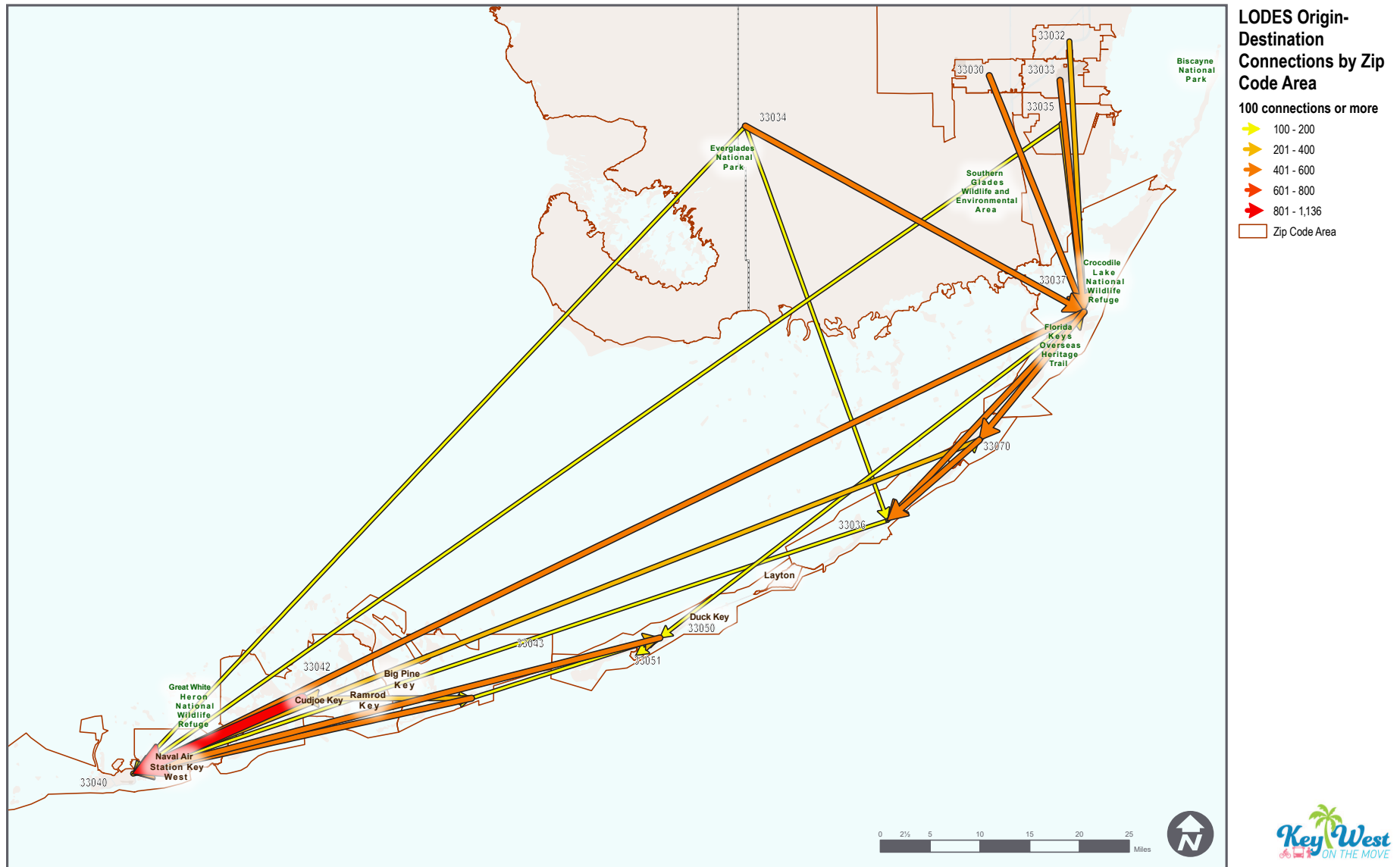
City of Key West Home-Workplace (Origin-Destination) Connections



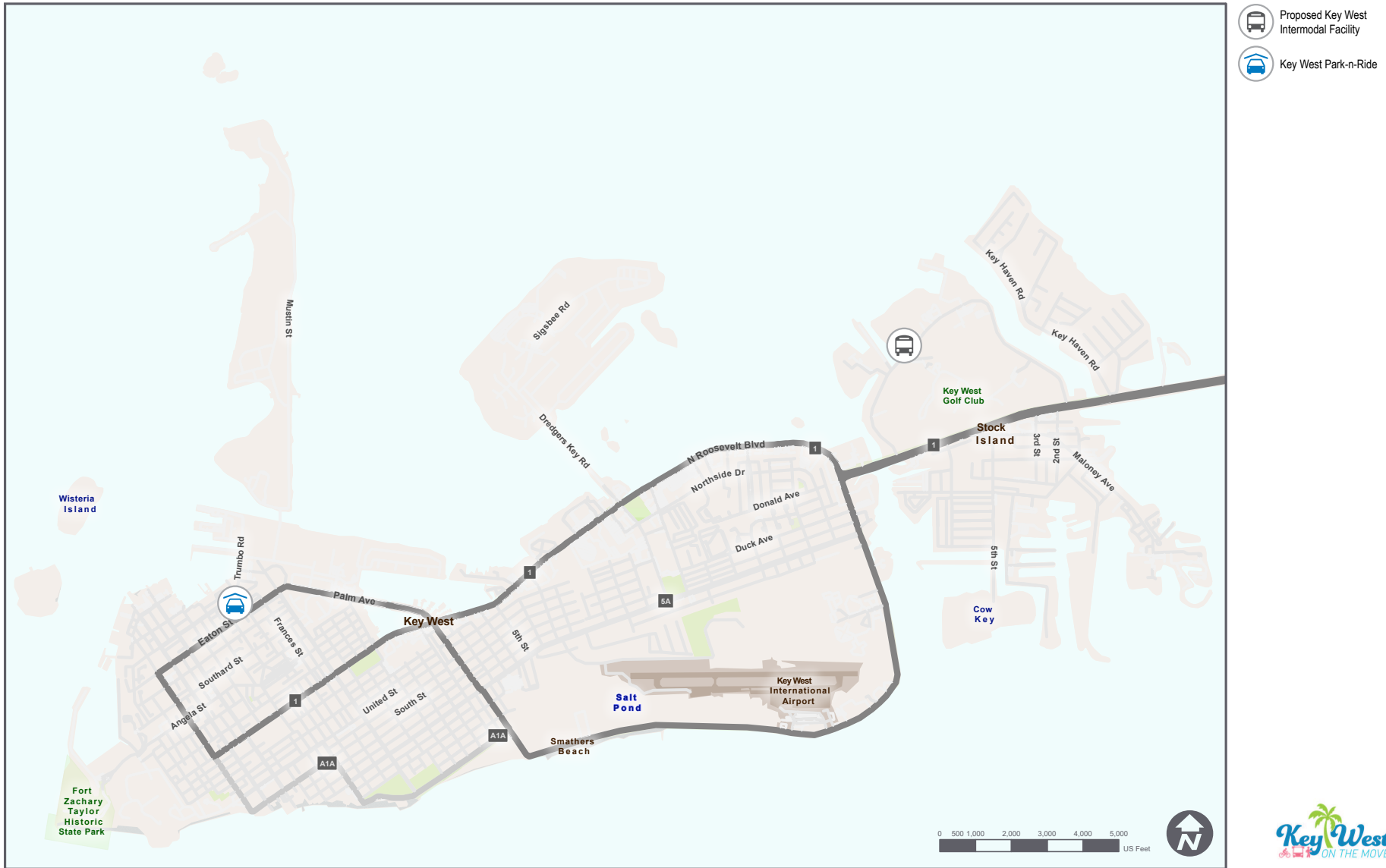
Regional Low-Wage Workers Home-Workplace (Origin-Destination) Connections



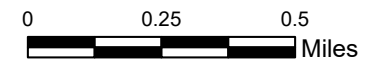
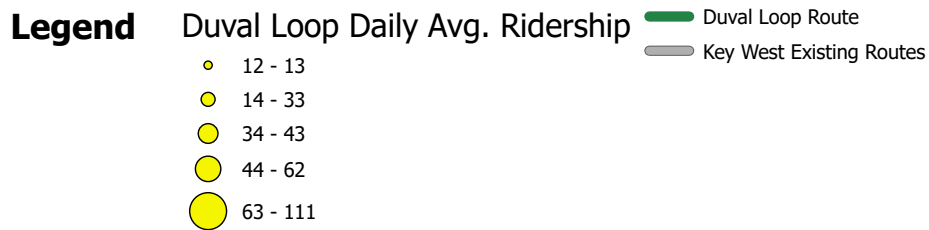
Regional Home-Workplace (Origin-Destination) Connections



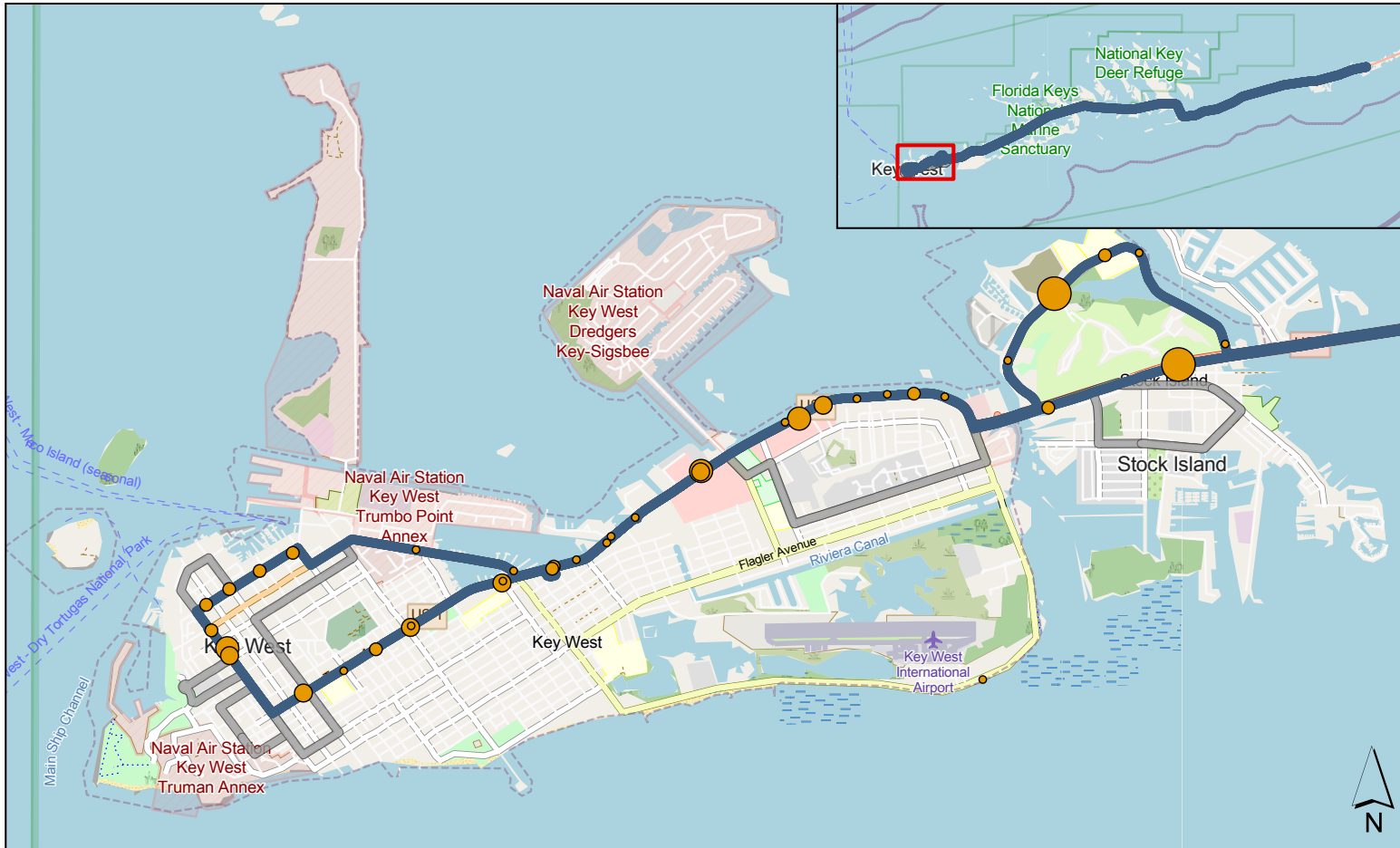
City of Key West Transit Facilities



City of Key West Duval Loop Daily Average Ridership



### City of Key West Lower Keys Shuttle Daily Average Ridership

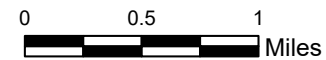


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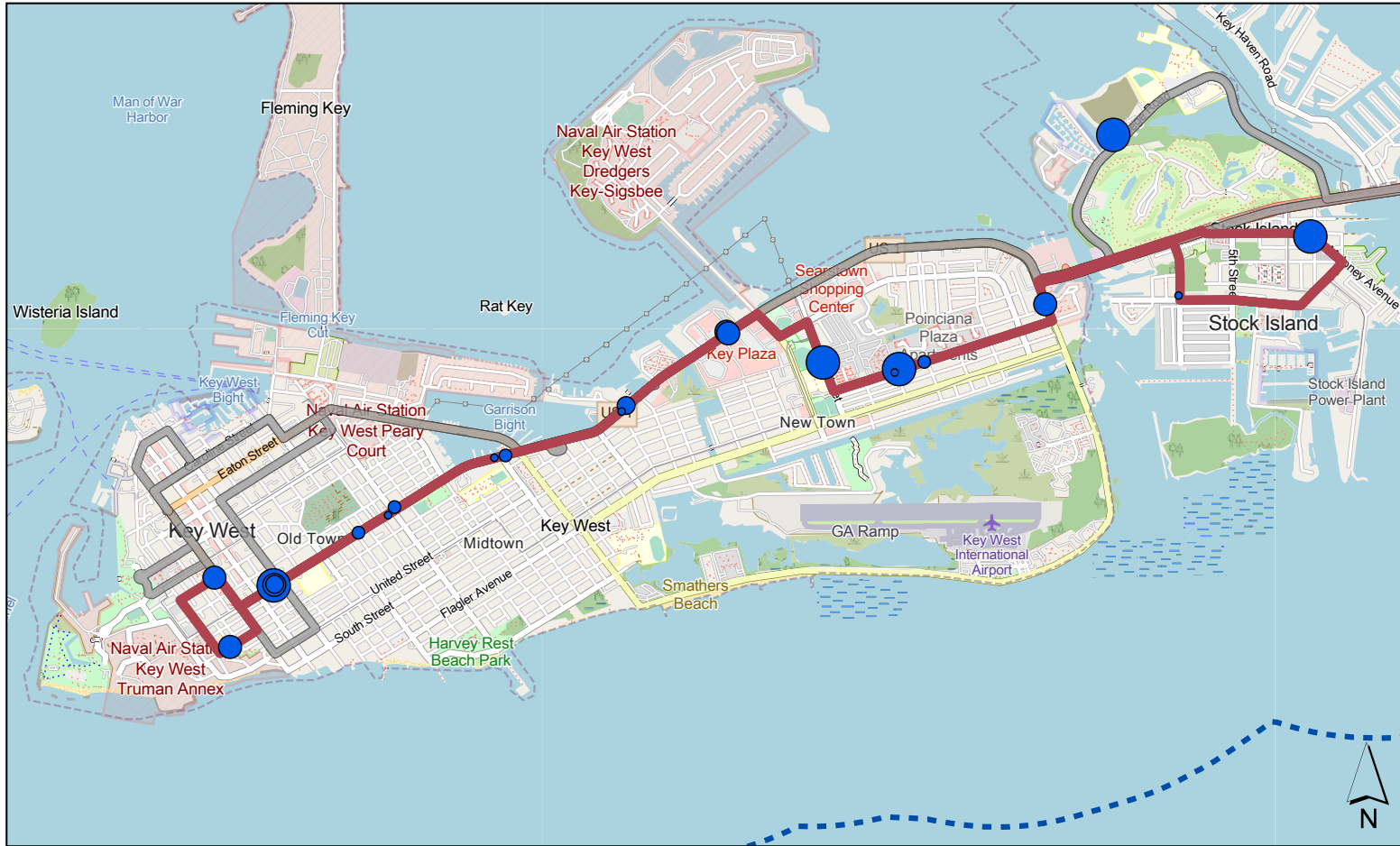
Lower Keys Shuttle Daily Avg. Ridership

- 0 - 1
- 2 - 3
- 4 - 8
- 9 - 19
- 20 - 40

- Lower Keys Shuttle Route
- Key West Existing Routes



City of Key West Workforce Express Daily Average Ridership

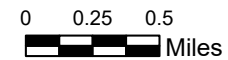


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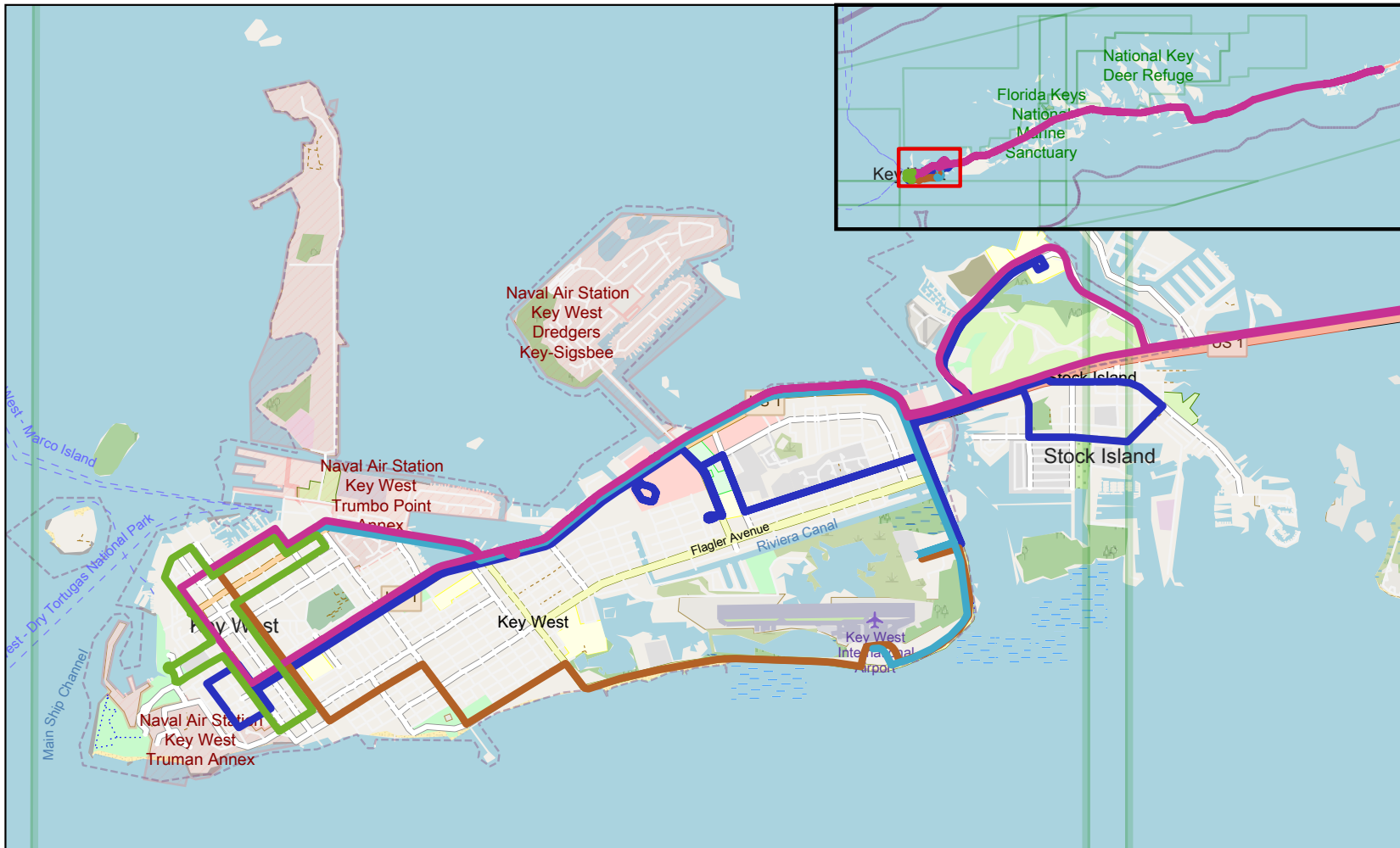
Workforce express Daily Avg. Ridership

- 0 - 1
- 2 - 1
- 2 - 2
- 3 - 5
- 6 - 13

Workforce express Route  
Key West Existing Routes

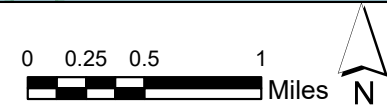


City of Key West 10-Year Scenario



**Legend**

- Duval Loop
- Lower Keys Shuttle
- North Connector
- South Connector
- WorkForce Express



# APPENDIX B: EXISTING SERVICE SCHEDULES

## Lower Keys Shuttle Schedule (May 2024)

LOWER KEYS SHUTTLE - NORTHBOUND																Service Days: Monday - Sunday	
Whitehead & Eaton	Truman & Simonton	North Roosevelt & Searstown	Stock Island US1 & 3rd St.	Boca Chica	Big Coppitt	Bay Point	Sugarloaf Key Lower/Lodge	Cudjoe Key	Summerland Key	Big Pine Key (CVS)	Bahia Honda	Marathon Sombreno Beach Rd.	Marathon 92nd St.	Marathon 106th St.	Marathon Sadowski		
<b>MM 0</b>	<b>MM 1</b>	<b>MM3</b>	<b>MM 5</b>	<b>MM 8</b>	<b>MM 10</b>	<b>MM 15</b>	<b>MM 16</b>	<b>MM 22.5</b>	<b>MM 25</b>	<b>MM 30</b>	<b>MM 37</b>	<b>MM 50</b>	<b>MM 52</b>	<b>MM 52.5</b>	<b>MM 53.5</b>		
<b>5:40 AM</b>	5:45 AM	5:50 AM	5:55 AM	6:00 AM	6:06 AM	6:13 AM	6:16 AM	6:24 AM	6:30 AM	6:40 AM	6:47 AM	<b>7:08 AM</b>	7:09 AM	7:11 AM	7:13 AM		
7:33 AM	7:38 AM	7:43 AM	7:48 AM	7:53 AM	7:59 AM	8:06 AM	8:09 AM	8:17 AM	8:23 AM	8:33 AM	8:40 AM	<b>9:01 AM</b>	9:02 AM	9:04 AM	9:06 AM		
9:26 AM	9:31 AM	9:36 AM	9:41 AM	9:46 AM	9:52 AM	9:59 AM	10:02 AM	10:10 AM	-	-	-	-	-	-	-		
-	-	-	-	-	-	-	-	-	10:22 AM	10:32 AM	10:39 AM	<b>10:59 AM</b>	11:01 AM	11:03 AM	11:05 AM		
11:27 AM	11:32 AM	11:37 AM	11:42 AM	11:47 AM	11:53 AM	12:00 PM	12:03 PM	12:11 PM	12:17 PM	12:27 PM	12:34 PM	<b>12:55 PM</b>	12:56 PM	12:58 PM	1:00 PM		
<b>12:15 PM</b>	12:20 PM	12:25 PM	12:30 PM	12:35 PM	12:41 PM	12:48 PM	12:51 PM	12:59 PM	1:05 PM	1:16 PM	1:23 PM	<b>1:46 PM</b>	1:49 PM	1:51 PM	1:55 PM		
1:13 PM	1:18 PM	1:23 PM	1:28 PM	1:33 PM	1:39 PM	1:46 PM	1:49 PM	1:57 PM	2:03 PM	2:13 PM	2:20 PM	<b>2:41 PM</b>	2:42 PM	2:44 PM	<b>2:46 PM</b>		
2:13 PM	2:18 PM	2:23 PM	2:28 PM	2:33 PM	2:39 PM	2:46 PM	2:49 PM	2:57 PM	3:03 PM	3:13 PM	3:20 PM	<b>3:41 PM</b>	3:42 PM	3:44 PM	3:46 PM		
4:08 PM	4:13 PM	4:18 PM	4:23 PM	4:28 PM	4:34 PM	4:41 PM	4:44 PM	4:52 PM	4:58 PM	5:09 PM	5:16 PM	<b>5:39 PM</b>	5:42 PM	5:44 PM	5:48 PM		
5:59 PM	6:19 PM	6:24 PM	6:29 PM	6:34 PM	6:40 PM	6:47 PM	6:50 PM	6:58 PM	7:04 PM	7:15 PM	7:22 PM	<b>7:45 PM</b>	7:48 PM	7:50 PM	7:54 PM		
7:49 PM	7:54 PM	7:59 PM	8:02 PM	8:07 PM	8:13 PM	8:20 PM	8:23 PM	8:31 PM	8:37 PM	<b>8:47 PM</b>	<b>8:59 PM</b>	<b>9:22 PM</b>	9:25 PM	9:27 PM	9:31 PM		

**Bold** indicates route beginning and end time. **Bold & Italics** indicate a shift change or break period. Above locations are reference points, and does NOT represent all bus stop locations on the Lower Keys. **Red font** indicates Miami Dade Transit Route 301 transfer point.

LOWER KEYS SHUTTLE - SOUTHBOUND																Service Days: Monday - Sunday	
Marathon Sadowski	Marathon 109th St.	Marathon 92nd St.	Marathon 68th St.	Sunshine Key	Bahia Honda	Big Pine Key (CVS)	Summerland Key	Cudjoe Key	Sugarloaf Key Lower/Lodge	Bay Point	Big Coppitt	Boca Chica	Key West Transit	North Roosevelt & Searstown	Whitehead & Eaton		
<b>MM 53.5</b>	<b>MM 52.5</b>	<b>MM 52</b>	<b>MM 51.5</b>	<b>MM 39</b>	<b>MM 37</b>	<b>MM 30</b>	<b>MM 25</b>	<b>MM 22.5</b>	<b>MM 16</b>	<b>MM 15</b>	<b>MM 10</b>	<b>MM 8</b>	<b>MM 4</b>	<b>MM 3</b>	<b>MM 0.</b>		
<b>5:35 AM</b>	5:39 AM	5:41 AM	5:43 AM	6:01 AM	6:04 AM	6:13 AM	6:23 AM	6:27 AM	6:35 AM	6:38 AM	6:45 AM	6:50 AM	7:00 AM	7:20 AM	7:30 AM		
7:28 AM	7:32 AM	7:34 AM	7:36 AM	7:54 AM	7:57 AM	8:06 AM	8:16 AM	8:20 AM	8:28 AM	8:31 AM	8:38 AM	8:43 AM	<b>8:53 AM</b>	<b>9:13 AM</b>	9:23 AM		
9:21 AM	9:25 AM	9:27 AM	9:29 AM	9:47 AM	9:51 AM	10:00 AM	10:10 AM	10:14 AM	-	-	-	-	-	-	-		
-	-	-	-	-	-	-	-	-	10:24 AM	10:27 AM	10:34 AM	10:39 AM	<b>10:49 AM</b>	<b>11:14 AM</b>	11:24 AM		
11:15 AM	11:19 AM	11:21 AM	11:23 AM	11:41 AM	11:44 AM	11:53 AM	12:03 PM	12:07 PM	12:15 PM	12:18 PM	12:25 PM	12:30 PM	<b>12:40 PM</b>	<b>1:00 PM</b>	1:10 PM		
<b>12:15 PM</b>	12:19 PM	12:21 PM	12:23 PM	12:41 PM	12:44 PM	12:53 PM	1:03 PM	1:07 PM	1:15 PM	1:18 PM	1:25 PM	1:30 PM	<b>1:40 PM</b>	<b>2:00 PM</b>	2:10 PM		
1:10 PM	1:14 PM	1:16 PM	1:18 PM	1:36 PM	1:39 PM	1:48 PM	1:58 PM	2:02 PM	2:10 PM	2:13 PM	2:20 PM	2:25 PM	2:35 PM	2:40 PM	<b>2:50 PM</b>		
2:10 PM	2:14 PM	2:16 PM	2:18 PM	2:36 PM	2:39 PM	2:48 PM	2:58 PM	3:02 PM	3:10 PM	3:13 PM	3:20 PM	3:25 PM	<b>3:35 PM</b>	<b>3:55 PM</b>	4:05 PM		
4:01 PM	4:05 PM	4:07 PM	4:09 PM	4:27 PM	4:30 PM	4:39 PM	4:49 PM	4:53 PM	5:01 PM	5:04 PM	5:11 PM	5:16 PM	<b>5:26 PM</b>	<b>5:46 PM</b>	5:56 PM		
5:58 PM	6:02 PM	6:04 PM	6:06 PM	6:24 PM	6:27 PM	6:36 PM	6:46 PM	6:50 PM	6:58 PM	7:01 PM	7:08 PM	7:13 PM	<b>7:23 PM</b>	<b>7:38 PM</b>	7:48 PM		
8:09 PM	8:13 PM	8:15 PM	8:17 PM	8:35 PM	8:38 PM	<b>8:47 PM</b>	<b>9:02 PM</b>	9:06 PM	9:14 PM	9:17 PM	9:24 PM	9:29 PM	9:39 PM	9:44 PM	9:54 PM		

**Bold** indicates route beginning and end time. **Bold & Italics** indicate a shift change or break period. Above locations are reference points, and does NOT represent all bus stop locations on the Lower Keys. **Red font** indicates Miami Dade Transit Route 301 transfer point.

# Appendix B: Existing Service Schedules



## Lower Keys Shuttle Stop List

Lower Keys Shuttle Stop List (PDF)

### ROUTE STOPS

Northbound	Southbound
<b>Key West</b>	<b>Marathon</b>
Whitehead/Eaton	Sadowki Causeway
Truman/Simonton	123 <sup>rd</sup> Street
Truman/White	109 <sup>th</sup> Street
No. Roosevelt Blvd	Airport
<b>Stock Island</b>	68 <sup>th</sup> St. Reef Club
Hurricane Hole	61 <sup>st</sup> St. B&T Bank
US 1 / 3 <sup>rd</sup> Street	52 <sup>nd</sup> St. / MM 50
<b>Boca Chica</b>	42nd St. Hobbs Park
NAS / MM 8	FHP / School
<b>Rockland Key</b>	28 <sup>th</sup> Street
Across Garden Center	Coast Guard
Across Calle Uno	11 <sup>th</sup> Street -7 Mile Grill
<b>Big Coppitt</b>	
Across Bobalu's	<b>Sunshine Key</b>
FKAA / MM 10	At Park Entrance
Geiger Key Rd.	<b>Bahia Honda</b>
<b>Saddlebunch</b>	Across State Park
Park Entrance	<b>Big Pine Key</b>
<b>Bay Point</b>	Dion's
Baby's Coffee / MM 15	CVS / MM 30
<b>Sugarloaf Key – Lower</b>	Professional Plaza
Across Sugarloaf Lodge / MM 17	<b>Little Torch Key</b>
<b>Sugarloaf Key – Upper</b>	Across Dolphin Marina
Across Crane / School	<b>Middle Torch Key</b>
Across Mangrove Mama's	SR4A
<b>Cudjoe Key</b>	<b>Ramrod Key</b>
Sheriff Station / MM 21	Across Tiki Bar
Across FI Keys Realty	Prior to Coral Ave / MM 27
Cutthroat Rd. / MM 20.5	<b>Summerland Key</b>
<b>Summerland Key</b>	Across Dion's / MM 25
Mote Lab / MM 24.5	Across Mote Lab / MM 24.5
Dion's / MM 25	<b>Cudjoe Key</b>

Lower Keys Shuttle Stop List (PDF)

<b>Ramrod Key</b>	Prior to Cutthroat Rd.
FKAA / MM 27	FI Keys Realty
Past Tiki Bar	Across Sheriff Station / MM 21
<b>Middle Torch Key</b>	<b>Sugarloaf Key – Upper</b>
Kings Cove Road	Mangrove Mama's
<b>Little Torch Key</b>	Crane Blvd. at School
Dolphin Marina	<b>Sugarloaf Key – Lower</b>
<b>Big Pine Key</b>	At Lodge / MM 17
Lobstertail Rd,	<b>Bay Point</b>
Across CVS / MM 30	Across Baby's Coffee
Across Dion's	<b>Saddlebunch</b>
<b>Bahia Honda</b>	Across Park Entrance
State Park Entrance	<b>Big Coppitt</b>
<b>Sunshine Key</b>	Across Geiger Rd.
Across Park Entrance	Across FKAA
<b>Marathon</b>	Bobalu's
11 <sup>th</sup> St.	<b>Rockland Key</b>
29 <sup>th</sup> Street	Calle Uno
Park / Marina	Garden Center
Home Depot	<b>Boca Chica</b>
MM 50	NAS / MM 8
62 <sup>nd</sup> Street	<b>Stock Island</b>
71 <sup>st</sup> Sea Grape Apts.	US 1 / E. College Rd.
Across Airport - 92 <sup>nd</sup> Street	FKCC/Hospital
107 <sup>th</sup> Street	Key West Transit
112th Street	<b>Key West</b>
122nd Street	North Roosevelt Blvd
	Palm Avenue
	Caroline/Grinnell
	Whitehead/Eaton

You MUST be on correct side of highway for service



Workforce Express Information

Workforce Express Schedule



We invite you to try the Work Force Express Starting on July 1, 2024

MAP AND SCHEDULE

**Happy Anniversary, Work Force Express**—The City of Key West- Key West Transit's "Work Force Express" fixed-route is celebrating its one-year anniversary. An offspring of data analysis of the "Key West Rides: On-Demand Transit," this route provides transit service from Stock Island to Bahama Village. In recent surveys and feedback from transit enthusiasts, better transit service was requested. On July 1, 2024, the Work Force Express fix-route will expand its service area and hours. The route will now include stops at the Lower Keys Medical Center, apartment complexes around the 3900 block of South Roosevelt Boulevard, the Senior Center on Kennedy Drive, and the Overseas Market. The service will run continuously from 6:45 AM to 6:50 PM, seven days a week.

**Passenger:**

Hello, valued "Key West Rides: On-Demand Transit" passenger. Based on your rider history, we invite you to try the newly modified fixed route, "**Work Force Express.**" The route will now include stops at the Lower Keys Medical Center, apartment complexes around the 3900 block of South Roosevelt Boulevard, the Senior Center on Kennedy Drive, and the Overseas Market. The service will run continuously from **6:45 AM to 6:50 PM**, seven days a week. Here is the schedule and map. We thank you for your continued support.

Hola, valioso pasajero de "Key West Rides: On-Demand Transit". Basándonos en su historial de pasajeros, nos gustaría invitarlo a probar la ruta fija recientemente modificada, "**Work Force Express**". La ruta ahora incluirá paradas en el Centro Médico Lower Keys, complejos de apartamentos alrededor de la cuadra 3900 de South Roosevelt Boulevard, el Centro para Personas Mayores en Kennedy Drive y el Mercado de Ultramar. El servicio funcionará de forma continua de **6:45 a.m. a 6:50 p.m.**, los siete días de la semana. Aquí está el horario y el mapa. Le agradecemos su continuo apoyo.

Bonjou, valè "Key West Rides: On-Demand Transit" pasaje. Baze sou istwa kavalye ou, nou ta renmen envite ou eseye wout la ki fèk modifye fiks, "**Work Force Express**" Wout la kounye a pral gen ladan sispann nan Sant Medikal Lower Keys, apatman konplèks alantou 3900 blòk la nan Sid Roosevelt Boulevard, Sant la Senior sou Kennedy Drive, ak mache a lòt bò dlo. Sèvis la pral kouri kontinyèlman soti nan **6:45 AM a 6:50 PM**, sèt jou nan yon semèn. Isit la se orè a ak kat. Nou remèsye ou pou sipò kontinye ou.

**WORKFORCE SHUTTLE**

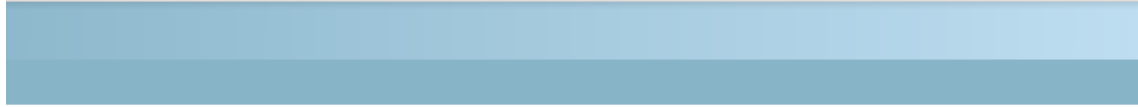
INBOUND									
Key West Transit	Maloney & 2nd	Oceanwalk	Duck Ave & 17th	Senior Center	N. Roosevelt Home Depot	Overseas Market	Truman & Simonton	Petronia & Whitehead	Emma & Truman
<b>6:45 AM</b>	6:55 AM	7:05 AM	7:10 AM	7:15 AM	7:19 AM	7:25 AM	7:33 AM	7:36 AM	7:40 AM
8:30 AM	8:40 AM	8:50 AM	8:55 AM	9:00 AM	9:04 AM	9:10 AM	9:18 AM	9:21 AM	9:25 AM
<b>10:25 AM</b>	10:35 AM	10:45 AM	10:50 AM	10:55 AM	10:59 AM	11:05 AM	11:13 AM	11:16 AM	11:20 AM
<b>1:30 PM</b>	1:40 PM	1:50 PM	1:55 PM	2:00 PM	2:04 PM	2:10 PM	2:18 PM	2:21 PM	2:25 PM
3:15 PM	3:25 PM	3:35 PM	3:40 PM	3:45 PM	3:49 PM	3:55 PM	4:03 PM	4:06 PM	4:10 PM
<b>5:10 PM</b>	5:20 PM	5:30 PM	5:35 PM	5:40 PM	5:44 PM	5:50 PM	5:58 PM	6:01 PM	6:05 PM

OUTBOUND								
Emma & Truman	Truman & Simonton	Overseas Market	N. Roosevelt Key Plaza	Senior Center	Duck Ave & 17th	Oceanwalk	Key West Transit	
7:42 AM	7:46 AM	7:57 AM	8:00 AM	8:04 AM	8:11 AM	8:18 AM	8:25 AM	
9:27 AM	9:31 AM	9:42 AM	9:45 AM	9:49 AM	9:56 AM	10:03 AM	<b>10:10 AM</b>	
11:22 AM	11:26 AM	11:37 AM	11:40 AM	11:44 AM	11:51 AM	11:58 AM	<b>12:05 PM</b>	
2:27 PM	2:31 PM	2:42 PM	2:45 PM	2:49 PM	2:56 PM	3:03 PM	3:10 PM	
4:12 PM	4:16 PM	4:27 PM	4:30 PM	4:34 PM	4:41 PM	4:48 PM	<b>4:55 PM</b>	
6:07 PM	6:11 PM	6:22 PM	6:25 PM	6:29 PM	6:36 PM	6:43 PM	<b>6:50 PM</b>	

Rev 6/24/24

# APPENDIX C: PUBLIC INVOLVEMENT PLAN





CITY OF KEY WEST  
TRANSIT DEVELOPMENT PLAN  
PUBLIC INVOLVEMENT PLAN

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**PREPARED FOR:**

City of Key West Department of Transportation

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**PREPARED BY:**



**DECEMBER 2023**



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### 1.0 INTRODUCTION

The City of Key West is developing a major update to their 10-Year Transit Development Plan (TDP) for 2025-2034. This TDP Major Update will be a practical and implementable plan that truly reflects the near-term vision for the transit agency's growth and improvement over time. Primary goals identified for the TDP update include the identification of strategies to increase ridership, the efficiency for current services, and enhanced connectivity to other services both local and/or regional. As a strategic plan, the TDP will identify needs in an unconstrained fashion and identify service improvements for which there is currently no funding anticipated for. A 10-year vision will be generated during this plan update to provide a beneficial tie and consistency with the FDOT's long range transportation goals and plans.

Public involvement will be a critical component of this study. This Public Involvement Plan (PIP) defines the key goals and objectives for public engagement and outreach for the TDP Major Update using the Key West Transit Public Participation Plan (July 2020) as the foundation, which includes an outreach plan to engage minority and limited English proficient populations and includes other constituencies that are traditionally underserved, such as people with disabilities, low-income populations, and others. This PIP will provide an overview of the public outreach activities that will be conducted during the TDP Major Update process and is designed to comply with State statutory requirements.

Rule 14-73.001 requires that the TDP preparation include the following elements:

- » A PIP approved by the Florida Department of Transportation (FDOT) and also approved by the Federal Transit Administration (FTA) and the Federal Highway Administration (FHWA).
- » Description of the process used, and the public involvement activities undertaken.
- » Solicitation of comments from FDOT and the regional Workforce Development Board (i.e., CareerSource Research Coast) on the mission, goals, objectives, alternatives, and 10-year implementation program.
- » Notification of all public meetings at which the TDP is presented to or discussed with FDOT and the regional Workforce Development Board.

### 2.0 PUBLIC INVOLVEMENT PROCESS

Key West Transit believes community participation in the planning and implementation of transportation services is key to improving transit services. Key objectives for this PIP help to provide measures for the Project Team to ensure the success of the community engagement process.

## 2.1 KEY OBJECTIVES

This major update is a comprehensive effort to understand and respond to the distinctive needs of Key West while simultaneously elevating the mobility experience for both residents and visitors. To ensure the success of this endeavor, public input plays a significant role in crafting a transportation plan that aligns with the needs of the community. To chart a course toward a more accessible, efficient, and inclusive future, the following objectives have been identified:

- » Increase public awareness about the TDP Major Update and opportunities to provide input.
- » Educate the public and stakeholders about the project and opportunities to improve service through public-friendly materials.
- » Provide a variety of opportunities for stakeholders and the public to meaningfully participate in the project and provide their input, including convenient methods both in-person and in digital formats.
- » Partner with local public agencies and community groups to increase reach to low-income, minority, and Limited English Proficiency (LEP) populations.

### 2.1.1 Project Team

The project team members identified for this update are listed below in Table 2-1.

#### 1. Executive Committee (EC):

- » Responsibility: The EC, representing the city of Key West Department of Transportation, will oversee the project.
- » Roles: Provide strategic guidance, coordinate bimonthly with the WSP team, approve major deliverables, review, and approve public and stakeholder presentations, and supervise the overall project timeline schedule.

- » Members: Rod Delostrinos, Rogelio Hernandez, Carolyn Haia, Sandros (KWT)

#### 2. WSP Team:

- » Responsibility: As project consultants, the WSP team will manage day-to-day study activities, analysis, schedule, and budget of the Transportation Development Plan (TDP).
- » Reporting: Bi-monthly reports to the Project Review Team (PRT) and quarterly reports to the Review Committee.
- » Leadership: Oversight by Murriah Dekle, with support from Thomas Rodrigues, Michelle Kendall, Tim Rosenberger, Eric Heinz, Sandrine Charles, Chun Wu, Drake Hayes and other WSP team members.

#### 3. Review Team Members:

- » Purpose: Ensure project alignment with local and regional goals and objectives through consistent coordination with key stakeholders at CareerSource and the Florida Department of Transportation District VI.
- » Roles: Play a significant role in reviewing deliverables, technical memos, and the final draft TDP. Participate in critical stakeholder interviews during the outreach phase of the project.

Table 2-1: TDP Project Team Members

TEAM MEMBER	ORGANIZATION	TITLE/ROLE
<b>EXECUTIVE COMMITTEE</b>		
Rod Delostrinos	Key West Department of Transportation	Director
Rogelio Hernandez	Key West Department of Transportation	Operations Manager
Carolyn Haia	Key West Department of Transportation	Grants and Project Manager
<b>CONSULTANT TEAM</b>		
Murriah Dekle	WSP	Project Manager
Thomas Rodrigues	WSP	Deputy Project Manager
<b>REVIEW TEAM MEMBERS</b>		
Raymond Freeman	FDOT D6	Transit Programs Administrator
Richaunda Curry	CareerSource Florida / Key West – The College of the Florida Keys	Center Manager

**2.1.2 Outreach Phases**

Information will be available throughout the planning process for the public to provide input; however, two phases of engagement will mark the key milestones where targeted community engagement activities will occur:

**Phase I** – Phase I will run from January – March, as the TDP gets underway. This phase of outreach will involve engaging the community to seek public input on transit needs, including service and capital/

infrastructure needs. It will include discussion group workshops, stakeholder interviews, bus rider and operator surveys, community surveys, and strategic pop-up engagement events. These pop-ups are aimed at meeting the community where they are and provide opportunities for the project team to meet with both riders and community members, seeking their feedback. In addition, digital communications, including website, email, and social media, will be part of this phase.

**Phase II** – Phase II will be held in June, following the extensive evaluation of the input received, as well as the development of the recommendations. This additional outreach will be needed to receive public feedback on the recommendations, including service, priorities, and implementation strategies to enhance public transportation in Key West. The project team will host a public listening session, conduct individual stakeholder meetings, as requested, and provide digital communications on the website, email and social media. Utilizing data from sources such as the U.S. Census American Community Survey (ACS), Longitudinal Employment Household Dynamics (LEHD), and the University of Florida's Bureau of Economic and Business Research (BEER), valuable insights can be gleaned regarding population density, commuting behaviors, and employment trends. This information is instrumental in making informed decisions about the optimal levels of transit service, routes, and infrastructure investments.

**2.1.3 Target Audiences**

The City of Key West Department of Transportation aims to involve key individuals and agency-based stakeholders in shaping the Transportation Development Plan (TDP) for FY 2024 - 33. A stakeholder, in this context, refers to an individual from an agency, community, or elected position directly contributing to the development and success of public transportation and mobility services in Key West. Typically, stakeholders are familiar with Key West transit and related services, holding a vested interest in their optimal use and success, along with related programs.

For the FY 2024-2033 TDP, initial identification of major stakeholders includes, but is not limited to, the following categories:

- » Residents in the project area
- » Business owners and employees in the project area
- » Travelers passing through the project area
- » Current Transit riders
- » Potential transit riders
- » Elected Officials
- » Workforce development boards
- » Chambers of Commerce
- » Community Services such as Religious Institutions
- » Educational institutions
- » Bicycle and pedestrian advisory committees
- » Neighborhood and community organizations
- » Health and Human Services Providers
- » Environmental Agencies
- » Media Outlets
- » Spanish-speaking organizations and communities
- » Haitian-Creole- speaking organizations and communities
- » Affordable housing agencies
- » Nonprofit and service organizations

- » Local coordinating boards
- » School and college representatives
- » Citizen advisory committees
- » Tourism bureaus
- » State and federal agencies (transportation, environmental, and planning)
- » Bus Operators

Through both general public involvement activities and targeted stakeholder activities, opportunities will be available to these audience members to ensure that the final TDP is supported by the many voices within the Key West community.

### **2.1.4 Public Involvement Activities**

Effective public involvement processes include inclusive public and stakeholder engagement strategies using both traditional methods complemented by virtual tools to engage a variety of audiences. The following methods will be utilized for the TDP Major Update to meet the key objectives set by this PIP.

### **2.1.5 Stakeholder Interviews**

Stakeholder interviews will be conducted by the Project Team to collect knowledge of perceptions and attitudes of community decision-makers and leadership towards transit. The goal of these interviews will be to obtain feedback about public transportation issues, needs, necessary service enhancements, and priorities. Up to 10 virtual interviews will be conducted using an interview script with specific questions to be approved by Key West Transit prior to the first interview. Stakeholders will also be provided a toolkit that will include information on the purpose of the TDP, ways to stay involved, and other necessary information.

**Table 2-2** provides a list of identified project stakeholders.

Table 2-2: Project Stakeholders

Stakeholder/Title	Agency
Teri Johnston	City of Key West Mayor
Ryan Stachurski, Multimodal Coordinator	City of Key West
Richaunda Curry, Center Manager	CareerSource South Florida   Key West
Richard Clark, Executive Director	Monroe County Transit
Lisa Marciniak, Community Transportation Coordinator	Guidance Clinic of the Middle Keys
Nicole Marriott, President and CEO	Health Council of South Florida, Inc.
Cathy Crane, Director	Monroe County Veterans Affairs
John Dick	Monroe County School Board
Randy Sterling, Executive Director	Housing Authority of the City of Key West
Suzanne Moore, President	Key West Chamber of Commerce
Sheryl Graham	Monroe County Social Services
Suzanne Holt, Business Manager	Florida Keys Outreach Coalition
Carolyn Woodhead, Client Services Coordinator	Florida Keys Outreach Coalition
Julie DuVall, Outreach Worker	Florida Keys Outreach Coalition

**2.1.6 Bus Operator Interviews**

Additionally, these focused interviews will include a presentative group of Key West Transit operators, as they understand the needs and concerns of the system users and can provide input into understanding comments receives on surveys and through workshops.

**2.2 DISCUSSION GROUP WORKSHOPS**

To obtain additional public input into the TDP process, two discussion group workshops will be conducted with a smaller group of participants, 8-12 persons, in an intimate setting that permits more in-depth discussion about opportunities and challenges for the existing services and community. These workshops will be held in different locations to ensure representation that is more geographically distributed. To generate interest and participation, the Project Team will work with agency staff to identify and invite potential participants to each workshop. The workshops will be held on the same day. Potential workshop candidates may include members from the business, health, social services, and education communities, as well as local chambers of commerce, the Hotel/Motel Association, and active stakeholder groups. Since representatives from these organizations may likely represent “nonuser” views, it will be important to notify current Key West Transit patrons of the workshops so that the “user” perspective is represented as well. A variety of techniques will be used to encourage participation and elicit perceptions, ideas, preferences, and other input that is important to inform the TDP process.

**2.3 PUBLIC INPUT SURVEY**

A public survey will be conducted to obtain information related to the attitudes, preferences, and goals of the community related to public transit services. The surveys will be hosted on an online survey platform and the digital survey link will be promoted on outreach materials including social media. The surveys will present information to enable participants to provide an informed response. Surveys will be written in a clear and understandable manner and will be brief to encourage participation. Paper surveys and/or a tablet-based format survey will be prepared and made available at workshops, listening sessions, and to partnering agencies, or upon request. Participants at in-person events will be encouraged to complete the surveys via tablets to improve the ease and accuracy of data collection and reporting.

Email-blasts, social media, and websites will be used to promote the online survey effort. In addition, participants attending the discussion groups will be requested to disseminate the survey links. Participants of the stakeholder interviews will be asked to distribute the link through their places of business, and agency and City staff will distribute the link through other means, as appropriate.

The survey will be live throughout the comment period of Phase I of engagement to allow the public ample time to participate. Survey participation will be analyzed mid-way through each engagement period to identify gaps in target populations' involvement. The data from the survey will be analyzed and compiled into an easily digestible summary.

### **2.4 ON-BOARD SURVEY**

In-person public surveys will be conducted on-board transit buses, and at transit stops to obtain information related to the attitudes, preferences, and goals of transit riders related to public transit services. The surveys will present information to enable participants to provide an informed response. Surveys will be written in a clear and understandable manner and will be brief to encourage participation. These surveys will be paper and/or a tablet-based format.

Social media and websites will be used to promote awareness of the on-board survey. In addition, the survey will be available digitally, to encourage participation among riders who may not be interested in the direct on-board survey.

### **2.5 LISTENING SESSIONS**

To engage with the public and allow them to both learn about the TDP update process and provide their input, listening sessions will be held during each engagement phase. These in-person listening session events will be open house-style and will be held at an easily accessible location where members of the community gather, such as a community festival or popular destination, near transit when possible, and ADA accessible. The potential locations will be identified prior to each phase of engagement.

All materials developed for the events will be made available on the project website to allow people to view project information at their convenience. This will include materials such as presentations, double-sided handouts, and surveys developed for each phase as needed. Logistics guides will be developed for each event to highlight the purpose of the listening session and to outline the roles and responsibilities of the Project Team. Spanish interpreters may be available during events by advance request and materials may be translated into Spanish, as necessary.

The Phase I listening session will provide the opportunity for the public engage with the Project Team, learn about the TDP process, and provide input on transit needs, necessary service and capital improvements, and community values, needs, and priorities.

The Phase II listening session will share proposed transit services alternatives to the public, solicit feedback on the TDP alternatives and priorities, and collect input on the effectiveness of the transit alternatives.

### **2.6 PROMOTIONAL OUTREACH ACTIVITIES**

A multifaceted outreach approach and promotional campaign are necessary to engage the target audiences. Sharing project materials and engagement opportunities through print and digital means will help provide community members with convenient ways to access information about the project, public participation opportunities, informational materials, frequently asked questions, and comment opportunities.

#### **2.6.1 Branding**

All TPD materials will use the project's branding as developed by the Project Team. The branding reflects the project's purpose and the public participation goal of engaging those who live and travel throughout the community to provide feedback on transportation and transit access. The branding also provides a recognizable look for all study materials, such as the webpage and other promotional and engagement materials.

**2.6.2 Website**

A page on the City of Key West website will be developed to provide all project information and engagement opportunities that the public and stakeholders can access at their convenience. Sections of the webpage may include:

- » TDP Process Overview
- » Anticipated Schedule
- » Public Survey Links
- » Meeting Dates
- » Highlights about the Key West Transit system

The webpage will be updated before each phase of engagement.

**2.6.3 Social Media**

To reach the public and stakeholders through online platforms, City of Key West’s social media accounts will be used to share study information and promote public participation. Posts will be short and engaging, utilizing graphics to catch users’ attention.

**2.6.4 E-blasts**

To reach the public, e-blasts or mass email messages will be distributed to share information with those who elect to receive updates through City of Key West’s electronic subscription service. E-blasts can also be distributed to stakeholders and partner agencies to increase reach. E-blasts will be sent out during each phase of engagement.

**2.6.5 Press Releases**

Press releases will be developed to promote study updates and engagement opportunities during each engagement phase. Project materials will be made available when requested and accessible online

for media use. Press releases will be distributed by City of Key West to their media list and posted on the News section of the City of Key West website.

**2.6.6 Transit Ads and Posters**

Key West Transit may advertise this study effort using printed signs that are posted around transit terminals, including designated news bulletin areas.

The schedule below in **Table 2-3** provides preliminary suggestions for Key West Transit Consideration.

Table 2-3 Public Involvement Schedule

ACTIVITY	TIMEFRAME (2024)
<b>IN-PERSON MEETINGS AND EVENTS</b>	
Stakeholder Interviews & Meetings	January - February
Key West Food & Wine Festival	January 23rd – 28th
Mile 0 Fest	January 23rd – 27th
Key Western Fest	February 1st – 3rd
Mallory Square (Truman Waterfront Farmers Market, Key West Island Market)	January - February
Community Outreach Workshop	February
<b>SURVEYS</b>	
On-Board Surveys	February
Operator Surveys	January – March
Online Surveys	January – June
<b>OTHER OUTREACH</b>	
Social Media Outreach	January – June

### 3.0 SPECIAL ACCOMMODATIONS

Anyone who needs a special accommodation for any planned PIP activity of this TDP must contact the County Americans with Disabilities Act (ADA) coordinator at least 48 hours in advance of the meeting. Persons who require special accommodations under the Americans with Disabilities Act or persons who require translation services (free of charge) should contact city staff at [kwdot@cityofkeywest-fl.gov](mailto:kwdot@cityofkeywest-fl.gov) at least seven days prior to the meeting.

#### 3.1 TITLE VI OF THE CIVIL RIGHTS ACT

The City of Key West upholds a Title VI of the civil rights act program that assures that no person, on grounds of race, color, or nation origin, is excluded from participating in, denied the benefits of, or subjected to discrimination under any program or activity receiving federal financial assistance from the Federal Highway Administration (FHWA) or the Federal Transit Administration (FTA). This adopted Title VI program applies to all planned TDP PIP activities. Any person who believes she or he has been aggrieved by any unlawful discriminatory practice under Title VI may file a complaint with KWT.

The following information will be included on outreach and promotional materials used as part of this study, to ensure members of the public are aware of these policies:

*For more information of KWT's civil rights program, and the procedures to file a complaint, contact (305) 809-3910, or visit out office at 5701 College Road, Key West, Florida 33040. For more information, visit [www.kwtransit.com](http://www.kwtransit.com). Inquires or complaints related to Title VI may be sent in writing to Key West Transit, Title VI Officer, 5701 College Road, Key West, Florida 33040. A complainant may file a complaint directly with the Federal Transit Administration by filing a complaint with Office of Civil Rights, Attention: Title VI Program Coordinator, East Building, 5th Floor – TCR, 1200 New Jersey Avenue SE, Washington DC 20590.*

### 3.2 ENVIRONMENTAL JUSTICE

Environmental Justice (EJ) Executive Order 12898, included as a component of Title VI requirements, guarantees the fair treatment for all people regardless of race and income. The City of Key West follows EJ standards so as to ensure that there is no high and adverse human health or environmental effects of its programs, policies, and activities on minority populations and low-income populations. The City is committed to providing services and outreach activities that address the needs of minority populations and low income communities in Key West.

#### 3.3 LIMITED ENGLISH PROFICIENCY

Under the Title VI of the civil rights act, all public transportation providers who received federal funding from the United States Department of Transportation (USDOT), must ensure that populations with Limited English Proficiency (LEP) have meaningful access to benefits, information, services, and all other pertinent information on programs and associated activities. As outlined in the cities adopted Title VI Plan (Insert Link). If information is needed in another language, the public will be instructed to contact (305) 809-3910 to make a formal request.

Per the most recent United States Census Bureau data, approximately 16% of the population of Key West speaks Spanish. According to research from the Migration Policy Institute, South Florida's population is 3.8% Haitian. Translation services will be available for all engagement materials in English, Spanish and Haitian-Creole.

FDOT Approval Email

**Dekle, Murriah**

**From:** Freeman, Raymond <Raymond.Freeman@dot.state.fl.us>  
**Sent:** Tuesday, January 23, 2024 1:03 PM  
**To:** Carolyn Haia  
**Cc:** rdelostrinos; Rogelio Hernandez; Dekle, Murriah; Rodrigues, Thomas J.; Huang, Simon; Dube, Christopher; Cejas, Carlos M.  
**Subject:** FW: Revised Public Involvement Plan (PIP)  
**Attachments:** KW TDP Public Involvement Plan DRAFT v3 01-05-24.pdf

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi Carolyn,

The Department completed our review of the attached submitted draft KWT TDP PIP and have no additional comments to provide.

Thank you for providing to our Office.

**Raymond Freeman**  
**Passenger Operations Manager**  
 Modal Development Office  
 Florida Department of Transportation  
 District Six  
 1000 NW 111 Avenue, RM 6108  
 Miami, FL 33172  
 Phone: 305-470-5255  
 Email: [Raymond.Freeman@dot.state.fl.us](mailto:Raymond.Freeman@dot.state.fl.us)



**From:** Carolyn Haia <chaia@cityofkeywest-fl.gov>  
**Sent:** Friday, January 5, 2024 4:25 PM  
**To:** Freeman, Raymond <Raymond.Freeman@dot.state.fl.us>  
**Cc:** Rod Delostrinos <rdelostrinos@cityofkeywest-fl.gov>; Rogelio Hernandez <rhernandez@cityofkeywest-fl.gov>; Dekle, Murriah <Murriah.Dekle@wsp.com>; Rodrigues, Thomas J. <Thomas.Rodrigues@wsp.com>; Huang, Simon <Simon.Huang@dot.state.fl.us>  
**Subject:** Revised Public Involvement Plan (PIP)

**EXTERNAL SENDER: Use caution with links and attachments.**

Afternoon Raymond,  
 Attached is the revised Public Involvement Plan for FDOT's review.

# APPENDIX D: PUBLIC INVOLVEMENT ACTIVITIES



Phase I | Survey

### City of Key West 10-Year Transit Development Plan

The City of Key West is developing a major update to its 10-Year Transit Development Plan for 2025-2034. The TDP helps determine future transit improvements over the next 10 years and provides insight on the role of transit in making the City of Key West a great place to live and work. As part of this effort, the City of Key West is collecting information about your travel experiences and soliciting feedback to help improve Key West's transit services. Please take a few minutes to complete this survey. Your participation is greatly appreciated and your response will be kept anonymous.

**1. Which routes or service do you use? (Select all that apply)**

- Duval Loop
- Lower Keys Shuttle
- Workforce Express
- Key West Rides (Microtransit)

**2. What is the reason you use Key West Transit (Select all that apply)**

- Connect to/from work
- Pleasure/Recreational Purposes/ Access to Entertainment
- Attend medical appointments
- Attend school or college
- Shopping/errands
- Other (please specify)

**3. How do you get to the bus stop? (Select all that apply)**

- Walk
- Wheelchair
- Bicycle
- Drive & Park
- Get dropped off
- Use Key West Rides microtransit service
- Other (please specify)

**4. How long does it take you to get to the bus stop?**

- Less than 5 minutes
- 5 - 10 minutes
- More than 10 minutes

**5. Typically, how many ONE-WAY trips do you take per week?**

- 1 -2 trips
- 3 - 4 trips
- 5 or more trips

**6. What is the MOST IMPORTANT reason you ride the bus? (Select all that apply)**

- I do not have a valid driver's license
- I do not have access to a car/vehicle
- Parking is too expensive/difficult
- I am unable to drive
- The bus is more convenient
- The bus fits my budget better
- The bus is safer/less stressful
- Other (please specify)

**7. If the bus was not available, what other mode of transportation would you use?**

- Drive personal vehicle
- Ride with someone
- Taxi / Uber / Lyft
- Walk or bike
- Wouldn't make the trip
- Other (please specify)

**8. How many working vehicles (cars, motorcycles, trucks, vans) are at your home?**

- None
- 1
- 2
- 3 or more

**9. How long have you been using Key West Transit?**

- Less than 6 months
- 6 months to 1 year
- 1 to 3 years
- 3 to 5 years
- Longer than 5 years

**10. What is your usual bus fare?**

- Full
- Disabled/Disadvantaged/Military
- Student
- Senior

**11. What IMPROVEMENTS would make Key West Transit better? (Select all that apply)**

- More frequent service (bus service every ½ hour rather than 1 hour, etc.)
- Expanded service hours for late night/early morning service
- More availability of Key West Rides (micro transit service)
- Improve bus stops (amenities, shelters, etc.)
- Improve pedestrian/bicycle access to the bus stop areas
- Other (please specify)

**12. Overall, how satisfied are you with Key West Transit's service? Select a score where 10 is the MOST satisfied and 1 is the LEAST satisfied.**

1   2   3   4   5   6   7   8   9   10

Least Most

**13. How do you usually get information on bus service? (Please select only one)**

- SMS Text Message from Key West Transit
- Google Wallet App
- Token Transit App
- Printed bus schedule
- City of Key West website
- Internet Search (i.e., Google, Bing, or similar)
- Bus drivers
- Bus signs/shelters
- Friend / relative
- Other (please specify)

**14. Do you own a Smartphone?**

- Yes, it's a smartphone with a data plan / internet connectivity
- Yes, but I have no data plan
- No

**15. Do you have a valid driver's license?**

- Yes
- No

**The following questions are optional. Your personal information will be kept private and not connected to your responses.**

**1. Your age range**

- Under 18
- 18-24
- 25-49
- 50-64
- 65 or older

**2. Range of your total household income for 2024**

- Less than \$20,000
- \$20,000 - \$39,999
- \$40,000 - \$59,999
- \$60,000 - \$74,999
- \$75,000 or greater

**3. What is your employment status?**

- Student
- Full-time employed
- Part-time employed
- Retired
- Unemployed

**4. Which race or ethnicity best describes you? (Select all that apply)**

- African American/Black
- American Indian or Alaska Native
- Asian
- Caucasian/White
- Native Hawaiian or Pacific Islander
- Other

**5. Are you Hispanic, Latino, or Spanish Origin?**

- Yes
- No

**6. Do you have a disability?**

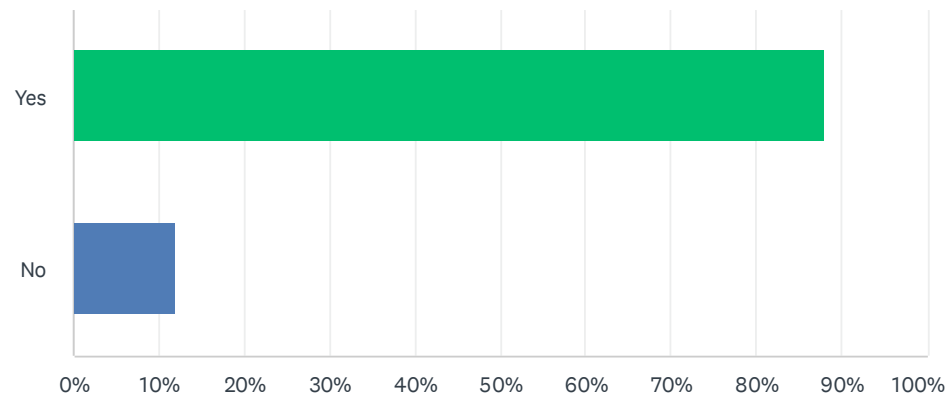
- Yes
- No

Thank you for your feedback!

Phase I | Data

### Q1 Are you familiar with Key West's Transit Services, known as Key West Transit

Answered: 168 Skipped: 0

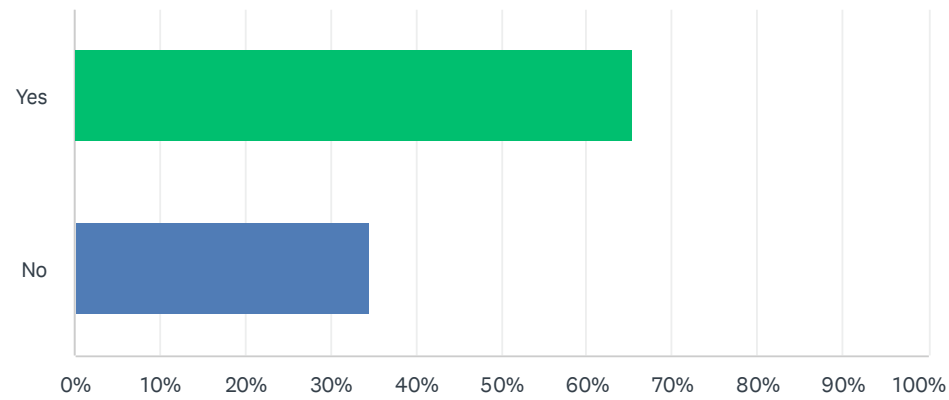


ANSWER CHOICES	RESPONSES
Yes	88.10% 148
No	11.90% 20
TOTAL	168

Phase I | Data

### Q2 Have you ever used Key West Transit?

Answered: 168 Skipped: 0

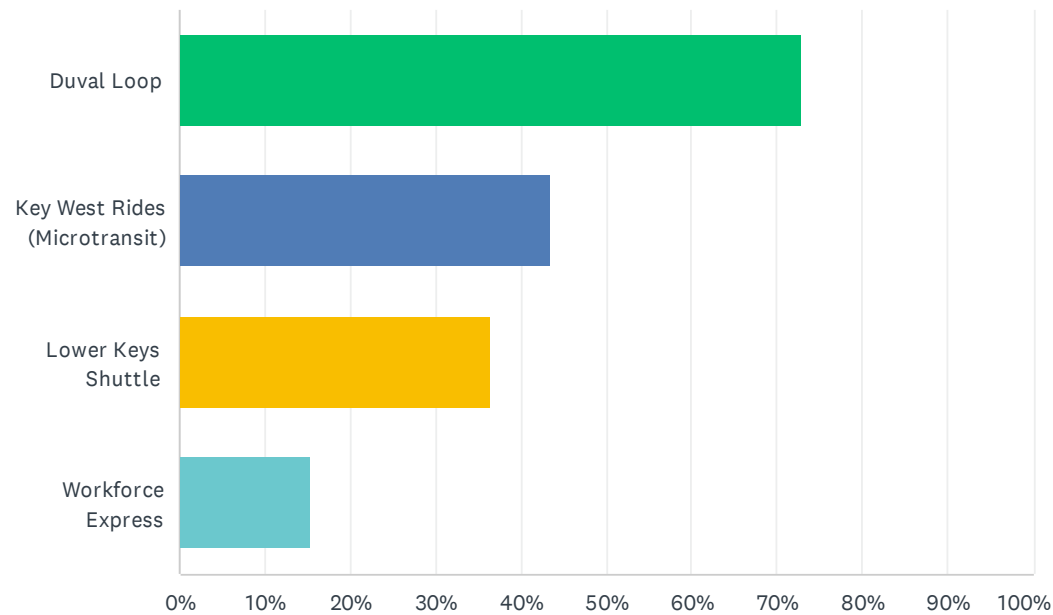


ANSWER CHOICES	RESPONSES	
Yes	65.48%	110
No	34.52%	58
TOTAL		168

Phase I | Data

Q3 Which routes or service do you use? (SELECT ALL THAT APPLY)

Answered: 85 Skipped: 83

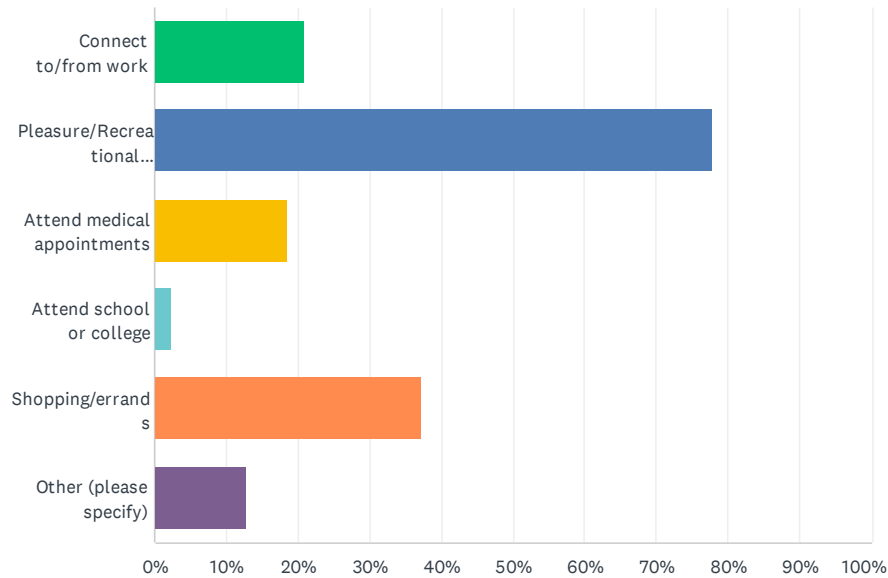


ANSWER CHOICES	RESPONSES	
Duval Loop	72.94%	62
Key West Rides (Microtransit)	43.53%	37
Lower Keys Shuttle	36.47%	31
Workforce Express	15.29%	13
<b>Total Respondents: 85</b>		

Phase I | Data

Q4 What is the reason you use Key West Transit? (SELECT ALL THAT APPLY)

Answered: 86 Skipped: 82

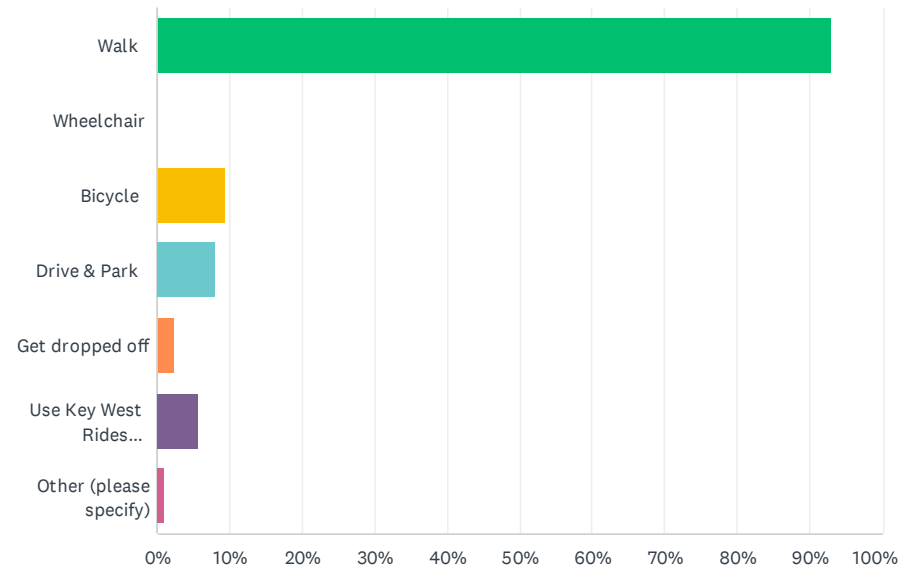


ANSWER CHOICES	RESPONSES
Connect to/from work	20.93% 18
Pleasure/Recreational Purposes/Access to Entertainment	77.91% 67
Attend medical appointments	18.60% 16
Attend school or college	2.33% 2
Shopping/errands	37.21% 32
Other (please specify)	12.79% 11
<b>Total Respondents: 86</b>	

Phase I | Data

Q5 How do you get to the bus stop? (SELECT ALL THAT APPLY)

Answered: 86 Skipped: 82

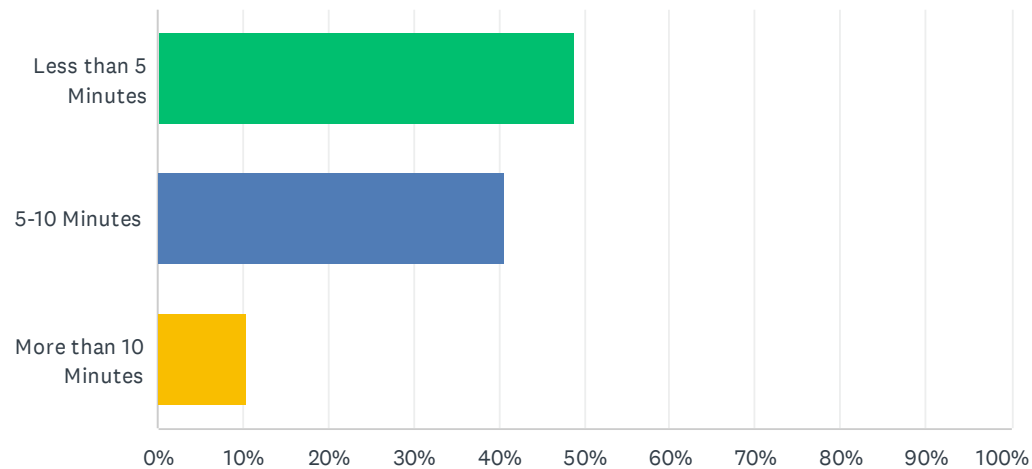


ANSWER CHOICES	RESPONSES	
Walk	93.02%	80
Wheelchair	0.00%	0
Bicycle	9.30%	8
Drive & Park	8.14%	7
Get dropped off	2.33%	2
Use Key West Rides microtransit service	5.81%	5
Other (please specify)	1.16%	1
<b>Total Respondents: 86</b>		

Phase I | Data

### Q6 How long does it take you to get to the bus stop?

Answered: 86 Skipped: 82

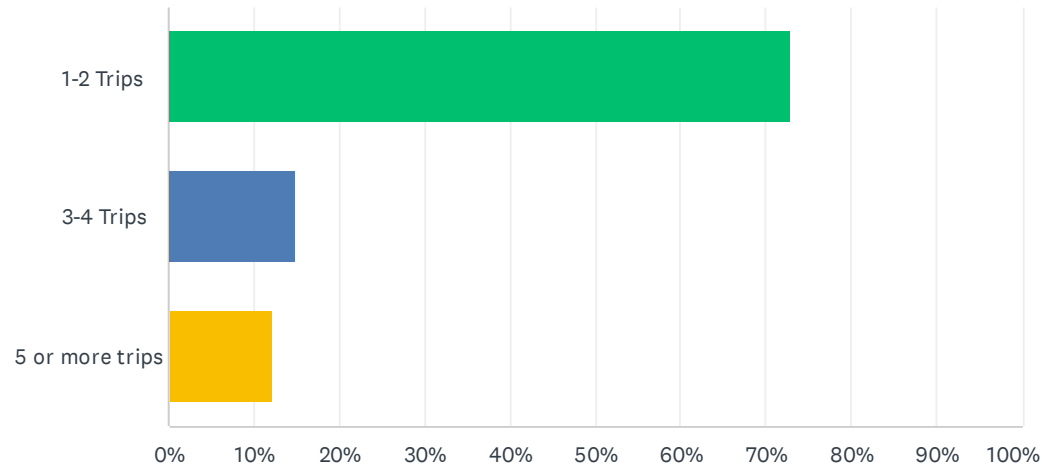


ANSWER CHOICES	RESPONSES	
Less than 5 Minutes	48.84%	42
5-10 Minutes	40.70%	35
More than 10 Minutes	10.47%	9
<b>TOTAL</b>		<b>86</b>

Phase I | Data

Q7 Typically, how many ONE-WAY trips do you take per week?

Answered: 74 Skipped: 94

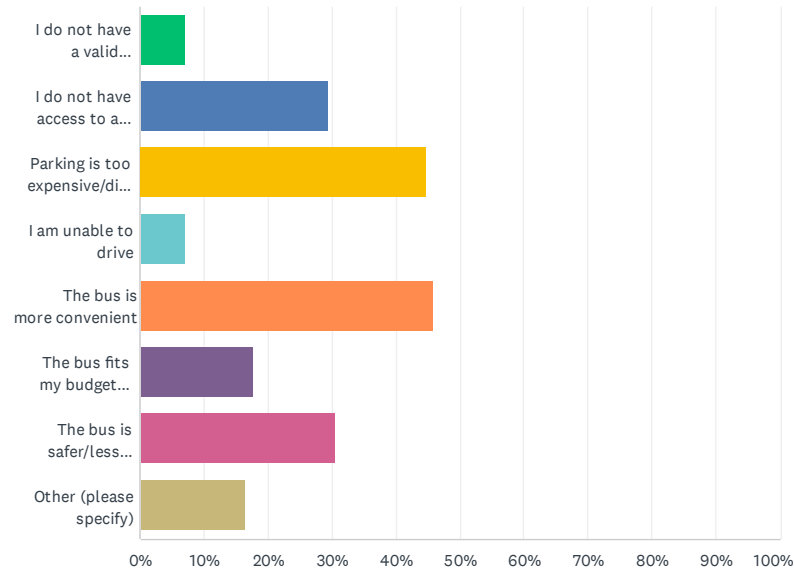


ANSWER CHOICES	RESPONSES	
1-2 Trips	72.97%	54
3-4 Trips	14.86%	11
5 or more trips	12.16%	9
<b>TOTAL</b>		<b>74</b>

Phase I | Data

Q8 What is the MOST IMPORTANT reason you ride the bus? (SELECT ALL THAT APPLY)

Answered: 85 Skipped: 83

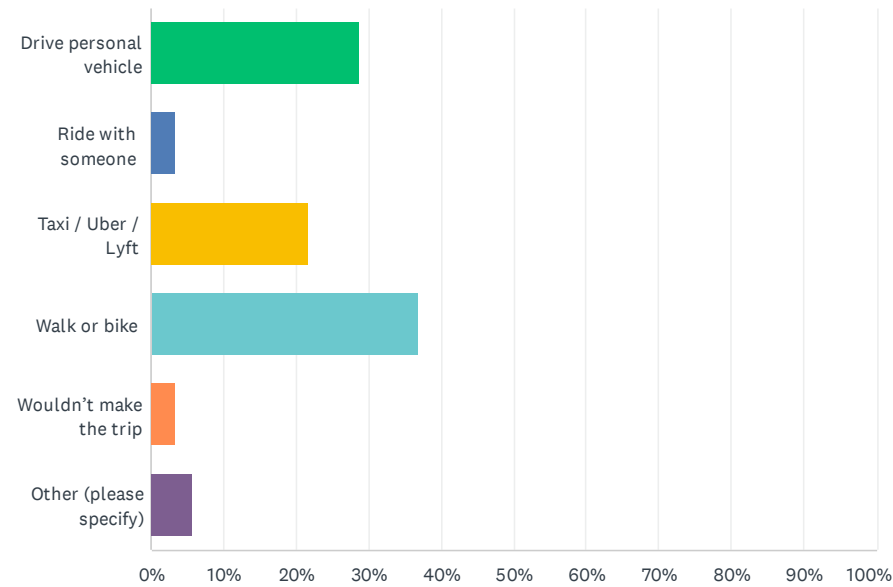


ANSWER CHOICES	RESPONSES
I do not have a valid driver's license	7.06% 6
I do not have access to a car/vehicle	29.41% 25
Parking is too expensive/difficult	44.71% 38
I am unable to drive	7.06% 6
The bus is more convenient	45.88% 39
The bus fits my budget better	17.65% 15
The bus is safer/less stressful	30.59% 26
Other (please specify)	16.47% 14
<b>Total Respondents: 85</b>	

Phase I | Data

Q9 If the bus was not available, what other mode of transportation would you use?

Answered: 87 Skipped: 81

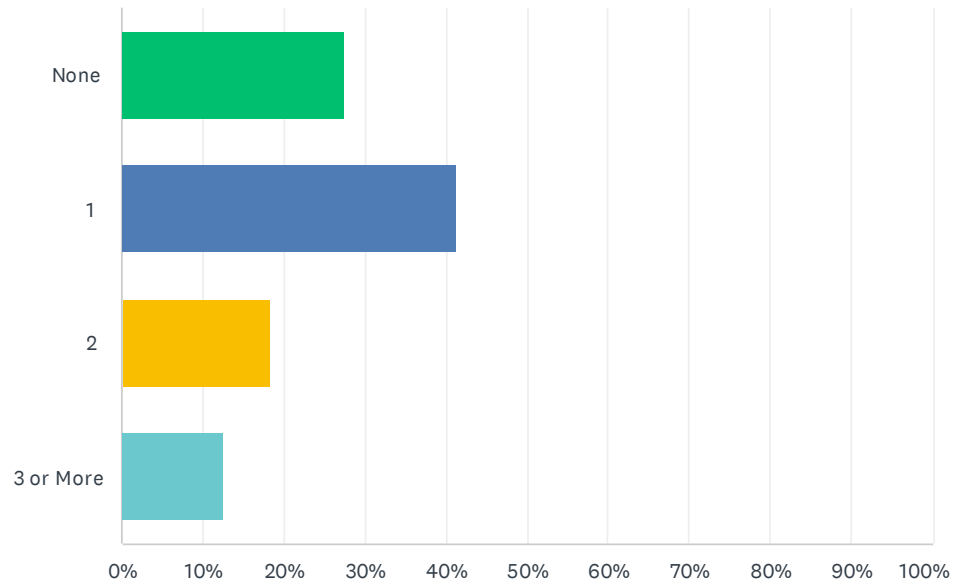


ANSWER CHOICES	RESPONSES	
Drive personal vehicle	28.74%	25
Ride with someone	3.45%	3
Taxi / Uber / Lyft	21.84%	19
Walk or bike	36.78%	32
Wouldn't make the trip	3.45%	3
Other (please specify)	5.75%	5
<b>TOTAL</b>		<b>87</b>

Phase I | Data

Q10 How many working vehicles (cars, motorcycles, trucks, vans) are at your home?

Answered: 87 Skipped: 81

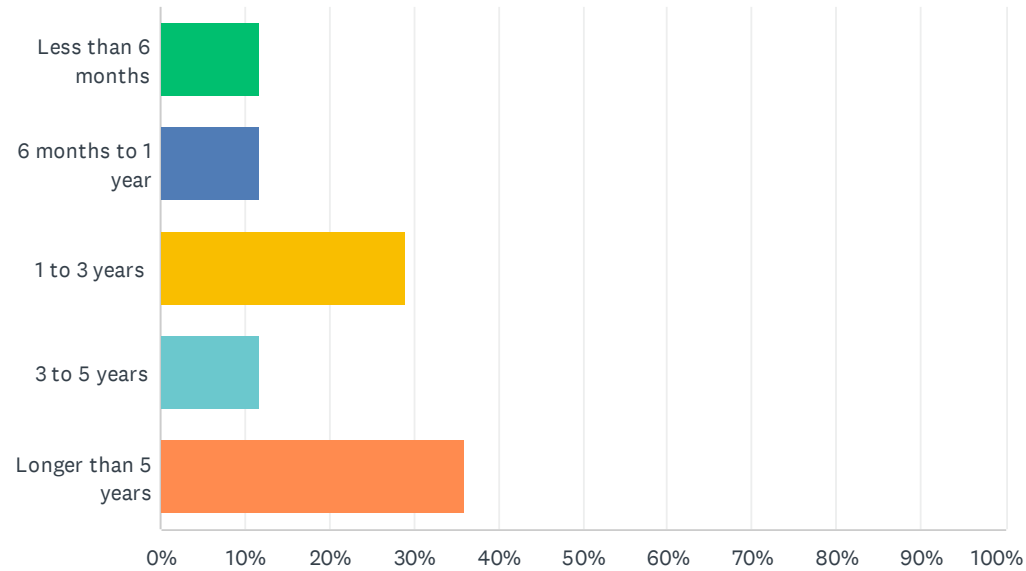


ANSWER CHOICES	RESPONSES	
None	27.59%	24
1	41.38%	36
2	18.39%	16
3 or More	12.64%	11
<b>TOTAL</b>		<b>87</b>

Phase I | Data

Q11 How long have you been using Key West Transit?

Answered: 86 Skipped: 82

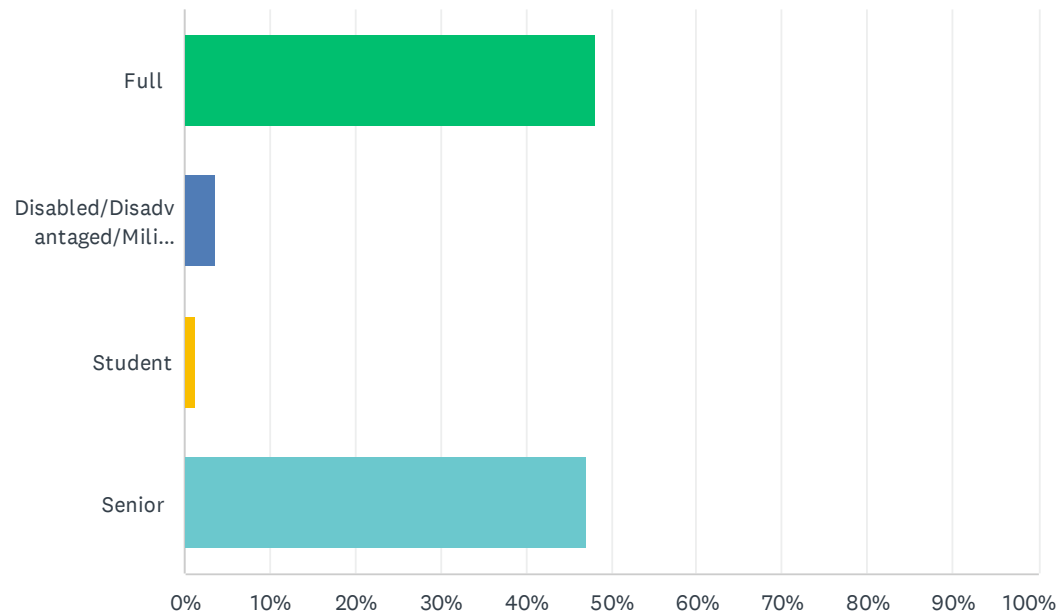


ANSWER CHOICES	RESPONSES	
Less than 6 months	11.63%	10
6 months to 1 year	11.63%	10
1 to 3 years	29.07%	25
3 to 5 years	11.63%	10
Longer than 5 years	36.05%	31
<b>TOTAL</b>		<b>86</b>

Phase I | Data

### Q12 What is your usual bus fare?

Answered: 85 Skipped: 83

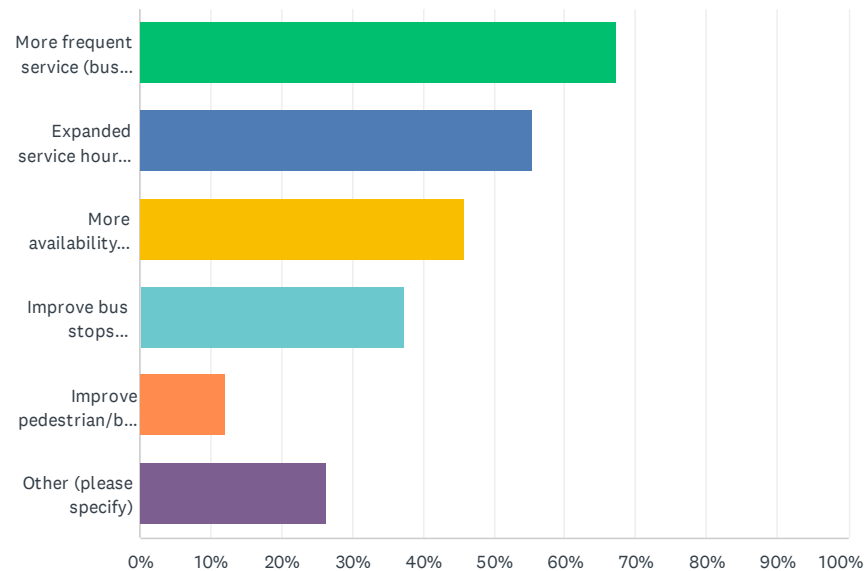


ANSWER CHOICES	RESPONSES	
Full	48.24%	41
Disabled/Disadvantaged/Military	3.53%	3
Student	1.18%	1
Senior	47.06%	40
<b>TOTAL</b>		<b>85</b>

Phase I | Data

Q13 What IMPROVEMENTS would make Key West Transit better?  
(SELECT ALL THAT APPLY)

Answered: 83 Skipped: 85

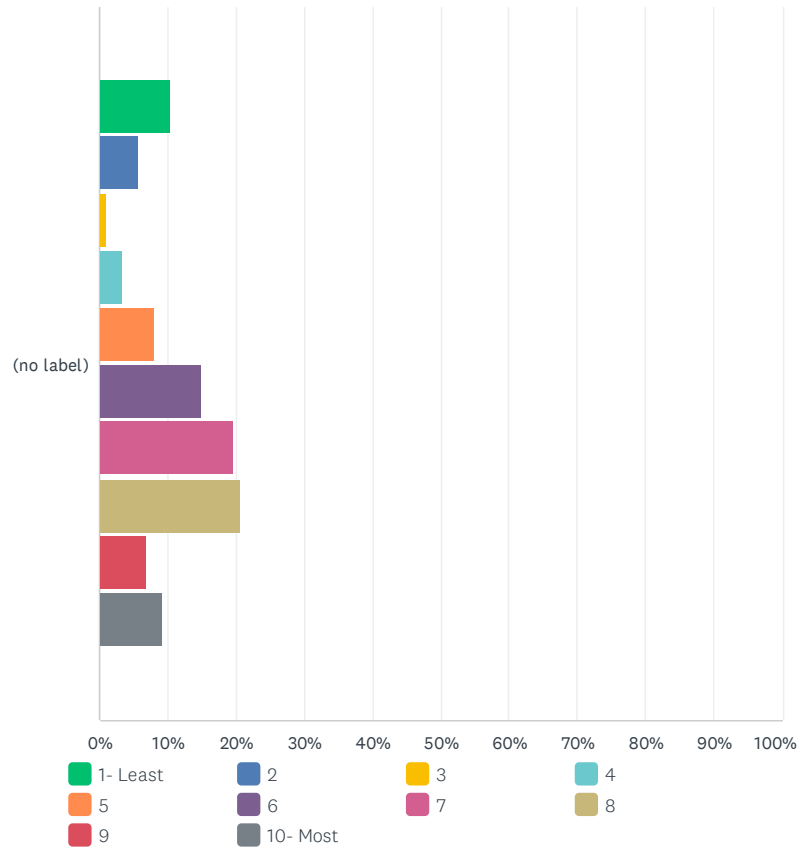


ANSWER CHOICES	RESPONSES	
More frequent service (bus service every ½ hour rather than 1 hour, etc.)	67.47%	56
Expanded service hours for late night/early morning service	55.42%	46
More availability of Key West Rides (microtransit service)	45.78%	38
Improve bus stops (amenities, shelters, etc.)	37.35%	31
Improve pedestrian/bicycle access to the bus stop areas	12.05%	10
Other (please specify)	26.51%	22
<b>Total Respondents: 83</b>		

Phase I | Data

Q14 Overall, how satisfied are you with Key West Transit’s service? Select a score where 10 is the MOST satisfied and 1 is the LEAST satisfied.

Answered: 87 Skipped: 81

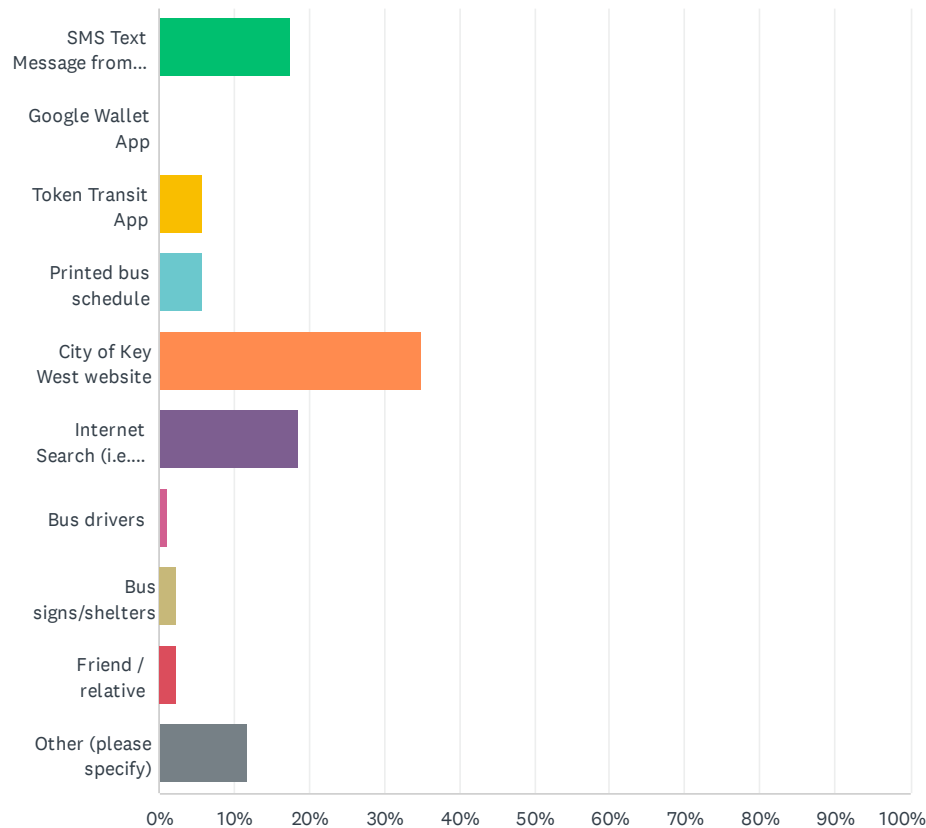


	1- LEAST	2	3	4	5	6	7	8	9	10- MOST	TOTAL	WEIGHTED AVERAGE
(no label)	10.34% 9	5.75% 5	1.15% 1	3.45% 3	8.05% 7	14.94% 13	19.54% 17	20.69% 18	6.90% 6	9.20% 8	87	6.25

Phase I | Data

Q15 How do you usually get information on bus service? (Please select only ONE)

Answered: 86 Skipped: 82

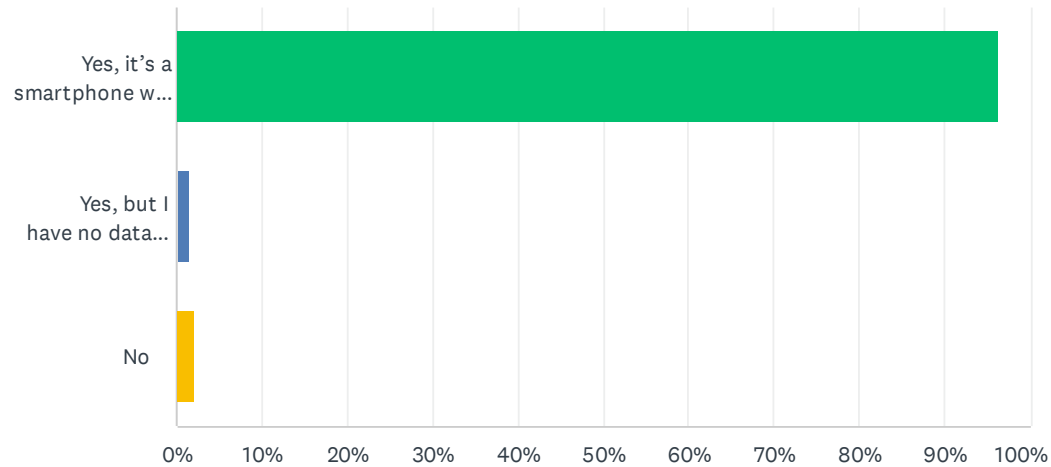


ANSWER CHOICES	RESPONSES
SMS Text Message from Kew West Transit	17.44% 15
Google Wallet App	0.00% 0
Token Transit App	5.81% 5
Printed bus schedule	5.81% 5
City of Key West website	34.88% 30
Internet Search (i.e., Google, Bing, or similar)	18.60% 16
Bus drivers	1.16% 1
Bus signs/shelters	2.33% 2
Friend / relative	2.33% 2
Other (please specify)	11.63% 10
<b>TOTAL</b>	<b>86</b>

Phase I | Data

Q16 Do you own a Smartphone? (Please select only ONE)

Answered: 142 Skipped: 26

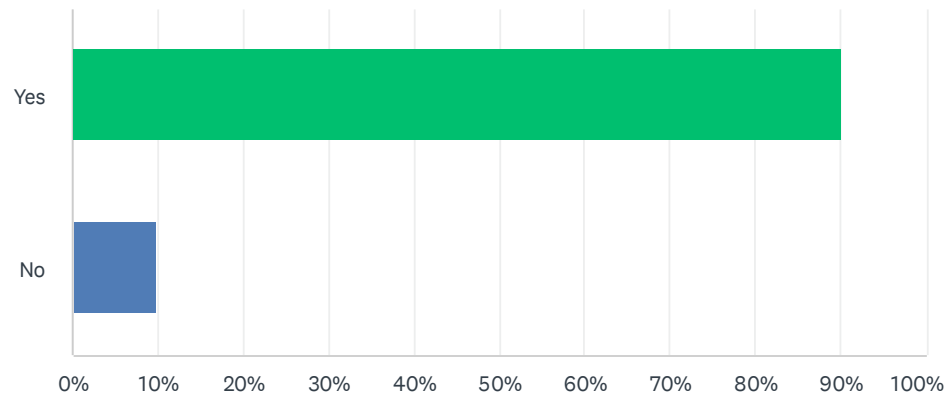


ANSWER CHOICES	RESPONSES	
Yes, it's a smartphone with a data plan/internet connectivity	96.48%	137
Yes, but I have no data plan	1.41%	2
No	2.11%	3
<b>TOTAL</b>		<b>142</b>

Phase I | Data

Q17 Do you have a valid driver's license?

Answered: 142 Skipped: 26

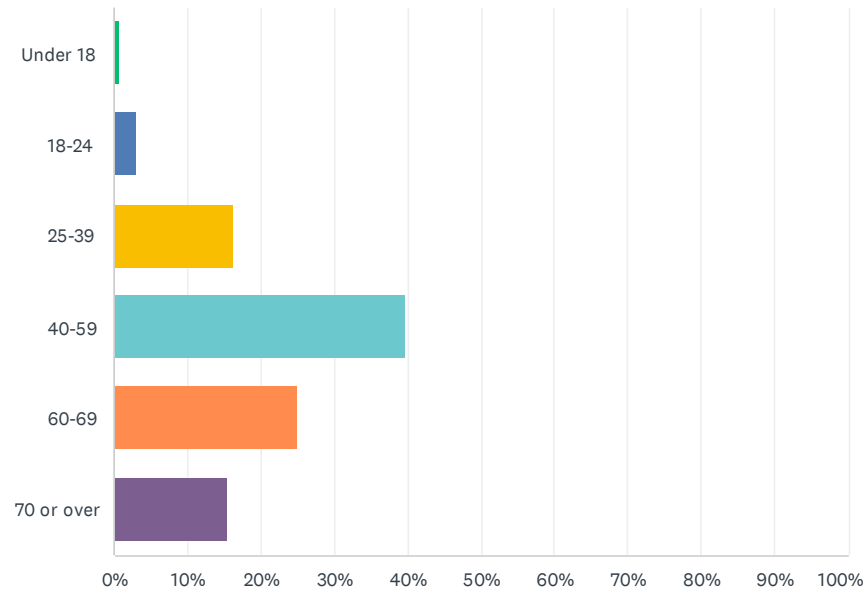


ANSWER CHOICES	RESPONSES	
Yes	90.14%	128
No	9.86%	14
<b>TOTAL</b>		<b>142</b>

Phase I | Data

Q18 Your age range is

Answered: 136 Skipped: 32

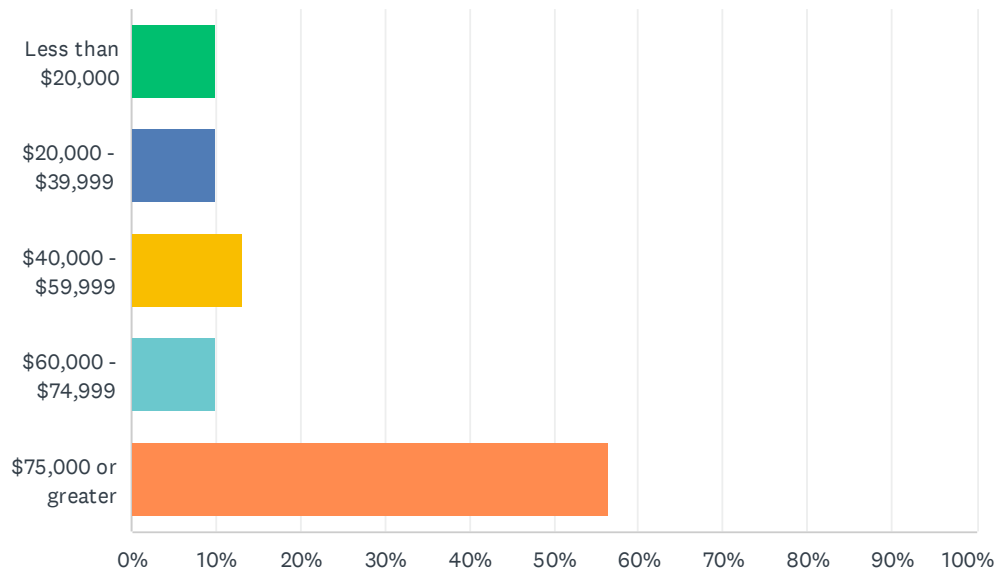


ANSWER CHOICES	RESPONSES
Under 18	0.74% 1
18-24	2.94% 4
25-39	16.18% 22
40-59	39.71% 54
60-69	25.00% 34
70 or over	15.44% 21
<b>TOTAL</b>	<b>136</b>

Phase I | Data

### Q19 Range of your total household income for 2024?

Answered: 129 Skipped: 39

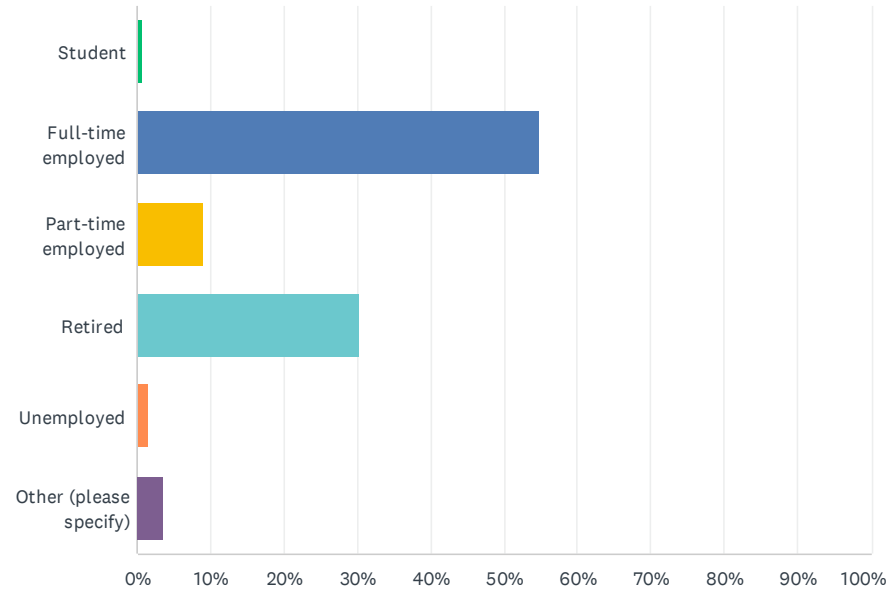


ANSWER CHOICES	RESPONSES	
Less than \$20,000	10.08%	13
\$20,000 - \$39,999	10.08%	13
\$40,000 - \$59,999	13.18%	17
\$60,000 - \$74,999	10.08%	13
\$75,000 or greater	56.59%	73
<b>TOTAL</b>		<b>129</b>

Phase I | Data

Q20 What is your employment status?

Answered: 135 Skipped: 33

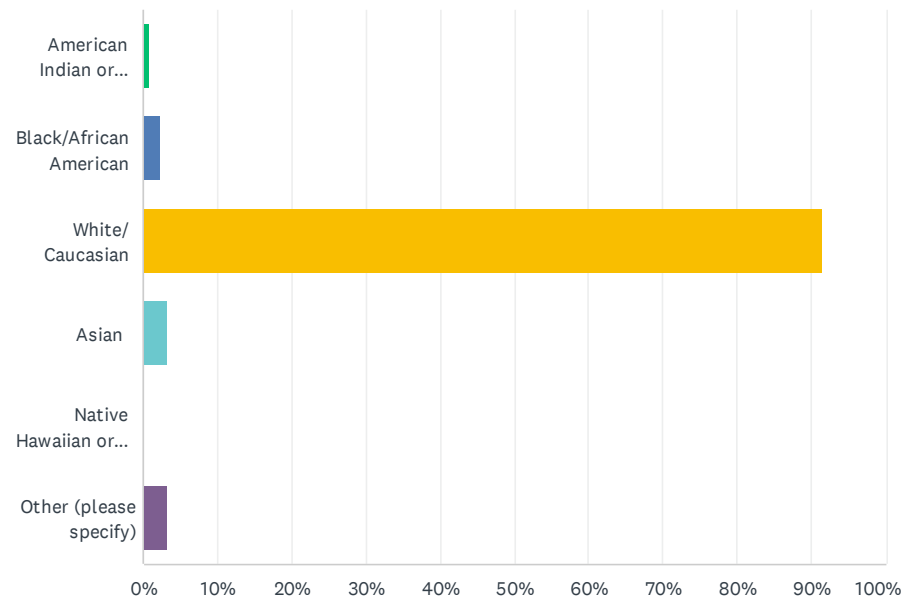


ANSWER CHOICES	RESPONSES
Student	0.74% 1
Full-time employed	54.81% 74
Part-time employed	8.89% 12
Retired	30.37% 41
Unemployed	1.48% 2
Other (please specify)	3.70% 5
<b>TOTAL</b>	<b>135</b>

Phase I | Data

Q21 What is your race? (SELECT ALL THAT APPLY)

Answered: 129 Skipped: 39

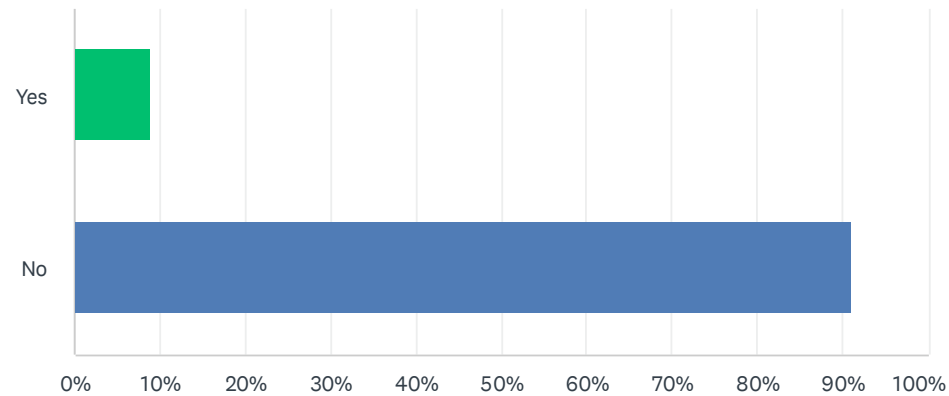


ANSWER CHOICES	RESPONSES	
American Indian or Alaska Native	0.78%	1
Black/African American	2.33%	3
White/ Caucasian	91.47%	118
Asian	3.10%	4
Native Hawaiian or Other Pacific Islander	0.00%	0
Other (please specify)	3.10%	4
<b>Total Respondents: 129</b>		

Phase I | Data

### Q22 Are you Hispanic, Latino, or Spanish Origin?

Answered: 133 Skipped: 35

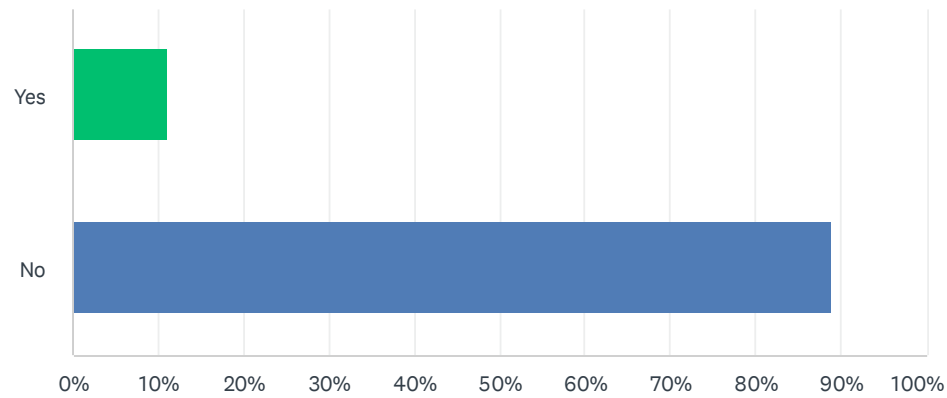


ANSWER CHOICES	RESPONSES	
Yes	9.02%	12
No	90.98%	121
<b>TOTAL</b>		<b>133</b>

Phase I | Data

Q23 Do you have a disability?

Answered: 136 Skipped: 32



ANSWER CHOICES	RESPONSES	
Yes	11.03%	15
No	88.97%	121
TOTAL		136

Phase II | Survey

### City of Key West 10-Year Transit Development Plan

Key West Transit (KWT) is On the Move gathering feedback for priorities of the 10-Year Transit Development Plan (TDP). The survey below is based on the preliminary public engagement and stakeholder feedback.

KWT is considering various improvements for transit services and transit related facilities. Please answer the following questions to help us understand how we can design transit to meet the community needs for the next 10 years!

**1. Please indicate your level of support for the following potential capital and service improvements.**

	Strong Support	Support	Neutral	No Support
30-Minute Service on Lower Keys Shuttle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expanded Service Hours on Workforce Express	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More Availability for Key West Rides (Less Wait Time)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expanded Service Hours for Duval Loop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bus Stop Improvements (Shelters, Shade Trees, Benches and Bicycle Racks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. Please provide any additional comments about improvements you would like to see for Key West Transit:**

**3. The City of Key West is planning improvements to the site located at College Road where the city's Department of Transportation is located. The project is known as the Key West Intermodal Center (KWIC) and is envisioned to serve as a mixed-use transit hub with park and ride facilities, potential retail and residential uses.**

**What would you like to see at the new KWIC facility? To rank, please order the following potential KWIC amenities from 1 - 8, with 1 being most preferred.**

- Farmers Market
- Automated Parking Garage
- Affordable/Employee-Dedicated Housing
- Retail — Convenience Store, Café, and/or Restaurant
- Public Greenspace/Green Roof
- Public Electric Vehicle (EV) Charging Stations
- Community Center
- Bicycle/Pedestrian Road Crossings

**4. What other amenities would you use or like to see installed at the KWIC? Please provide a brief description in the box below.**

**The following questions are optional. Your personal information will be kept private and not connected to your responses.**

- 1. Your age range**

  - Under 18
  - 18-24
  - 25-49
  - 50-64
  - 65 or older
  
- 2. Range of your total household income for 2024**

  - Less than \$20,000
  - \$20,000 - \$39,999
  - \$40,000 - \$59,999
  - \$60,000 - \$74,999
  - \$75,000 or greater
  
- 3. What is your employment status?**

  - Student
  - Full-time employed
  - Part-time employed
  - Retired
  - Unemployed
  
- 4. Which race or ethnicity best describes you? (Select all that apply)**

  - African American/Black
  - American Indian or Alaska Native
  - Asian
  - Caucasian/White
  - Native Hawaiian or Pacific Islander
  - Other
  
- 5. Are you Hispanic, Latino, or Spanish Origin?**

  - Yes
  - No
  
- 6. Do you have a disability?**

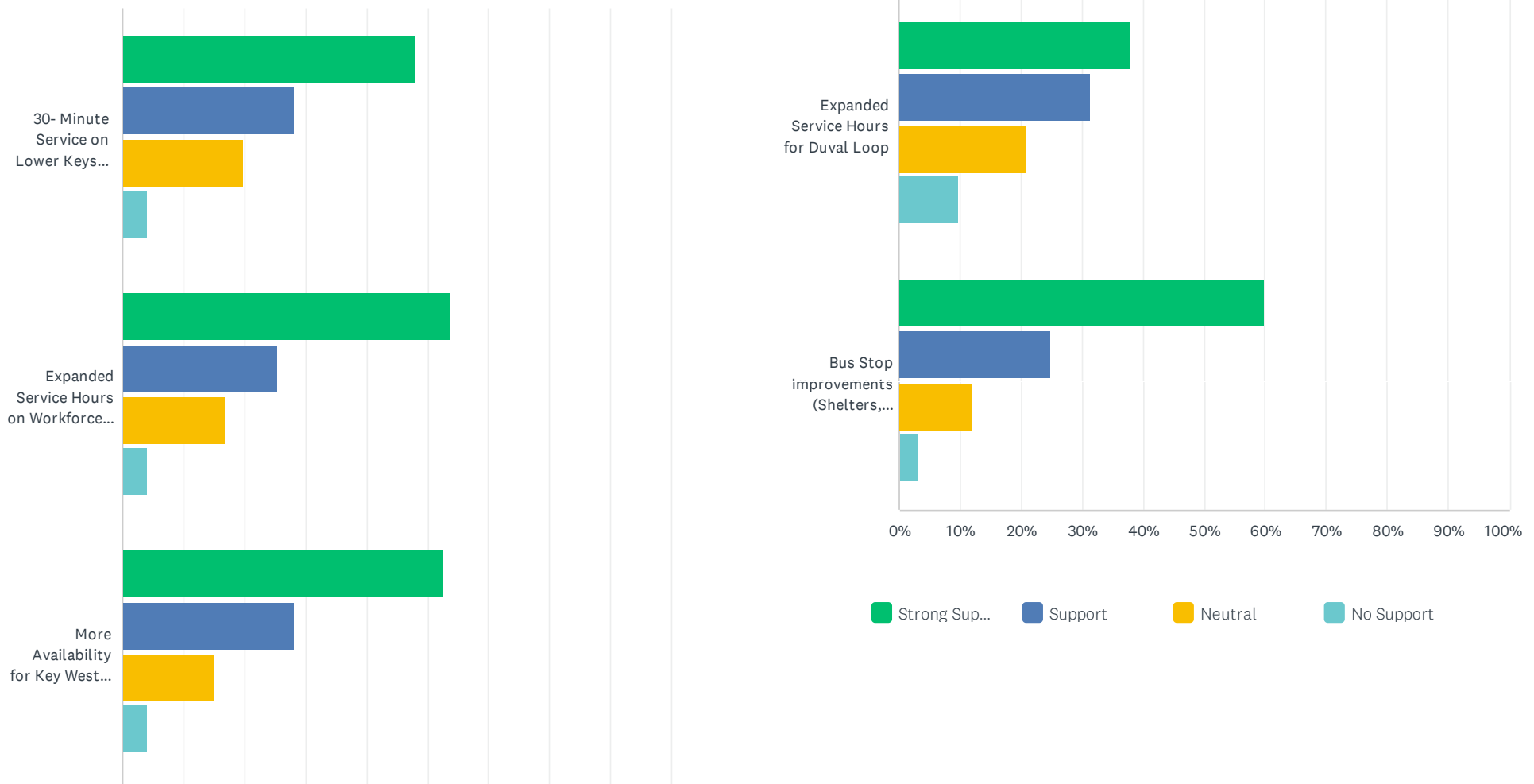
  - Yes
  - No

Thank you for your feedback!

Phase II | Data

Q1 Please indicate your level of support for the following potential capital and service improvements.

Answered: 226 Skipped: 6



Phase II | Data

Q1 Please indicate your level of support for the following potential capital and service improvements.

Answered: 226 Skipped: 6

	STRONG SUPPORT	SUPPORT	NEUTRAL	NO SUPPORT	TOTAL
30- Minute Service on Lower Keys Shuttle	47.98% 107	28.25% 63	19.73% 44	4.04% 9	223
Expanded Service Hours on Workforce Express	53.78% 121	25.33% 57	16.89% 38	4.00% 9	225
More Availability for Key West Rides (Less Wait Time)	52.68% 118	28.13% 63	15.18% 34	4.02% 9	224
Expanded Service Hours for Duval Loop	37.95% 85	31.25% 70	20.98% 47	9.82% 22	224
Bus Stop Improvements (Shelters, Shade Trees, Benches and Bicycle Racks)	60.00% 135	24.89% 56	12.00% 27	3.11% 7	225

Phase II | Data

Q2 Please provide any additional comments about improvements you would like to see for Key West Transit:

Answered: 89 Skipped: 143

#	RESPONSES	DATE
1	Have direct routes don't pick me up on opposite side of Roosevelt and drive me thru New Town when I'm trying to get Downtown. Wastes my time. I got off the bus and took a taxi.	6/5/2024 8:43 PM
2	Let folks know what's available! Loved here 6 months before I discovered lows keys shuttle	6/5/2024 7:57 PM
3	Hours of operation posted on social media	6/4/2024 9:18 AM
4	Branding on the Duval loop. Actual availability with key west rides Better bus stops with informational signage for folks without ability to use cell phones (like my 83 yo dad)	6/2/2024 9:41 AM
5	Less wait times for Key West Rides and more efficient route planning. It rarely operates with more than a few occupants at a time and can take over an hour to schedule. Stops needs improvements (see bus stop outside La Brisas). App for transport needs improvement. Often inaccurate and incapable of scheduling	6/1/2024 11:34 PM
6	Duval Loop is not accurate. One bus. Not 20 minutes apart.	6/1/2024 6:27 PM
7	The bus stops at stock island for the bus driver to take a break and the entire bus gets kicks off to sit in the hot sun for 30 minutes is ridiculous. The break for the driver should be at the end of the line	6/1/2024 12:24 AM
8	Stop putting led display bus stops along roadways, they are ridiculously bright at night and distracting to drivers. Stop catering to the dramatic cyclists in this town, they are the minority.	5/31/2024 8:56 PM
9	More frequency. Info at stops.	5/31/2024 3:07 PM
10	Actual schedules and reliable service for people who live in newtown to get downtown to support local businesses	5/30/2024 1:23 PM
11	Remove crosswalks at mid intersections	5/30/2024 1:14 PM
12	No shade- got burned while waiting Trash everywhere- Need a better type of trash can with a lid (even recycling) Narcan and other mental health resources on the bus- seems that people who are mentally ill often have to resort to the bus. Narcan would be appropriate Water	5/30/2024 12:19 PM

Phase II | Data

Q2 Please provide any additional comments about improvements you would like to see for Key West Transit:

Answered: 89 Skipped: 143

#	RESPONSES	DATE
13	Make the Duval Loop buses recognizable!	5/30/2024 9:34 AM
14	App fixes/improvements	5/30/2024 9:33 AM
15	As someone who works in Key West but lives in Big Coppitt, I'd like to see more ways of being able to get to and from work on public transit so I don't have to fight for parking every day (as I'm not allowed to apply for a resident parking permit)	5/30/2024 8:08 AM
16	More bike lanes and bicycle infrastructure rather than roads for vehicles and parking spaces. The city does not need more cars, it needs infrastructure like Amsterdam.	5/30/2024 6:57 AM
17	Return to regular scheduled bus service thru out KW & SI	5/30/2024 6:15 AM
18	I have traveled and encouraged others to travel the Lower Keys Shuttle for years and always my biggest complaint is the frequency of stops. Even every hour would help.	5/30/2024 1:34 AM
19	As someone who doesn't really use KWT I can agree that fewer cars or less need for parking esp from those who need to work downtown would be beneficial. more info on operations and more marketing of schedules would be helpful	5/29/2024 11:07 PM
20	We should have fruit trees around the city. If we maintain their growth they won't get out of hand. Also the ride shuttle should go til 430 am for the bar employees on duval and or even patrons.	5/29/2024 10:03 PM
21	Na	5/29/2024 9:28 PM
22	At minimum, provide shelters until the bus issues are worked out. Look into leasing space on the Truman CVS lot.	5/29/2024 7:42 PM
23	Bus stops definitely need to be improved. At least with some shade or a more clear indication of a bus stop area.	5/29/2024 6:53 PM
24	The more bus service the better	5/29/2024 1:15 PM



Phase II | Data

Q2 Please provide any additional comments about improvements you would like to see for Key West Transit:

Answered: 89 Skipped: 143

#	RESPONSES	DATE
25	I think the duval loop should have one that goes east and west and one that goes north and south. It was so much better before it was expanded.	5/29/2024 11:42 AM
26	Please make improvements for locals. The Duval Loop is not a locals friendly transportation. Why are our tax dollars supporting tourists?	5/29/2024 11:19 AM
27	Considering the cost of living and parking costs downtown for all those to far to bike, especially though the hot months, I think added public transportation would be an incredible way to alleviate a lot of stress as well as safety issues	5/29/2024 11:02 AM
28	Would love for the key west rides app to be more accurate	5/29/2024 10:45 AM
29	I hate it when I board on college road across from the golf course to loop to the other side of college road to the transportation center and then sit through a driver's break. How did that ever become a thing? Just communicate the ride is ending and I'll wait the 20 minutes in my air conditioning and board at the transportation center instead.	5/29/2024 10:18 AM
30	Stop spending my tax money on stupid stuff I don't use. I'm tired of seeing empty buses running all the time. We're a 2x4 mile island. Stop taking more and more of my money in taxes and fees and parking tickets and expanding these unused, unwanted services for people who barely pay any taxes. And stop making me feel like an idiot because I don't ride a bicycle. KW Transit needs to focus on other things	5/29/2024 9:58 AM
31	Enforcing the safety rules and regulations, like it's done on the mainland.	5/29/2024 9:54 AM
32	Places to leave cars to take bus into town	5/29/2024 8:25 AM
33	Closer stops at major hotel locations.	5/27/2024 10:06 AM
34	It would be nice to have another bus that goes up to the Airport.	5/26/2024 4:26 PM
35	The on Demand service needs much improvement. This service sucks. Too many times trying to book a bus and it's telling you they're high in Demand and if you does get through is nearly a hour wait time. Much much improvement on this.	5/26/2024 3:32 PM

Phase II | Data

Q2 Please provide any additional comments about improvements you would like to see for Key West Transit:

Answered: 89 Skipped: 143

#	RESPONSES	DATE
36	Que puedan llevar bicicletas	5/26/2024 2:33 PM
37	Accessibility	5/26/2024 2:30 PM
38	Price seems subjective to driver. Sometimes it's \$1 , other times \$2, \$4. Sometimes even free you just never know.	5/26/2024 12:08 PM
39	Expand system. Late st night.	5/25/2024 7:48 PM
40	I ride the bus every day, sometimes early sometimes late depending on which job I'm heading to that day. I'd love to see bus service more often, every half hour instead of every hour or possibly have the workforce express stop in big coppitt a couple times a day. I see lots of working people that take the bus from upper keys and get off at toppinos and first stop on stock island I see kids taking the public bus to the school on stock island as well as hob kids and teachers Many workers living beyond stock island rely on the bus to get into.town for jobs at the restaurants, hotels and stores in town. I've noticed the bus stops going south bound are more likely to have shelter or seating vs the northbound seem to never have anything more than a sign	5/25/2024 6:39 PM
41	Would like to see the WFX expand to service other areas and run every 30 mins.	5/25/2024 2:08 PM
42	ita been a lifesaver for us all tri0	5/25/2024 1:54 PM
43	We should be able to ride more than just being bound by one bus?	5/25/2024 8:06 AM
44	Shorter waiting time.	5/25/2024 7:45 AM
45	Would love to see easier to find bus stops - a tiny faded sign is often difficult to find or direct people to. Its also difficult to find info on the stops that are not on the main schedule. I used to use the gps tracking of the lower keys shuttle all the time and it hasnt worked in months. When I talk to tourists they are always confused on the website because the count down to when the next bus is is always extremely off. Many of the bus stops have no safe way to cross the road - ex) lower keys shuttle southbound at college road. Would also like to see the shuttle start earlier in the morning and go later into the evening.	5/25/2024 7:01 AM

Phase II | Data

Q2 Please provide any additional comments about improvements you would like to see for Key West Transit:

Answered: 89 Skipped: 143

#	RESPONSES	DATE
46	Horarios más precisos y puntuales	5/25/2024 6:56 AM
47	Some drivers are repetatively very late picking me up fir a scheduled ride, making me late for work. It is also routinely an hour and a half or more before I can even get a bus if I need one spur of the moment. It was much better when you just had scheduled busses and routes and times so you could plan your day around when you knew you could get a bus. I have also watched no less than 4 empty busses drive by at a time when I was sitting waiting for my bus that I had to wait almost 2 hours for while you clearly had plenty of busses and drivers available, but theybwont stop to pick you up if they aren't scheduled to get you, even if they are picking someone else up and you are going to the same place they are!	5/25/2024 6:36 AM
48	Duval Loop I have been using the Passio Go app and it seems to work fine. Besides the tracking, the estimated arrivals at the stops is a great help. It would be very helpful if the announcing of the stop numbers was automated as only some drivers do it. Also expand the 2 bus hours past 6 pm.	5/24/2024 8:50 PM
49	Pay with google pay/apple pay on buses. Or contactless cards. The online ticketing system isn't useful for tourists either as you need to have a US phone number to register. Helping tourists to get around by public transport will encourage them to visit more keys, not just key west.	5/24/2024 7:39 PM
50	Key West is all about the nightlife, and KW transit is useless both for workers and hotel guests.	5/24/2024 6:12 PM
51	More bike lanes, need to be wide enough for tricycles please. The older people I know prefer tricycles to bikes	5/24/2024 5:58 PM
52	better signage to show routs and wait times.	5/24/2024 10:37 AM
53	Rentable scooters and/or bikes around town (lime scooters in Charlotte nc for example)	5/23/2024 2:09 PM
54	More Park & Ride. A bus stop at the new apartments on College Rd.	5/23/2024 6:30 AM
55	We need the original bus route back. Like Red, Blue, Green and Orange routes and also Purple	5/22/2024 11:46 PM

Phase II | Data

Q2 Please provide any additional comments about improvements you would like to see for Key West Transit:

Answered: 89 Skipped: 143

#	RESPONSES	DATE
56	More/better bike lanes and bike safety. As well as pedestrian	5/21/2024 3:37 PM
57	Key West Rides has been an absolute failure, largely because of the inconsistency of the bus service. This survey itself is biased because of the lack of options, such as regularly scheduled bus service.	5/20/2024 10:57 AM
58	Menos tiempo de esperar para tomar los buss	5/18/2024 9:10 AM
59	Can we get a website that actually works?? I frequently ride the loop with my 4 small children and it's unbelievably frustrating to stand on the sun along a busy road in the heat with little toddlers waiting 30+ minutes for the bus.	5/17/2024 9:38 PM
60	Frequent is key. And later service.	5/17/2024 2:50 PM
61	No cars on Duval	5/17/2024 12:35 PM
62	Make a schedule visible on each bus stop	5/17/2024 12:31 AM
63	Yeah I'm going to talk well although I do have transportation here it's easier to use the common transportation to avoid parking so I depend on Keys Transit and sometimes it takes up to an hour for them to even get to me like what is even the use I can walk there in 20 minutes very frustrating	5/16/2024 7:18 PM
64	Improvement for those with disabilities and those who struggle to afford transportation. As a case worker I see many homeless stuck here when they'd rather leave bc they can't afford to leave. I see many who can't get to dr appts. Many who can't use the bus app bc they don't have a phone... many who can't use the bus bc of limited mobility. Help them help themselves!	5/16/2024 6:50 PM
65	I love the Duval loop, more advertising for this to tourists would be a benefit to Key West. Love the on-demand bus service	5/16/2024 1:16 PM

Phase II | Data

Q2 Please provide any additional comments about improvements you would like to see for Key West Transit:

Answered: 89 Skipped: 143

#	RESPONSES	DATE
66	I don't like Key West Rides at all. It's not reliable at all. Too many times I get the message "not available". I live at the Senior Citizen Plaza and use a mobility scooter. My battery is limited so I don't use the shuttle for grocery shopping because I don't always have an hour's worth of battery to wait. I live alone and usually don't have a long list to buy.	5/16/2024 1:04 PM
67	Bring back regularly scheduled bus routes. Extend them to midnight or 1:00 AM.	5/16/2024 12:53 PM
68	A bus that goes to the airport!!!! This is crazy that the bus goes everywhere except the airport....	5/16/2024 12:46 PM
69	Better headways on Duval Loop	5/16/2024 9:13 AM
70	Shelter the bus stops, it's basically inhuman to expect people to stand in the sun for a bus that basically doesn't run on time	5/16/2024 8:49 AM
71	Would like to see more availability for seniors traveling to and from Senior Citizens Plaza on Kennedy Drive. That route was eliminated and sorely missed!	5/16/2024 8:37 AM
72	i feel like the KW bus system is lacking regular routes. the community that uses it is often left standing and waiting. there is little service to bahama village where most seniors need the rides to the grocery stores (ive heard that some cant or have trouble using an app) there is no regular loops any more that were helpful but the workforce loop is nice.	5/16/2024 8:20 AM
73	Greater buses in both the start and end times for a large portion of the workforce to reduce wait times which affects arrival times for those working the typical 7a-5p jobs	5/16/2024 8:01 AM
74	have more patrolling of the areas that have become meeting places for those non-contributing community members who harass and intimidate transit riders.	5/16/2024 7:29 AM
75	Return to normal route scheduling!	5/16/2024 6:45 AM
76	More access for handicapped people	5/15/2024 11:20 PM
77	More Stops in midtown	5/15/2024 10:55 PM

Phase II | Data

Q2 Please provide any additional comments about improvements you would like to see for Key West Transit:

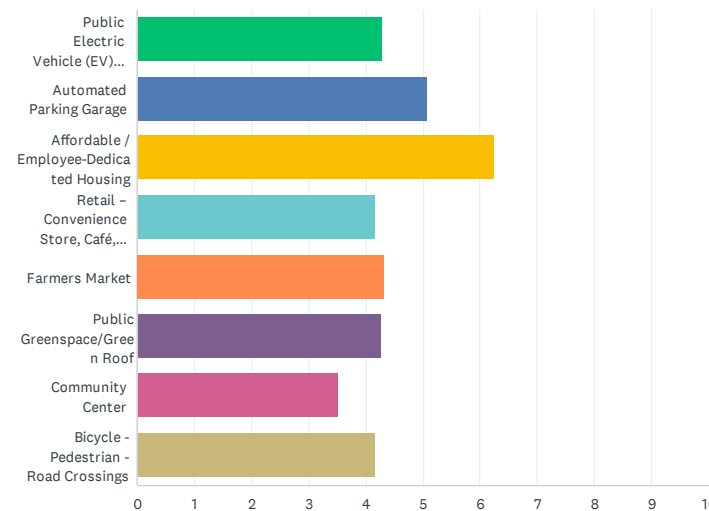
Answered: 89 Skipped: 143

#	RESPONSES	DATE
78	I love the on- demand feature and being able to track the bus. The Duval loop needs 2 busses to increase ridership as it's too long to wait 30 min.	5/15/2024 6:29 PM
79	Loop signage is not that great. Why do we have unmarked busses in service?? Loop should cost \$1 to off-set costs. Why are taxpayers paying for tourists?	5/15/2024 5:55 PM
80	Duval loop needs 15 min pick ups. Like it originally was.	5/15/2024 5:53 PM
81	Free for Locals.	5/15/2024 4:26 PM
82	A shuttle to the early voting location now that the County has moved it out of Old Town.	5/15/2024 3:44 PM
83	A type of Park & Ride owned by the KWTD that would help alleviate traffic into Key West. Possible shuttle service or like Key West Rides that port those visitor's into the City to their destinations.	5/15/2024 3:02 PM
84	Continue to support the live-tracking app for all routes.	5/15/2024 2:10 PM
85	Anything that helps employees get to and from work throughout the day and night and keeps inebriated drivers from behind the wheel will be good for Key West and all the Keys	5/15/2024 2:09 PM
86	Would be great if we had a public transportation that is easily available and at a time when you need it, most of the time it's impossible to get from the Historic Seaport to Newtown and Airport	5/15/2024 1:58 PM
87	Great service just needs to be more consistent and reliable.	5/15/2024 1:48 PM
88	Love the idea of key west rides but have trouble getting a ride in a reasonable time.	5/15/2024 1:43 PM
89	Make the buses run on schedule, if you can't do that then why have a bus service at all	5/15/2024 1:42 PM

## Phase II | Data

Q3 What would you like to see at the new KWIC facility? Please rank the following potential KWIC amenities in order of your preference. To rank, please click and drag the amenity option to the order you prefer.

Answered: 219 Skipped: 13



	1	2	3	4	5	6	7	8	TOTAL	SCORE
Public Electric Vehicle (EV) Charging Stations	18.26% 40	13.70% 30	5.48% 12	7.76% 17	8.68% 19	8.68% 19	16.89% 37	20.55% 45	219	4.29
Automated Parking Garage	15.53% 34	26.48% 58	11.42% 25	6.85% 15	7.76% 17	11.42% 25	9.59% 21	10.96% 24	219	5.08
Affordable / Employee-Dedicated Housing	41.55% 91	9.13% 20	24.66% 54	6.39% 14	4.11% 9	6.39% 14	4.11% 9	3.65% 8	219	6.24
Retail – Convenience Store, Café, and/or Restaurant	3.65% 8	10.05% 22	10.05% 22	24.20% 53	14.16% 31	12.33% 27	14.61% 32	10.96% 24	219	4.15
Farmers Market	4.11% 9	12.79% 28	12.33% 27	15.53% 34	24.20% 53	10.96% 24	8.22% 18	11.87% 26	219	4.32
Public Greenspace/Green Roof	4.11% 9	13.24% 29	12.33% 27	10.96% 24	15.07% 33	27.40% 60	12.33% 27	4.57% 10	219	4.26
Community Center	3.65% 8	5.02% 11	9.59% 21	12.33% 27	13.70% 30	15.53% 34	25.57% 56	14.61% 32	219	3.51
Bicycle - Pedestrian - Road Crossings	9.13% 20	9.59% 21	14.16% 31	15.98% 35	12.33% 27	7.31% 16	8.68% 19	22.83% 50	219	4.16

Phase II | Data

Q4 What other amenities would you use or like to see installed at the KWIC? Please provide a brief description in the box below.

Answered: 48 Skipped: 184

#	RESPONSES	DATE
1	Indoor children's playground	6/11/2024 2:56 PM
2	N/a	6/5/2024 8:43 PM
3	I'd like to see all non-KW registered passenger vehicles have to use public parking on SI and have to take public transport over Cow Key Bridge	6/2/2024 11:17 AM
4	The ranking is unfair. There are items listed I'm not in support of at all.	6/2/2024 9:41 AM
5	It's time to shift the focus to the youth in the community, once this mayor and her greed are an afterthought, maybe we can get things back to where they should be.	5/31/2024 8:56 PM
6	Parking with free transportation to the airport	5/31/2024 3:26 PM
7	If you build a garage you need lots of very frequent bus service downtown 24 hours a day please	5/31/2024 3:07 PM
8	Water stations Sprinklers for kids- getting creative with the urban planning- doesn't always have to be a "splash pad" Free or cheaper childcare- struggling parents need it more than ever. free bus rides to the library for 2 hours? too hot to be outdoors all the time.	5/30/2024 12:19 PM
9	Public art	5/30/2024 9:33 AM
10	Park with green space	5/30/2024 6:57 AM
11	We don't need anymore overpriced parking spaces or garages unless it's for locals who can park for free and let the tourists pay fees. Green space would be nice but it'll be over run by the bums and no one will want to visit the space. We need to stop catering to the bums.	5/29/2024 10:03 PM
12	Affordable housing to keep working class in key west and have comfortable and fair way of living. Not just working to live	5/29/2024 9:28 PM
13	Public free Wi-Fi should be included in every project	5/29/2024 3:16 PM
14	Something that would benefit the hospital and the college.	5/29/2024 11:42 AM

Phase II | Data

**Q4 What other amenities would you use or like to see installed at the KWIC? Please provide a brief description in the box below.**

Answered: 48 Skipped: 184

#	RESPONSES	DATE
15	A spot for all the hotel shuttles to drop off passengers and make them take public transit into key west.	5/29/2024 11:19 AM
16	Public restrooms	5/29/2024 10:45 AM
17	Free parking for people employed in Key West, live up the Keys and are willing to use public transportation to get to work.	5/29/2024 10:31 AM
18	Love the idea of restaurant/retail/convenience store/farmers market and housing.	5/29/2024 10:18 AM
19	STOP SPENDING OUR MONEY!!!! I can barely afford rent to live down here and serve you government assholes making too much money in your government jobs you drinks, stop taking more and more of my hard earned tax dollars to spend on things you think us poor folk want or need.	5/29/2024 9:58 AM
20	Air conditioned restrooms! I know you won't forget to build them but it should be at the top of the list. Im more likely to shop at a cafe that is locally associated, babys, cuban coffee queen, dolphin deli, Goldman's, croissant de France maybe Square grouper always seems to have a new location cooking Is definitely go to a farmers market I could directly take the bus to and from and not even have to go all the way into town	5/25/2024 6:39 PM
21	Ferry to and from old town. Key West Tourist Welcome Center. Coffee Shop.	5/25/2024 2:08 PM
22	another bus loop for tourist and historical attractions	5/25/2024 1:54 PM
23	Hot food	5/25/2024 8:06 AM
24	N/A	5/25/2024 7:45 AM
25	Public restroom, benches, native pollinator garden, murals or sculptures. Also please remove those bike lock boxes.	5/25/2024 7:01 AM
26	Long term, Low cost parking. Scooter rentals. Welcome center with maps and data on available hotel rooms.	5/24/2024 6:12 PM

Phase II | Data

**Q4 What other amenities would you use or like to see installed at the KWIC? Please provide a brief description in the box below.**

Answered: 48 Skipped: 184

#	RESPONSES	DATE
27	Safety when biking; make it a priority to start enforcing traffic laws in Key West. All the infrastructure in the world doesn't mean anything if you're not enforcing the traffic laws. Cars speeding on Flagler next to the bike lane (50+ every day) and dangerously passing on the right into the bike lanes on white street and united. Bikes running stop signs and not walking their bike/ scooter etc across the bridge. Pedestrians walking on the red stop hand when the other lane has the turn light.	5/24/2024 5:58 PM
28	Lite rail (train)	5/23/2024 2:09 PM
29	Car wash and detailing service	5/18/2024 2:48 PM
30	Splash pad, children's museum	5/17/2024 9:38 PM
31	Things which provide revenue to the City to support Transit. Can we have weddings on top?	5/17/2024 2:50 PM
32	We need a kehatator... We all know it it would be an awesome service to all of us customers using bus bike scooter Transit hell yeah Key West baby	5/16/2024 7:18 PM
33	Don't go crazy with this idea. Seriously, no one is clamoring for an automated parking garage and/or more retail in the back of nowhere on Stock Island. Put the money into things we need in areas where people go, like bike racks in busy retail areas.	5/16/2024 2:12 PM
34	I love the idea of a farmers market, but unfortunately it is off the high traffic areas, and so any farmers market that is visible from US1, will do better than that hidden one. Example, the farmers market at boondocks	5/16/2024 1:16 PM
35	No answer	5/16/2024 1:04 PM
36	None	5/16/2024 12:46 PM
37	Teen center	5/16/2024 12:43 PM
38	Basic public sanitation like bathrooms and water fountains	5/16/2024 8:49 AM
39	Welcome desk/ security station to answer questions for users.	5/15/2024 6:29 PM



Phase II | Data

Q4 What other amenities would you use or like to see installed at the KWIC? Please provide a brief description in the box below.

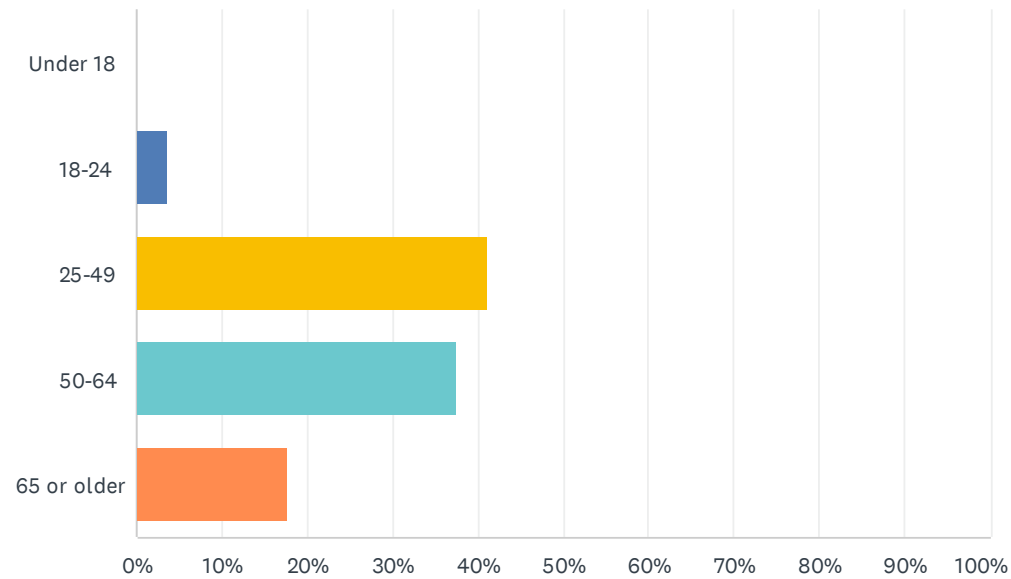
Answered: 48 Skipped: 184

#	RESPONSES	DATE
40	House your employees. They need it now while you still have them.	5/15/2024 5:55 PM
41	I don't understand how this list works, but I like it all!	5/15/2024 4:56 PM
42	Working Elevators?	5/15/2024 4:26 PM
43	None. We need a large parking facility and a shuttle to Old Town every twenty minutes.	5/15/2024 3:44 PM
44	Long Term Parking for year-round residents, with a reasonable cost.	5/15/2024 3:02 PM
45	Sounds like you want to complicate it. Parking/intermodal focus.	5/15/2024 2:10 PM
46	Not sure we would ever use it for any purpose; maybe to charge a vehicle but only if something there to kill the time.	5/15/2024 2:09 PM
47	Public restrooms	5/15/2024 1:43 PM
48	We haven't had a senior center in quite few years	5/15/2024 1:42 PM

Phase II | Data

### Q5 Your age range

Answered: 221 Skipped: 11

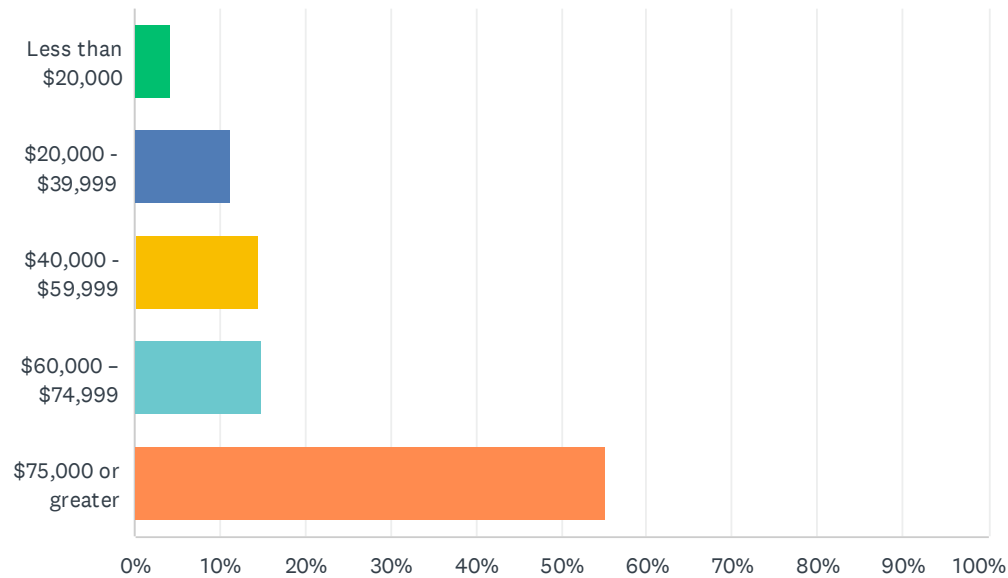


ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18-24	3.62%	8
25-49	41.18%	91
50-64	37.56%	83
65 or older	17.65%	39
<b>TOTAL</b>		<b>221</b>

Phase II | Data

Q6 Range of your total household income for 2024

Answered: 214 Skipped: 18

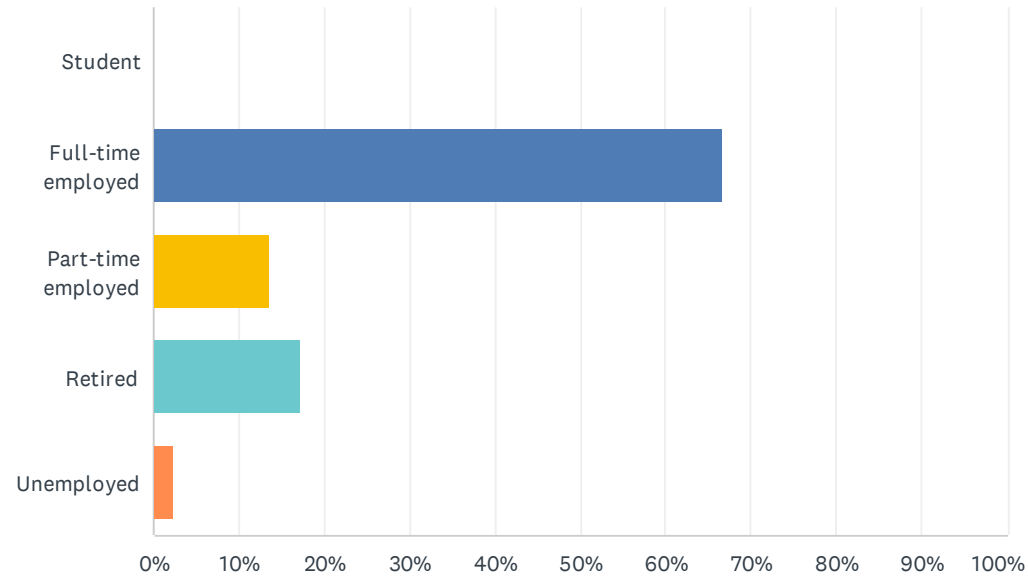


ANSWER CHOICES	RESPONSES	
Less than \$20,000	4.21%	9
\$20,000 - \$39,999	11.21%	24
\$40,000 - \$59,999	14.49%	31
\$60,000 – \$74,999	14.95%	32
\$75,000 or greater	55.14%	118
<b>TOTAL</b>		<b>214</b>

Phase II | Data

### Q7 What is your employment status?

Answered: 220 Skipped: 12

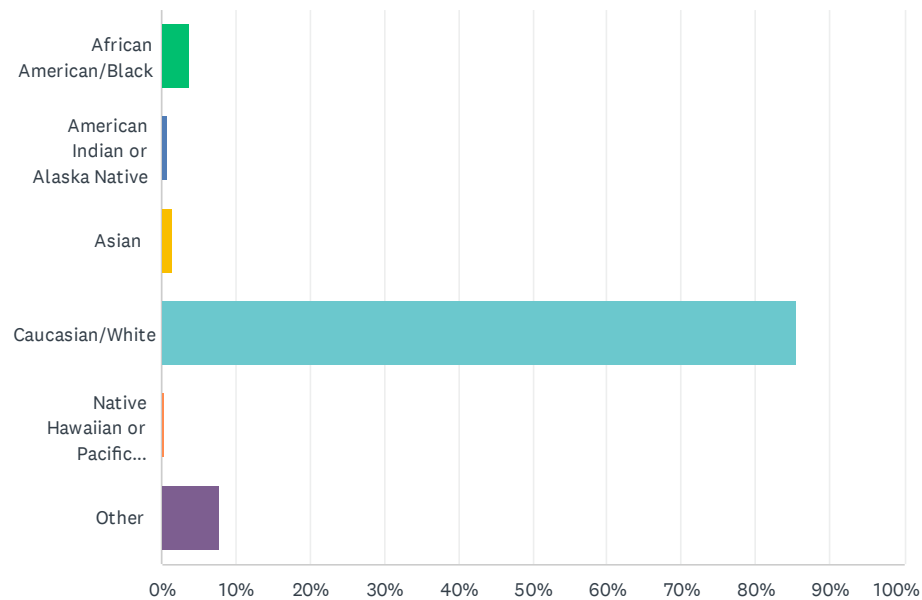


ANSWER CHOICES	RESPONSES	
Student	0.00%	0
Full-time employed	66.82%	147
Part-time employed	13.64%	30
Retired	17.27%	38
Unemployed	2.27%	5
<b>TOTAL</b>		<b>220</b>

Phase II | Data

Q8 Which race or ethnicity best describes you? (Select all that apply)

Answered: 214 Skipped: 18

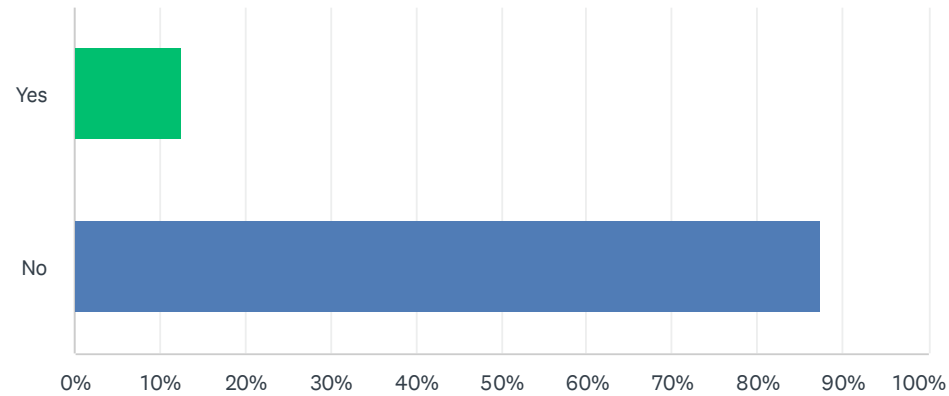


ANSWER CHOICES	RESPONSES	
African American/Black	3.74%	8
American Indian or Alaska Native	0.93%	2
Asian	1.40%	3
Caucasian/White	85.51%	183
Native Hawaiian or Pacific Islander	0.47%	1
Other	7.94%	17
<b>TOTAL</b>		<b>214</b>

Phase II | Data

### Q9 Are you Hispanic, Latino, or Spanish Origin?

Answered: 214 Skipped: 18

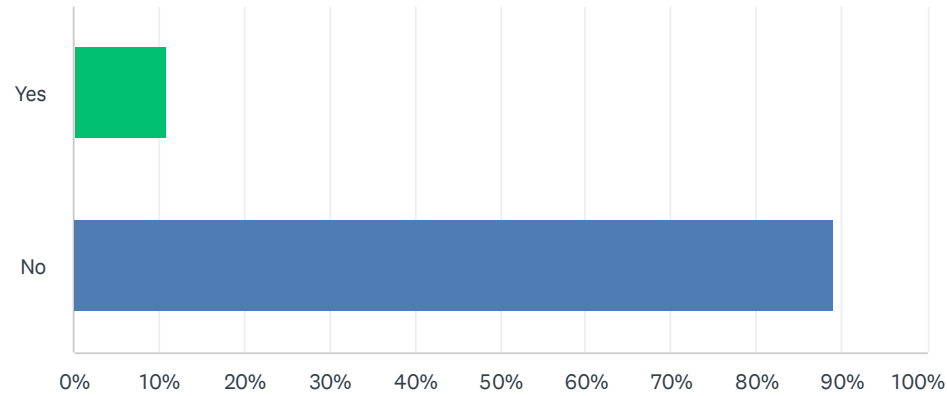


ANSWER CHOICES	RESPONSES	
Yes	12.62%	27
No	87.38%	187
<b>TOTAL</b>		<b>214</b>

Phase II | Data

Q10 Do you have a disability?

Answered: 213 Skipped: 19



ANSWER CHOICES	RESPONSES	
Yes	10.80%	23
No	89.20%	190
<b>TOTAL</b>		<b>213</b>

# APPENDIX E: FAREBOX RECOVERY REPORT



An additional requirement for the TDP was added by the Florida Legislature in 2007 as part of House Bill 985 which requires transit agencies to: "... specifically address potential enhancements to productivity and performance which would have the effect of increasing farebox recovery ratio." The farebox recovery ratio refers to the percentage of a transit system's total operating expenses that are funded by passenger fares.

### PRIOR YEARS FARE STUDIES AND CHANGES

The following summarizes the timeline of fare policy changes for the KWT fixed-route system:

- » The last KWT fare change was implemented in 2019. As a result, the current full fare on the fixed-route system is \$2.00, and \$1.00 for reduced fare. Fares for the Lower Key Shuttle remained the same for the full fare and reduced fare, \$4.00 and \$2.00, respectively.
- » The Duval Loop was implemented in 2017 as a fare-free service to serve the Old Town area.
- » In 2019, the fare for seniors and veterans was eliminated by the City Commission.

### PROPOSED FARE CHANGES

No fare studies have been conducted, and there are no proposed changes to the fare policy.

### CURRENT AND PRIOR FAREBOX RECOVERY RATIO

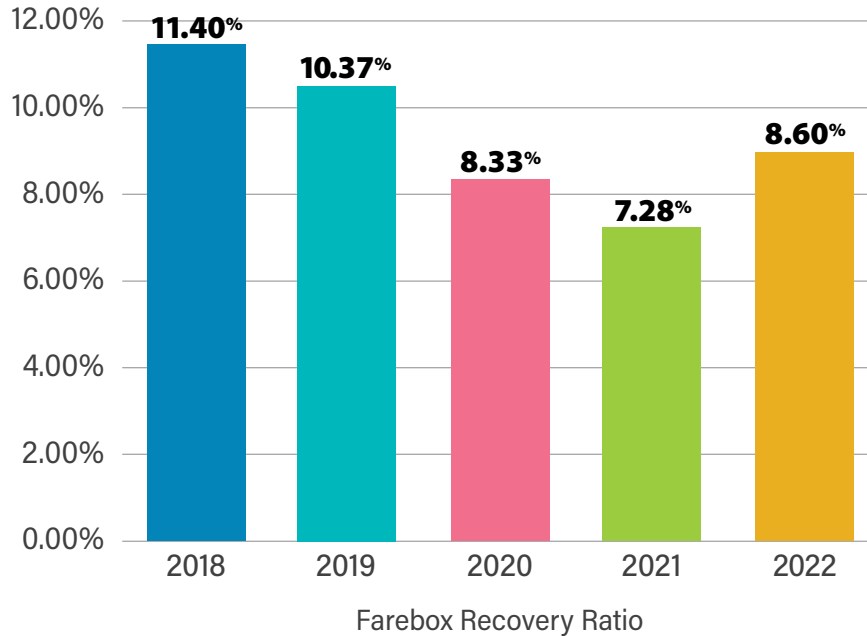
The Farebox Recovery Ratio indicates the percentage of operating expenses covered by the fare paid by passengers. The current farebox recovery ratio, as reported to NTD in FY 2022, was 8.6% for fixed-route services.

**Figure E-1** on the following page shows the five-year history of the KWT farebox recovery ratio for fixed-route services, as reported to NTD. The five-year notable trends include:

- » **2018:** The ratio stood at **11.40%**, suggesting a healthy contribution from fares to the overall operating costs.
- » **2019:** There was a slight decrease to **10.37%**, which could indicate various factors such as increased operational costs or reduced ridership.
- » **2020:** The ratio saw a more significant drop to **8.33%**. This year was marked by the global pandemic, which likely led to a substantial decline in public transport usage due to lockdowns and social distancing measures.
- » **2021:** The downward trend continued, with the ratio at **7.28%**. Despite the easing of restrictions, the lingering effects of the pandemic might have continued to impact public commuting habits.
- » **2022:** The ratio improved to **8.60%**, hinting at a recovery phase. This could be attributed to the resumption of normal activities and increased confidence in public transportation.

The data reflects consistencies with other transit agencies and the common challenges faced by public transportation during the pandemic and the subsequent recovery.

Figure E-1: Farebox Recovery Ratio for Fixed-Route Service



Source: NTD

### STRATEGIES TO IMPROVE FAREBOX RECOVERY RATIO

The farebox recovery ratio can be improved by increasing ridership, increasing revenue from fares, and by reducing operating costs. The following is a list of strategies for KWT to consider to improve the farebox recovery ratio:

- » Continuously monitor performance to determine if adjustments need to be made, such as discontinuing service for underperforming routes and determining the most cost-effective service type on major corridors and community areas.
- » Meet with cities in the Lower Keys to form partnerships for funding improved transit service along the Overseas Highway.
- » Minimize costs required to operate and administer transportation services.
- » Evaluate fare structure to analyze opportunities for instituting additional passes.
- » Increase marketing through innovative outlets like social media and work with key employers, community organizations, and homeowner associations to increase fixed-route and microtransit ridership.
- » Add bus stops to increase service effectiveness and improve visibility.
- » Increase ridership while maintaining costs to operate and administer transportation services by engaging the public to refine services and aim to better meet the needs of customers.

# APPENDIX F: PARK & RIDE INSPECTION REPORT



## City of Key West P&R Inspection Report



Florida Department of Transportation District 6 |  
2022 Park & Ride Facility Inspections and Performance Evaluations

### 3.3 City of Key West

The City of Key West owns one (1) Park & Ride lot maintained by the Key West Transit and Community Services only provides maintenance (if needed) and cleaning. The facility is located in the City of Key West at 300 Grinnell Street and is currently active as shown in Table 9.

**Table 9: City of Key West Park & Ride Facility**

Park & Ride Facility	Status
Key West Park & Ride	Active

### Key West Park & Ride

INSPECTION/ UTILIZATION COUNT DATE: 11/03/2022

EVENING INSPECTION DATE: 11/02/2022

**Address:** 300 Grinnell Street, Key West, FL 33040

**Lot Owner:** City of Key West

**Maintaining Agency:** Key West Transit

**Facility Type:** Garage Parking – Shared Use

**Amenities:** Trash cans, transit map/schedule, restrooms, bicycle racks

**Facility Cost:** \$5.00/Hour or \$40.00/Day or \$268.75/month

**Total Number of Spaces:** 248

**Transportation Services:** Key West Transit

**Routes:** Duval Loop, Lower Keys Shuttle

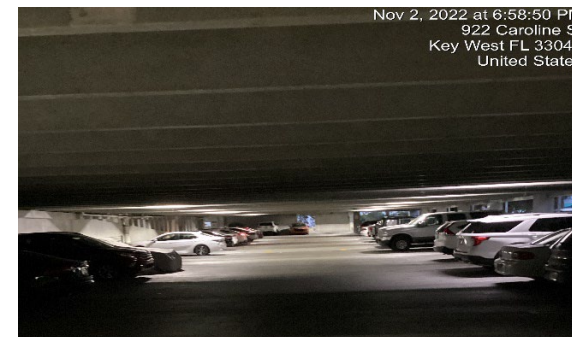


## City of Key West P&R Inspection Report (cont.)

### PHOTOS



*Park & Ride (Day-Time)*



*Park & Ride (Night Time)*



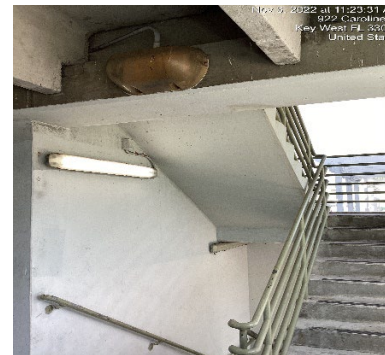
*Foundation of top floor is cracked*



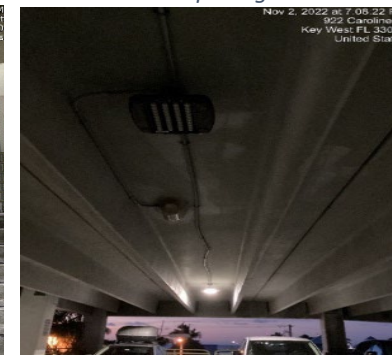
*Raveled and cracked paving*



*Yellow curb paint is deteriorating*



*Broken light fixture*



*Light was not working*

City of Key West P&R Inspection Report (cont.)

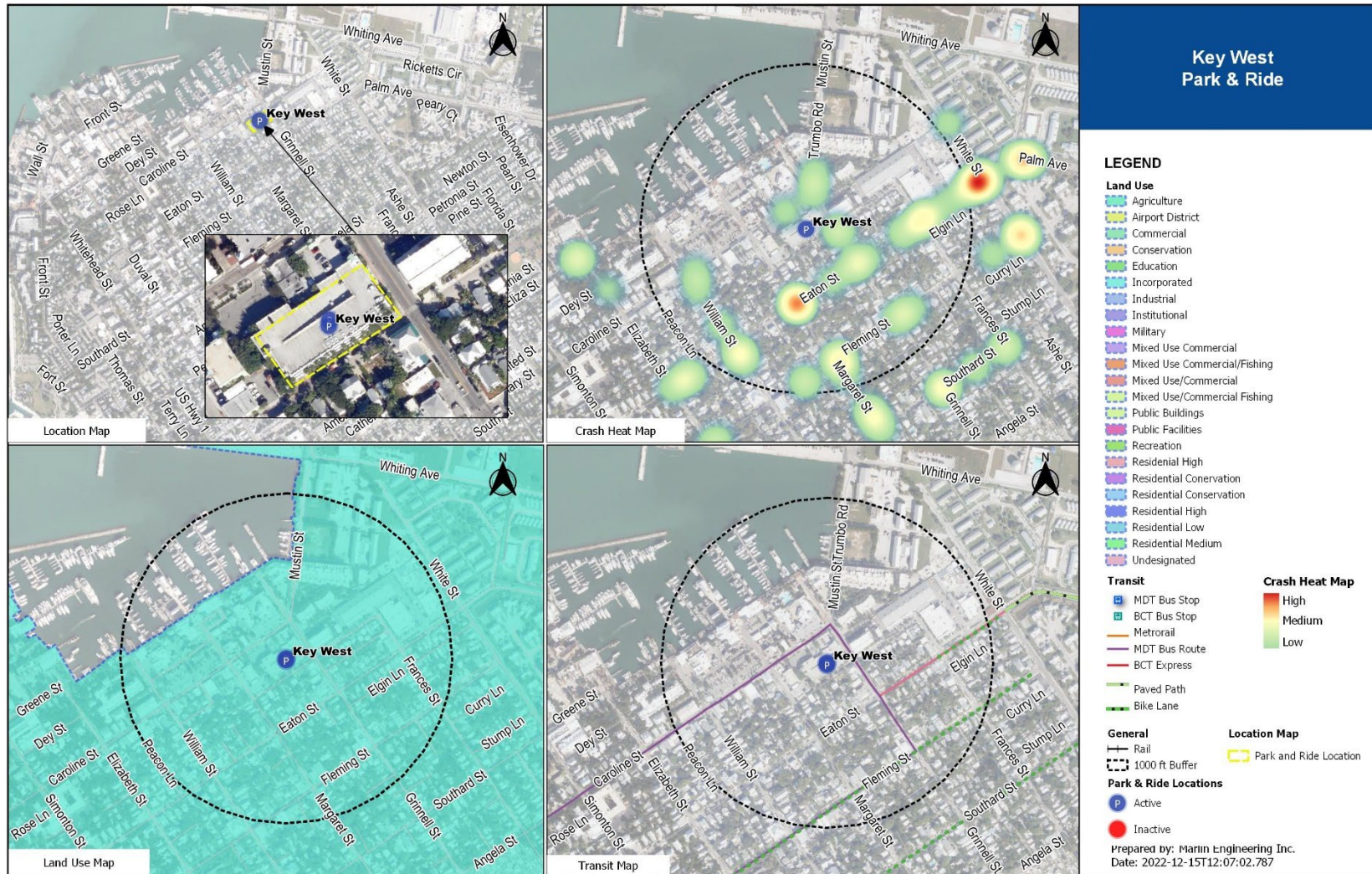


Figure 46: Key West Park & Ride Station (Location Map, Crash Heat Map, Land Use Map, and Transit Map)

# APPENDIX G: TEN-YEAR BUDGET FORECAST



### Appendix G: Ten-year Budget Forecast

Cost/Revenue	2025	2026	2027	2028
<b>Operating Costs</b>				
Maintain Existing Services	\$7,195,980	\$7,339,900	\$7,486,698	\$7,636,432
Implement Key West - On the Move Priority #1 (Expand Existing Service Duval Loop: Additional Service Hours)	—	—	\$1,487,656	\$1,517,409
Implement Key West - On the Move Priority #2 (New Service: North Connector)	—	—	—	\$879,229
Implement Key West - On the Move Priority #3 (Expand Existing Lower Keys Shuttle: Increase Headways)	—	—	—	—
Implement Key West - On the Move Priority #4 (Expand Existing Service Workforce Express: Increase Frequency)	—	—	—	—
Implement Key West - On the Move Priority #5 (New Service: South Connector)	—	—	—	—
<b>Total Operating Costs</b>	<b>\$7,195,980</b>	<b>\$7,339,900</b>	<b>\$8,974,354</b>	<b>\$10,033,070</b>
<b>Capital Costs</b>				
<b>Vehicles</b>	\$2,523,028	\$2,523,028	\$1,350,000	\$525,000
New & Replacement Vehicles	\$2,523,023	\$2,523,028	\$1,350,000	\$525,000
<b>Other Capital/Infrastructure</b>	\$2,385,810	\$1,207,222	\$75,000	\$75,000
Key West Intermodal Center	—	—	—	—
Park and Ride Rehab	\$1,082,222	\$1,082,222	—	—
Transit Facility Enhancement (Charging Stations and Infrastructure)	\$300,000	—	—	—
Bus Stop Infrastructure & Accessibility Program (Signs, Benches, Shelters, Sidewalks)	\$338,060	\$50,000	\$50,000	\$50,000
Bus and Facility Equipment	\$565,528	—	—	—
Development & Implementation of Marketing Program	\$100,000	\$25,000	\$25,000	\$25,000
Completion of Bus Stop and Transit Facility Accessibility Assessment & ADA Transition Plan	—	—	—	—
Development of Micro transit Optimization Policy with Monroe County (Key West Rides and Conch Connect)	—	\$50,000	—	—
<b>Total Capital Costs</b>	<b>\$4,908,838</b>	<b>\$3,730,250</b>	<b>\$1,425,000</b>	<b>\$600,000</b>

### Appendix G: Ten-year Budget Forecast

	2029	2030	2031	2032	2033	2034	10-Year Goal
<b>Operating Costs</b>							
	\$7,789,160	\$7,944,943	\$8,103,842	\$8,265,919	\$8,431,237	\$8,599,862	<b>\$78,793,973</b>
	\$1,547,757	\$1,578,712	\$1,610,287	\$1,642,492	\$1,675,342	\$1,708,849	<b>\$12,768,505</b>
	\$896,814	\$914,750	\$933,045	\$951,706	\$970,740	\$990,155	<b>\$6,536,438</b>
	\$2,416,922	\$2,465,260	\$2,514,566	\$2,564,857	\$2,616,154	\$2,668,477	<b>\$15,246,236</b>
	—	\$3,250,922	\$3,315,940	\$3,382,259	\$3,449,904	\$3,518,903	<b>\$16,917,929</b>
	—	—	\$1,261,447	\$1,286,676	\$1,312,409	\$1,338,658	<b>\$5,199,190</b>
	<b>\$12,650,653</b>	<b>\$16,154,588</b>	<b>\$17,739,127</b>	<b>\$18,093,909</b>	<b>\$18,455,788</b>	<b>\$18,824,903</b>	<b>\$135,462,271</b>
<b>Capital Costs</b>							
	\$3,500,000	\$1,400,000	\$350,000	\$200,000	\$200,000	\$200,000	<b>\$12,771,056</b>
	\$3,500,000	\$1,400,000	\$350,000	\$200,000	\$200,000	\$200,000	<b>\$12,771,056</b>
	\$75,000	\$12,275,000	\$12,075,000	\$8,075,000	\$75,000	\$75,000	<b>\$36,393,032</b>
	—	\$12,000,000	\$12,000,000	\$8,000,000	—	—	<b>\$32,000,000</b>
	—	—	—	—	—	—	<b>\$2,164,444</b>
	—	—	—	—	—	—	<b>\$300,000</b>
	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	<b>\$788,060</b>
	—	—	—	—	—	—	<b>\$565,528</b>
	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	<b>\$325,000</b>
	—	\$200,000	—	—	—	—	<b>\$200,000</b>
	—	—	—	—	—	—	<b>\$50,000</b>
	<b>\$3,575,000</b>	<b>\$13,657,000</b>	<b>\$12,425,000</b>	<b>\$8,275,000</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$49,164,088</b>

Appendix G: Ten-year Budget Forecast

Cost/Revenue	2025	2026	2027	2028
<b>Operating Revenues</b>				
Federal Section 5311	\$2,164,000	\$2,207,280	\$2,251,426	\$2,296,454
FDOT Block Grant	\$278,000	\$283,560	\$289,231	\$295,016
Service Development Program (KW Rides)	\$250,000	\$300,000	\$306,000	\$312,120
Transit Corridor Program (Duval Loop)	\$950,000	\$969,000	\$988,380	\$1,008,148
FDOT Commuter Assistance (LKS)	\$616,340	\$628,667	\$641,240	\$654,065
Parking Revenues	\$1,403,218	\$1,431,282	\$1,459,908	\$1,489,106
Parking Fine	\$8,000	\$8,160	\$8,323	\$8,490
Fare Revenues	\$395,000	\$402,900	\$410,958	\$419,177
Advertising: Onboard and Bus Shelter Ads	\$105,000	\$107,100	\$109,242	\$111,427
Motor Fuel Tax Rebate	\$18,500	\$18,500	\$18,500	\$18,500
Interlocal Agreements for LKS	\$484,819	\$494,515	\$504,406	\$514,494
Misc. Revenues (Lease Agreement: We've Got the Keys)	\$39,653	\$39,653	\$39,653	\$39,653
New Local Contribution & Private Partnerships (Potential KWIC revenue, tax dollars with the establishment of Multimodal MSTU, Tourist Development Bed Taxes, etc.)	—	\$500,000	\$510,000	\$520,200
<b>Total Operating Revenues</b>	<b>\$6,712,530</b>	<b>\$7,390,618</b>	<b>\$7,537,267</b>	<b>\$7,686,849</b>
<b>Capital Revenues</b>				
Federal Section 5311 (Vehicles & Equipment Including Farebox Overall)	\$5,541,584	\$2,551,089	\$2,602,111	\$2,654,153
Federal Section 5311 (PnR Rehab)	\$721,481	\$721,481	\$721,481	—
Federal Section 5339	\$70,000	—	\$74,285	\$75,770
New Federal Grants for Capital Assistance (Low No, TOD, Bus & Bus Facilities)				
<b>Total Capital Revenues</b>	<b>\$6,333,065</b>	<b>\$3,272,570</b>	<b>\$3,397,876</b>	<b>\$2,729,923</b>
<b>Total Operating and Capital Program Costs &amp; Revenue Summary</b>				
Total Revenues	\$13,045,595	\$10,663,188	\$10,935,143	\$10,416,772
Total Costs	\$12,104,818	\$11,070,150	\$10,399,354	\$10,633,070
Revenues Minus Costs	\$940,777	\$(406,962)	\$535,790	\$(216,297)
Rollover from Prev. Year	—	\$940,777	\$533,815	\$1,069,605
<b>Surplus/Shortfall</b>	<b>\$940,777</b>	<b>\$533,815</b>	<b>\$1,069,605</b>	<b>\$853,307</b>

Appendix G: Ten-year Budget Forecast

2029	2030	2031	2032	2033	2034	10-Year Goal
<b>Operating Revenues</b>						
\$2,342,383	\$2,389,231	\$2,437,015	\$2,485,756	\$2,535,471	\$2,586,180	<b>\$23,695,196</b>
\$300,916	\$306,934	\$313,073	\$319,335	\$325,721	\$332,236	<b>\$3,004,022</b>
\$318,362	\$324,730	\$331,224	\$337,849	\$344,606	\$351,498	<b>\$3,176,389</b>
\$1,028,311	\$1,048,877	\$1,069,854	\$1,091,251	\$1,113,076	\$1,135,338	<b>\$10,402,235</b>
\$667,146	\$680,489	\$694,099	\$707,981	\$722,141	\$736,583	<b>\$6,748,751</b>
\$1,518,888	\$1,549,266	\$1,580,251	\$1,611,856	\$1,644,094	\$1,676,975	<b>\$15,364,846</b>
\$8,659	\$8,833	\$9,009	\$9,189	\$9,373	\$9,561	<b>\$87,598</b>
\$427,561	\$436,112	\$444,834	\$453,731	\$462,805	\$472,062	<b>\$4,325,140</b>
\$113,655	\$115,928	\$118,247	\$120,612	\$123,024	\$125,485	<b>\$1,149,721</b>
\$18,500	\$18,500	\$18,500	\$18,500	\$18,500	\$18,500	<b>\$185,000</b>
\$524,784	\$535,279	\$545,985	\$556,905	\$568,043	\$579,404	<b>\$5,308,633</b>
\$39,653	\$39,653	\$39,653	\$39,653	\$39,653	\$39,653	<b>\$396,530</b>
\$530,604	\$541,216	\$1,052,040	\$1,073,081	\$1,094,543	\$1,116,434	<b>\$6,938,118</b>
<b>\$7,839,423</b>	<b>\$7,995,048</b>	<b>\$8,653,786</b>	<b>\$8,825,699</b>	<b>\$9,001,050</b>	<b>\$9,179,908</b>	<b>\$80,822,178</b>
<b>Capital Revenues</b>						
\$2,707,236	\$2,761,381	\$2,816,608	\$2,872,941	\$2,930,399	\$2,989,007	<b>\$30,426,509</b>
—	—	—	—	—	—	<b>\$2,164,443</b>
\$77,286	\$78,831	\$80,408	\$82,016	\$83,656	\$85,330	<b>\$707,582</b>
	\$12,000,000	\$12,000,000	\$8,000,000	—	—	<b>\$32,000,000</b>
<b>\$2,784,522</b>	<b>\$14,840,212</b>	<b>\$14,897,016</b>	<b>\$10,954,957</b>	<b>\$3,014,056</b>	<b>\$3,074,337</b>	<b>\$65,298,534</b>
<b>Total Operating and Capital Program Costs &amp; Revenue Summary</b>						
\$10,623,945	\$22,835,261	\$23,550,803	\$19,780,656	\$12,015,106	\$12,254,245	<b>\$146,120,712</b>
\$16,225,653	\$29,829,588	\$30,164,127	\$26,368,909	\$18,730,788	\$19,099,903	<b>\$184,626,359</b>
\$(5,601,708)	\$(6,994,238)	\$(6,613,324)	\$(6,588,254)	\$(6,715,682)	\$(6,845,659)	<b>\$(38,505,647)</b>
\$853,307	\$(4,748,401)	\$(11,742,729)	\$(18,356,053)	\$(24,944,306)	\$(31,659,988)	<b>\$(88,053,974)</b>
<b>\$(4,748,401)</b>	<b>\$(11,742,729)</b>	<b>\$(18,356,053)</b>	<b>\$(24,944,306)</b>	<b>\$(31,659,988)</b>	<b>\$(38,505,647)</b>	<b>\$(126,559,621)</b>