

Monroe County Local Coordinating Board

STRATEGIC PLAN 2007-2010



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Table of Contents

Dedication	
Message from the Commissioner	1
Executive Summary	2
About Monroe County Local Coordinating Board (LCB)	3
About Monroe County Community Transportation Coordinator (CTC)	4
Vision	5
Mission	5
SWOT Analysis Summary	6
Values	7
Goals for 2007 – 2010	
Goal 1: Bring information to all local governments.	
Goal 2: Expand and create a fully implemented Local Coordinating Board.	
Goal 3: Explore incubation of a comprehensive transportation association or Metropolitan Transportation Organization (MPO).	
Goal 4: Foster strong inter and intra LCB communications.	
Goal 5: Assure quality, cost-effective client services.	
Goal 6: Increase community awareness and outreach.	
Goal 7: Identify new funding opportunities and joint venture agreements.	
Strategic Planning Retreat Participants	22
LCB Membership	23



Dedication

The Health Council of South Florida dedicates the 2007-2010 Monroe County Local Coordinating Board Strategic Plan to the Transportation Disadvantaged population and all its key stakeholders who daily contribute to better service. This comprehensive effort is designated to empower Monroe County residents and leaders in the battle to fight disparities for the transportation disadvantaged.

Message from the Commissioner



“From Homestead, Florida City, South Dade, to Key West, we are going to need to engage counties, municipalities, and local communities to bring Monroe County’s Transportation problems and the Transportation Disadvantaged to the forefront of everyone’s agenda.”

*-- The Honorable George Neugent
Monroe County Board of County Commissioners*

As the Chairperson of the Monroe Local Coordinating Board (LCB) for the past eight years and a current Commissioner of Monroe County I have pledged to establish an ethical and hard working administration that is responsive to Monroe County’s diverse transportation disadvantaged needs. The LCB and I have worked together to bring increased access to transportation for Monroe’s most vulnerable citizens and set a new standard for enhanced communications with key stakeholders throughout Monroe and beyond. Great efforts from our Designated Official Planning Agency (DOPA) and the Community Transportation Coordinator (CTC) have planned for and appropriately provided safe, reliable and dependable services to our transportation disadvantaged citizens.

A close look at the trips provided in recent years reveals many important things, but one issue of critical concern is that Unmet Trip requests have increased and must remain a top priority. The LCB with its providers will continue to encourage the utilization of cost-saving means of transportation and educate others on the need for additional funding to achieve our operational objectives. From Homestead, Florida City, South Dade, to Key West, we are going to need to engage counties, municipalities, and local communities to bring Monroe County’s Transportation problems and the Transportation Disadvantaged to the forefront of everyone’s agenda. Moreover, as gas prices, the costs of operating and living in the Keys continues to escalate, our ties with local businesses as community partners are essential. The success of the Monroe coordinated transportation system is a direct result of the ingenuity of our local partners, the CTC and the transportation operators. As Chairperson and a resident of this community, I am very proud of their efforts and look forward to our continued success. I am confident that with continued support and hard work from our local providers the years ahead will be the best years yet for Monroe’s Transportation Disadvantaged (TD) program.

Executive Summary

During its Strategic Planning Retreat the Local Coordinating Board (LCB) determined the Monroe County Transportation Disadvantage strategic direction over the next three years. This strategic plan is the result of those deliberations and will serve as the LCB's roadmap for the future. Using the Strategic Plan the LCB has laid out how it's going to reach its goal and how it will know if it got there. The focus of this strategic plan is on the entire Monroe County Transportation Disadvantaged, while some of its focus is more particular to the service provided.

A significant factor in the delivery of coordinated transportation disadvantaged services is the Transportation Disadvantaged Service Plan (TDSP). The TDSP is developed by the Community Transportation Coordinator and the Official Planning Agency under the guidance and approval of the Local Coordinating Board (LCB). Monroe County's TDSP update was recently approved pending approval of the strategic plan developed during the Strategic Planning Retreat held on May 10, 2007 in Marathon, Florida. A synopsis of the Strategic Plan has been incorporated in the TDSP for uniformity and clarity of purpose.

As its Designated Official Planning Agency (DOPA), the Health Council of South Florida planners facilitated the Board Retreat discussion which frames the work of the LCB and its partners three years into the future. The results of the Retreat were utilized to develop the Monroe County strategic plan, applying a variety of perspectives, models and approaches used in strategic planning. A comprehensive Strengths, Weaknesses, Opportunities and Threats (SWOT) was conducted by LCB members. The group crafted newly approved mission and vision statements. Several key values were articulated which guide the Plan's effort. The goals dictate the work to be accomplished in working toward a mission, and the strategies to achieve these goals.

Many of the LCB's objectives are comprehensive and compatible with the regional efforts of Monroe County. This plan provides the LCB with a common direction for its members. While some strategic plans represent solely a to-do list, the LCB's does much more. Instead, the Health Council planners with the help of the LCB and its CTC, cover a broad array of integrated approaches to raise the visibility and awareness of TD services and transportation needs countywide. The goals and strategies outlined in the Strategic Plan will become the tools to increase effectiveness of the LCB.

The 2007-2010 Strategic Plan is a living, breathing document and will change over time through annual updates. Regular communication between the leadership and the LCB's members will create a narrative illustration of the LCB's operational approach to creating short term objectives compatible with the overall desired result. It is the hope of the LCB that this document and its champion encourages other transportation organizations to craft their own tailored mission in working concert with the LCB's overall vision for the future of Monroe County and its Transportation Disadvantaged population.

About Monroe County Local Coordinating Board (LCB)

The Monroe Local Coordinating Board (LCB) is an advisory entity responsible to provide assistance to the Community Transportation Coordinator (CTC). Composed of representatives from Monroe's local governments, transportation providers and various stakeholders, the primary responsibility of the LCB is to review and assist the service provided by the Community Transportation Coordinator (CTC), the Guidance Clinic of the Middle Keys. The LCB reviews service levels, safety concerns, eligibility and other pertinent transportation issues related to the user's satisfaction with transportation services.

The LCB serves as a vector for Florida's Commission on Transportation Disadvantaged to ensure effective service delivery and coordination at the local level through the CTC. Various seminars/training opportunities and technical assistance are provided by the state office to assist the local coordinating boards in achieving their objectives. The Board currently holds meetings in areas of Monroe County (Marathon, Key West) on a quarterly basis. Progressive gate keeping from the LCB has allowed Monroe County's Transportation Disadvantaged Commission to observe through its Local Coordinating Board positive growth in the Keys and help Monroe County experience an increase in ridership since its formal establishment in 1993. The LCB continues to build on its successes and conducts annual assessments of local county needs. Through their revenues the LCB determines the best use of scarce resources for addressing the County's growing transportation assistance needs.



About Monroe County

Community Transportation Coordinator (CTC)

Within each Florida County, a Community Transportation Coordinator (CTC) is designated for overseeing the operations of each local coordinating board. The Community Transportation Coordinator (CTC) can be a business or a county department that is responsible for the arrangement of the delivery of transportation services to the transportation disadvantaged. Since 1993, the Guidance Clinic of the Middle Keys has been the CTC for Monroe County and continues in this capacity.

The CTC represents the entity that ensures transportation services funded through federal, state and local sources are coordinated with each other in Monroe County. CTCs are responsible for the actual provision of services, either by directly operating a transit system or by contracting with other entities for the provision of services. In Monroe County, the CTC assumes roles both as direct transportation provider and service coordinator with other contracted providers. The LCB determines the CTC acceptable levels of achievement for performance measurements that are used to evaluate the service effectiveness of the contracted operators, and applies the FDOT Safety Certification process.

Required planning documents (fare cost, schedules, and map of the serviced area) are produced or updated annually, including but not limited to the Transportation Disadvantaged Service Plan. The CTC works closely with the Local Coordinating Board (LCB), which serves as the decision making body for the TD Program. Some of the CTC related responsibilities are to develop, provide and review the LCB Annual Operating Report.



Vision

A comprehensive transportation system within Monroe County with connectivity to Miami-Dade.

A vision statement is used as the ultimate goal, expressed in the most general terms. In this plan, it identifies the Local Coordinating Board's vision or desired future and helps guide all who accept and understand it. The vision statement serves as "an anchor to focus attention on what is desired." The LCB's vision for *a comprehensive system within Monroe County with connectivity to Miami-Dade* underscores the Board's desire for a fully integrated system of transportation services that crosses governmental, private sector, geographical and organizational boundaries. The inclusive nature of this vision stresses the importance of enhanced communication and coordination of services among traditional and non-traditional sources of transportation services for the disadvantaged. These resources include but are not limited to state, county and city governments, the business community, voluntary and non-profit sectors, a diversified network of providers and other community partners who share in this vision.

Mission

Our mission is to engage in community based planning to insure an efficient, cost-effective and quality transportation system for the transportation disadvantaged in Monroe County.

A mission statement is a fundamental expression of the purpose of the organization and what unique contributions it can make. In other words, a mission statement describes an organization's reason for being and answers basic questions about: *What business are we in? Why do we exist?* The LCB has adopted the statewide mission statement in concept and adapted it to Monroe County, focusing on *community based planning*. This approach reflects the philosophical belief that there is a need for ongoing process and system improvements, encompassing a thorough assessment of the community's needs, and local resources and follows through to the implementation, tracking and evaluation phases. The LCB has adopted this planning process of transportation system lifecycle enhancement for the transportation disadvantaged in Monroe to ensure continuous quality improvement through ongoing review and adjustment.



SWOT

Analysis Summary

<p style="text-align: center;"><u>STRENGTHS</u></p> <ul style="list-style-type: none"> ▪ Expanded services (Since 2000) ▪ CTC, LCB, DOPA collaboration ▪ Strong TDSP (goals and objectives) ▪ Door to door services ▪ New pick up shelter (Lower Keys), more locations being identified ▪ Eight providers serving Monroe County ▪ Consistent work from the CTC ▪ Coalition among City, State, and Chambers 	<p style="text-align: center;"><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> ▪ Coordination of levels of services (Feeder services) ▪ Lack of communication with public, and potential providers ▪ Seed money comes and goes ▪ Underutilizing resources ▪ Database for transportation services aged ▪ Clarity about system needs and resources (User Analysis) ▪ Scheduling barriers ▪ No-Shows ▪ Geography
<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> ▪ Broadcast quarterly meetings (Television) ▪ Untapped and underutilized resources (vans, equipment) ▪ Communication between different planning bodies (County, FDOT, Chambers of Commerce, City, LCB) ▪ Transit oriented new development (impact fees) and grant opportunities ▪ Forge relationship between public and private transportation providers ▪ Funding through Metropolitan Planning Organization (MPO) for the rides originating from Miami-Dade (van pool) ▪ New pick up shelters built with private funding ▪ New technology systems for coordination 	<p style="text-align: center;"><u>THREATS</u></p> <ul style="list-style-type: none"> ▪ Reduced transit funding ▪ Vehicle-centric environment ▪ Urban sprawl ▪ Rapid increase in fuel costs ▪ Heavy capital needs for vehicle replacements ▪ CTC losing Medicaid riders

Values

The Local Coordinating Board (LCB) values are shared by its members. This reflects the LCB members' ability to synthesize and extract aspects valuable to them from the multiple subcultures they belong.

- **Leadership in resource capacity building:** Local leadership is essential to understanding the true needs in the community, identifying appropriate funding streams to support those needs, and then effectively leveraging those resources to increase service revenues through public and private partnerships.
- **Respect and dignity:** The LCB recognizes the unique environment of the Florida Keys and the challenges in providing accessible transportation services. Yet it is the right of the TD population in need to have access to transportation and be afforded the opportunity to live healthy and productive lives. These services must be delivered in a manner that imparts dignity and respect for the individual and engenders trust between those who provide services and those who receive it.
- **Quality service:** Quality transportation services are essential to keeping customers happy and safe.
- **Communications:** Establishing effective and regular communications among stakeholders is essential to keep building a quality transportation system for the disadvantaged.
- **Community awareness and education:** Targeted community awareness is necessary to assure those in greatest need of transportation support are served.
- **Inclusiveness/alliance building:** All parties must continue to come together and build consensus so that the needs of the transportation disadvantaged can be addressed.
- **Reciprocal relationship:** There is a reciprocal relationship with Miami-Dade County that should be solidified and maximized with particular respect to the business community and the mutual need for a stable workforce, shared costs, and infrastructure capacity for maximum economic viability and cost efficiency.



Goal 1

Bring information to all local governments.

“The needs of the population outweigh the current service provided.”

---- Jerry Eskew, Monroe County Social Services

When it comes to important public problems like Transportation Disadvantaged many stakeholders are involved in, affected by, or have partial responsibility to act. Stakeholders are to be taken seriously. They are individuals, groups, agencies, and organizations who make and carry out decisions, are affected by decisions, or have the ability to impede or affect decisions. Sufficient numbers of key stakeholders must support desired changes, or change will not happen.

The sharing of information will enhance the productivity of the LCB. While many members of the public are stakeholders with a direct interest in transportation disadvantaged related issues, many others may only be affected indirectly by the LCB's actions. The LCB will want to involve a broader cross section of the community inclusive of a myriad of key stakeholders. At all times, the LCB will want to reach the general public with messages about specific actions residents can take to further the Board's effort. Getting input from the public and public education are both vital elements of goal planning and implementation, complemented by participation from stakeholder's who have resources or can leverage them to effectively respond to local needs.

Goal 1: Bring information to all local governments.

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

- Strategy 1.1.1: Develop a set of maps of all providers
- Strategy 1.1.2: Secure necessary information to analyze service levels
- Strategy 1.1.3: Perform a gaps analysis of needs versus resources
- Strategy 1.1.4: Describe funding levels and sources to support existing services and any categorical funding parameters

Time Frame: Short-Term¹

Responsible party: CTC/DOPA/LCB

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

- Strategy 1.2.1: Develop a list of target audiences
- Strategy 1.2.2: Create necessary information packets and map displays
- Strategy 1.2.3: Conduct a breakfast/luncheon series on needs analysis in select venues
- Strategy 1.2.4: Identify key trusted speakers to convey messages
- Strategy 1.2.5: Invite local governments to become partners in the community education process
- Strategy 1.2.6: Evaluate results and adjust presentations accordingly

Time Frame: Short-Term

Responsible Party: CTC/DOPA/LCB

¹ Short-term efforts are on a 6 month to 1 calendar year period.



Goal 2

Expand and create a fully implemented Local Coordinating Board.

***“I cannot stress enough the importance of bringing the right stakeholders to the table in order to get the job done.”
--Myra Wittenberg, Key West Department of Transportation***

The Local Coordinating Board is the advisory body for the CTC and provides a forum for the Transportation Disadvantaged in the community. The Board advocates for improved transportation and coordination of services to meet the needs of local residents. As an advisory board, the LCB advises, monitors, evaluates and supports the transportation activities of the Community Transportation Coordinator. At its best, the Local Coordinating Board (LCB) is able to shape strategic debate and accelerate tactical implementation of key strategic responses to the transportation disadvantaged needs in Monroe County.

The LCB applies the strategic research conducted by its Designated Official Planning Agency (DOPA). This information provides the basis for a data driven decision making process, helping LCB members better understand the needs of Monroe’s community. Accurately assessing a community’s actual transportation requirements is vital to expand and create a mixed board membership that has all key representatives at the table. A foundation of essential stakeholders in government, public and private sectors will foster leadership and positive relationships between the community and the LCB. A board member's primary responsibility is to engage in the work of the LCB’s newly developed mission. This mission has three primary elements: community-based planning, efficient and cost effective services, and quality services for the TD population. Improving the quality of life for transportation disadvantaged, providing services effectively and efficiently, as well as responsibly providing oversight assures the appropriate accountability. Finally, current members should seek individuals to serve on the LCB who demonstrate an active, determined commitment to transportation related issues.

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

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

- Strategy 2.1.1: Develop a list of potential candidates from member recommended contacts
- Strategy 2.1.2: Provide necessary information on roles and responsibilities and work with the LCB Chair to encourage leadership contact and extend official invitation to participate
- Strategy 2.1.3: Ensure formal appointments are made in a timely manner and maintain a current membership roster for website posting and quarterly board packets

Time Frame: Short-Term

Responsible Party: CTC/DOPA/LCB

Objective 2.2: Add stakeholder groups such as city, county, chambers of commerce, and policy makers

- Strategy 2.2.1: Develop a list of other key stakeholder groups to provide a forum for interested parties, expert presentations, and a training ground for future Board Members
- Strategy 2.2.2: Provide necessary information on potential roles and areas of contribution
- Strategy 2.3.3: Create a speakers' bureau that will provide outreach to businesses, civic and community organizations relative to the impact of the TD population

Time Frame: Short-Term

Responsible Party: CTC/DOPA/LCB



Goal 3

Explore incubation of a comprehensive transportation association or Metropolitan Planning Organization (MPO).

“The LCB needs to take the ball and run with it in Monroe County on transportation issues. Monroe County’s transportation disadvantaged needs start here and then we can expand it.”

--Commissioner G. Neugent

A Metropolitan Planning Organization (MPO) is a transportation policy-making organization made up of representatives from local government and transportation authorities. In the early 1970s, the Congress of the United States passed legislation that required the formation of an MPO for any Urbanized Area (UZA) with a population greater than 50,000. Congress created MPOs in order to ensure that existing and future expenditures for transportation projects and programs are based on a Continuing, Cooperative and Comprehensive (“3-C”) planning process. Monroe County’s Plan is consistent with Miami-Dade County’s December 6, 2001, adopted Long Range Transportation Plan (LRTP) to the year 2025. Miami-Dade County’s LRTP contains the objective of enhancing evacuation travel corridors in its goal to improve transportation systems and travel.

Miami-Dade’s LRTP adopted plan will have a significant impact on the transportation of all residents and visitors of Monroe County in times of natural and man-made disasters. Following the Local Coordinating Board Strategic Planning Retreat, discussion relative to the needs of Monroe’s transportation and transportation disadvantaged issues showed a strong interest for coordination throughout the South Florida region. During the process, the LCB agreed to the current need for development and implementation of coordinated transportation planning processes that would encompass a countywide or regional approach.

Goal 3: Explore incubation of a comprehensive transportation association or Metropolitan Planning Organization (MPO).

Objective 3.1: Identify a county-wide/regional liaison

- Strategy 3.1.1: Conduct research on existing MPO models
- Strategy 3.1.2: Provide necessary information to LCB so that an organizing framework is identified
- Strategy 3.1.3: Develop bylaws for governing of the MPO to include identification of membership slots, terms of office, officers and voting procedures
- Strategy 3.1.4: Initiate membership recruitment and officer selection
- Strategy 3.1.5: Consider incorporation as an independent comprehensive transportation association

Time Frame: Short-Term

Responsible Party: CTC/DOPA/LCB

Objective 3.2: Reduce the duplication of transportation disadvantaged services provided within and to areas outside the county

- Strategy 3.2.1: Pursue coordination with transportation providers within Monroe County and in other counties (e.g., Miami-Dade County, Broward County)
- Strategy 3.2.2: Meet with transportation representatives from neighboring counties

Time Frame: Short-Term

Responsible Party: CTC/DOPA/LCB

Objective 3.3: Implement recommendations of Objective 3.1

- Strategy 3.3.1: Prepare a final report
- Strategy 3.3.2: Submit for LCB consideration
- Strategy 3.3.3: Submit for County adoption

Time Frame: Long-Term

Responsible Party: DOPA/LCB



Goal 4

Foster strong inter and intra LCB communications.

“We need to target and identify the population in need. The community needs to be aware of the program as being a Transportation Disadvantaged services, so that its services are utilized by those in greater need.”

--Stan Darczuk, LCB member and Consumer

Inter and intra LCB communication services are currently arranged by the Health Council of South Florida (DOPA) and the Community Transportation Coordinator (CTC). Other agencies also arrange both intercounty and intracounty communication among concerned parties (contracted providers currently serve as liaisons between the LCB and the community). The LCB recognizes the need to expand its reach and will foster new partnerships in the next three years. Utilization of established communicative bodies (CTC, DOPA) should be the initial step in strengthening cross organization and internal communications. A fast turn around of meeting minutes to the LCB members, public hearing notices and digital meeting broadcasting are all tools and processes that should be employed.

In its continuing improvement efforts the LCB may assign working groups, to extrapolate the work of the Board from the meetings and continue forward movement during the interim time between formal Board meetings. Participants of working groups may continue to progress on Board objectives, ensuring strong communication lines with all parties involved. Initiatives developed during working groups have a strong evaluation feedback component by encouraging community input and support, fostering an inclusive process for all affected residents.

Goal 4: Foster strong inter and intra LCB communications.

Objective 4.1: Conduct briefings with stakeholder groups, policy makers, planners

- Strategy 4.1.1: Develop a list of stakeholder groups
- Strategy 4.1.2: Provide necessary information to each group
- Strategy 4.1.3: Launch a series of targeted briefing papers to selected audiences
 1. Business Sector
 - a. Banks
 - b. Food stores
 - c. Hotel industry
 - d. Local chambers
 2. Non-Profits/Funders
 - a. HSAB
 - b. Funded agencies
 - c. United Way

Time Frame: Long-Term²

Responsible Party: DOPA/LCB/CTC

Objective 4.2: Create press releases and PSAs

- Strategy 4.2.1: Develop media contact list and press release for strategic plan, annual reports, services needs gaps analysis, transportation service alerts
- Strategy 4.2.2: Create video PSAs

Time Frame: Long-Term

Responsible Party: DOPA

Objective 4.3: Share minutes from LCB meetings

- Strategy 4.3.1: Post on County website
- Strategy 4.3.2: Disseminate to key stakeholders via email

Time Frame: Long-Term

Responsible Party: DOPA

Objective 4.4: Create working groups within the LCB

- Strategy 4.4.1: Develop a working group focused on membership
- Strategy 4.4.2: Create working group action plans
- Strategy 4.4.3: Develop regular meeting schedule; consider blog or teleconference approach
- Strategy 4.4.4: Make goal objectives assignments to working groups

Time Frame: Long-Term

Responsible Party: DOPA/LCB

²Long-term efforts are on a 1-3 calendar year period.



Goal 5

Assure quality, cost effectiveness, client services.

“This effort is not political; it is the right of the TD population in need.”
--Commissioner G. Neugent

The current overall mission of the Florida Commission for the Transportation Disadvantaged is “to ensure the availability of efficient, cost effective, and quality transportation services for transportation disadvantaged persons.” Effective coordination can help avoid duplication of effort and inefficiency in providing transportation services. Recent ridership surveys results indicate that Monroe County CTC has realized significant benefits, such as improved customer service and lower unit costs. Through coordination efforts such as multi-loading, consolidating services under few providers, or sharing information among programs, the CTC has enhanced its ability to serve the community.

Despite these gains numerous obstacles have been identified that can impede coordination, including: (1) reluctance to share vehicles and fund coordination; (2) differences in federal program standards and requirements; and (3) limited guidance and information on coordination. Further, despite the per unit cost-savings and the multi-loading that some agencies have been practicing through coordination, the overall cost of coordination is still significant. More needs to be done at the consumer levels to assess and assure quality of services.

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

Objective 5.1: Assess the needs of the population

- Strategy 5.1.1: Collect transportation disadvantaged need data and projections
- Strategy 5.1.2: Identify major trip generators and attractors in the County
- Strategy 5.1.3: Develop a profile on transportation disadvantaged population

Time Frame: Short-Term

Responsible Party: DOPA/CTC

Objective 5.2: Track service utilization patterns

- Strategy 5.2.1: Develop a section in the profile on service utilization
- Strategy 5.2.2: Create an on-line version of the profile with drill down features on utilization
- Strategy 5.2.3: Assess/Quantify cost of “no shows” to the overall system in Monroe County and educate the public and clients on this issue.

Time Frame: Short-Term

Responsible Party: DOPA/CTC

Objective 5.3: Measure client satisfaction

- Strategy 5.3.1: Explore an annual, independent client satisfaction survey
- Strategy 5.3.2: Seek funding to support the research
- Strategy 5.3.3: Conduct analysis of results and post on-line
- Strategy 5.3.4: Use customer satisfaction feedback to improve service quality
- Strategy 5.3.5: Share results with stakeholder audiences

Time Frame: Short-Term

Responsible Party: LCB/DOPA/CTC

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

- Strategy 5.4.1: Inventory existing funding streams for CTC trips
- Strategy 5.4.2: Involve all levels of staff in the identification of cost reducing and/or efficiency-increasing measures that can be implemented
- Strategy 5.4.3: Determine additional data needs and submit request to CTC for analysis
- Strategy 5.4.4: Select method for measuring future cost effectiveness and institute data collection process
- Strategy 5.4.5: Include baseline results in Profile

Time Frame: Short-Term

Responsible Party: DOPA/LCB/CTC



Goal 6

Increase community awareness and outreach.

“This program has grown; it’s time to keep our current customers happy, and it is time to increase our reach in the community.”

--Commissioner G. Neugent

Many families are not aware of the full range of transportation services that are available for individuals with transportation disadvantaged needs. Service providers, employers, and other transportation disadvantaged services often experience similar customer awareness issues. Outreach to provide the public with information, and to incorporate the views of stakeholders into federal policy and other actions when appropriate is one means of addressing this gap and of better informing the local public on these federal activities.

Facilitating disadvantaged inclusion of the TD population and service expansion will require more than government programs. Innovative partnership initiatives must be developed and implemented at the local level. Effectuating such broad sweeping change will require that government work cooperatively and collaboratively, through appropriate legal avenues, with private industry and other community groups.

It’s the LCB duty to serve as a bridge between the transportation disadvantaged and Monroe County’s community. In so doing, the LCB increases community awareness of public transportation and provides the local community with the understanding of important transportation disadvantaged issues of concern to the community.

Goal 6: Increase community awareness and outreach.

Objective 6.1: Create a mechanism for educating the public on services available and how to access the system

Strategy 6.1.1: Develop a public awareness campaign

Strategy 6.1.2: Provide necessary information to LCB Board for approval

Time Frame: Long-Term

Responsible Party: DOPA/CTC

Objective 6.2: Make optimal use of existing resources

Strategy 6.2.1: Develop a list of options to include but not limited to website, cable stations, link to Monroe County website

Strategy 6.2.2: Perform qualitative research on most effective and cost-beneficial means of communication

Time Frame: Long-Term

Responsible Party: CTC/DOPA

Objective 6.3: Create a deployment plan

Strategy 6.3.1: Assign to a working group

Strategy 6.3.2: Involve media representation

Strategy 6.3.3: Set targets/milestones

Time Frame: Long-Term

Responsible Party: DOPA/LCB

Objective 6.4: Implementation of awareness campaign

Strategy 6.4.1: Develop collateral materials

Strategy 6.4.2: Centralize the planning, promotion and reporting of transportation disadvantaged services projects to maximize their impact on the intended constituency

Strategy 6.4.3: Maintain records of community awareness contacts

Strategy 6.4.3: Promote positive relationships with local media to help increase coverage of Monroe's CTC

Time Frame: Long-Term

Responsible Party: CTC/DOPA/LCB



Goal 7

Identify new funding and joint venture agreements.

“Transportation modules need to be added to local grants to increase awareness and funding” --Harry Rackard, Miami-Dade Transit

Transportation funding levels have not kept pace with the high costs to support the transportation disadvantaged needs of the community. Revenues continue to fall far below the levels required to implement all of the projects necessary to increase fixed routes, improve safety, expand mobility, and maintain the existing transportation system.

The level of community interest in pursuing a new source of funding for the transportation disadvantaged system in Monroe County is completely dependent on the specific projects and modes of funding community leaders and their constituents will support. A high degree of agreement is necessary for the successful implementation of any new transportation funding sources.

Over the course of many public involvement and online seminars (the DOPA is actively participating in training and attending conferences in order to identify new sources of funding) the LCB seeks to find new sources of funding with the help of its providers. Transportation funding from state, federal and county government sources have been the mainstay of program support. However, these sources can no longer sustain local transportation projects at the levels they have in the past in part due to inflation and higher fuel costs.

Funding available from the state and federal government is highly competitive and generally favors large urban areas with local sources of revenues, such as local transportation sales taxes. The LCB aims to generate funding that can enable the community to have a secure, flexible source of funding that will not only pay for locally determined priorities, but can also be utilized to leverage other county resources as matching funds.

Goal 7: Identify new funding opportunities and joint venture agreements

Objective 7.1: Explore public/private partnerships

Strategy 7.1.1: Develop a list of possible options, including van pools
Strategy 7.1.2: Research the benefits and challenges of each approach

Time Frame: Long-Term
Responsible Party: DOPA

Objective 7.2: Identification of new grants or other funding sources that can be applied to coordinated systems

Strategy 7.2.1: Develop a list of potential grantees from HHSB
Strategy 7.2.2: Make personal visits to provide pitch

Time Frame: Long-Term
Responsible Party: DOPA

Objective 7.3: Research the Palm Beach model approach for possible applications

Strategy 7.3.1: Contact the Palm Beach County officials for information on process, incentives and underwriting
Strategy 7.3.2: Develop a written report on the benefits and challenges

Time Frame: Long-Term
Responsible Party: DOPA/CTC

Objective 7.4: Increase involvement by FDOT

Strategy 7.4.1: Develop a list of potential participants
Strategy 7.4.2: Provide necessary information on responsibilities

Time Frame: Long-Term
Responsible Party: DOPA

Objective 7.5: Explore dedicated funding (1/2 cent sales tax)

Strategy 7.5.1: Research passage of 1.2 cent sales tax option for transportation disadvantaged
Strategy 7.5.2: Develop a report on the benefits and challenges

Time Frame: Long-Term
Responsible Party: LCB

Objective 7.6: Create 1-2 Transportation Disadvantaged policy briefs

Strategy 7.6.1: LCB carefully considers each research model
Strategy 7.6.2: LCB takes action on and develops a policy brief with action
Strategy 7.6.3: LCB assumes a leadership role in advancing and educating elected officials and the public on proposed transportation revenue enhancements

Time Frame: Long-Term
Responsible Party: CTC/LCB/DOPA

Strategic Planning Retreat Participants

The following Local Coordinating Board members, professionals, planners and interested parties participated in the Monroe County Strategic Planning Retreat. Their input helped to establish goals and objective for the Strategic Plan.

Monroe County
Local Coordinating Board

Commissioner George Neugent, Chair
District 2

**Kellye Paros for Charles Ingraham,
Vice Chair**
Office of Veteran Affairs

George Richard Bromwich
Citizen Advocate

Stan Darczuk
Consumer

Jerry Eskew
Monroe County Social Services

Elena Herrera
Department of Children and Families

Cindy McKnight
Citizen Advocate/User

Patricia Murphy
Monroe County Medical Community

Myra Wittenberg
Mass/Public Transportation

Guest Speaker

Harry Rackard
Miami-Dade Transit

Designated Official Planning Agency
(Health Council of South Florida, Inc.)

Sonya R. Albury, MSW
Executive Director

Vianca H. Stubbs, MPH
Associate Director

Christian F. Schoepp, MPA
Research Associate

Community Transportation Coordinator
(Guidance Clinic of the Middle Keys):

Maureen Grynewicz
Guidance Clinic of the Middle Keys

Interested Parties

Townsley Schwab, RLA
Monroe County Planning Department

Tom Tharp
Chamber of Commerce Marathon, Florida

LCB

Membership

Current Members

The Hon. George Neugent
District 2
Slot: Chair

Charles Ingraham
Office of Veteran Affairs
Slot: Vice Chair
Veteran Services

Henry Bikofsky
Slot: Florida Department of Elder Affairs
(FDEA)

George Richard Bromwich
Slot: Citizen Advocate

Jerry Eskew
Monroe County Social Services
Slot: Person over 60 representing Monroe
County (Elderly)

Darren Guttman
Slot: Private Transportation

Elena Herrera
Department of Children and Families
Slot: FL Dept. of Children & Families

Akhtar Mahmood
Intermodal Program Manager
Slot: FL Dept. of Transportation

Cindy McKnight
Slot: Citizen Advocate/User

Patricia Murphy
Slot: Monroe County Medical Community

Judy Rosenbaum
Medicaid Program Office
Slot: Agency for Health Care Adm.

Myra Wittenberg
Key West Dept. of Transportation
Slot: Mass/Public Transportation

Pete Worthington
Slot: Community Action

Stan Darczuk
Slot: Citizen Advocate / Disabled

Vacant Slot:

Slot: A representative of the Public
Education Community

Slot: A representative of the Regional
Workforce Development Board

Slot: A representative of the local medical
community