



COLLIER AREA TRANSIT

Transit Development Plan FY 2016-2025 Major Update



MAY 2015

Collier Area Transit Transit Development Plan Major Update

Draft Transit Development Plan

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Section 1: Introduction

This study updates the Collier Area Transit (CAT) Transit Development Plan (TDP), the strategic guide for public transportation in the community over the next 10 years. It represents Collier County's vision for public transportation in its service area during federal fiscal years 2016 - 2025.

Objectives of the Plan

The main purpose of this study is to update the TDP for Collier County, as currently required by State law. The TDP will result in a 10-year plan for transit and mobility needs, cost and revenue projections, and community transit goals, objectives, and policies.

TDP Requirements

The TDP requirements were formally adopted by the Florida Department of Transportation (FDOT) on February 20, 2007. Major requirements of the rule include the following:

- Major updates must be completed every five years, covering a 10-year planning horizon.
- A public involvement plan must be developed and approved by FDOT or consistent with the approved MPO public involvement plan.
- FDOT, the Regional Workforce Development Board, and the MPO must be advised of all public meetings where the TDP is presented and discussed, and these entities must be given the opportunity to review and comment on the TDP during the development of the mission, goals, objectives, alternatives, and 10-year implementation program.
- Estimation of the community's demand for transit service (10-year annual projections) using the planning tools provided by FDOT or a demand estimation technique approved by FDOT.

An additional requirement for the TDP was added by the Florida Legislature in 2007, when it adopted House Bill 985. This legislation amended s. 341.071, F.S., requiring transit agencies to "... specifically address potential enhancements to productivity and performance which would have the effect of increasing farebox recovery ratio." FDOT subsequently issued guidance requiring the TDP and each annual update to include a one or two-page summary report on the farebox recovery ratio, and strategies implemented and planned to improve it, as an appendix item.

This 10-year plan meets the requirements for a major TDP update in accordance with Rule Chapter 14-73, Florida Administrative Code (FAC). Table 1 on the following page is a list of TDP requirements from Rule 14-73.001. The table also indicates whether or not the item was accomplished in this 10-year plan.

Table 1: TDP Checklist

Public Participation Process	Complete	Page #
Public Involvement Plan (PIP) submitted and approved by FDOT at TDP initiation.	☑	155
Comments solicited from Regional Workforce Board.	☑	TBA
Notification provided to FDOT and Regional Workforce Board of TDP-related public meetings.	☑	185
FDOT and Regional Workforce Board provided opportunity to review and comment during development of mission, goals, objectives, alternatives, and 10-year implementation program.	☑	185
Time limit established for receipt of comments.	☑	185
PIP and description of public involvement process documented in TDP.	☑	64
Situation Appraisal		
Consideration of land use/development forecasts.	☑	103
Consideration of state, regional, and local transportation plans.	☑	99
Consideration of actions in areas such as parking, development, transit supportive design, etc.	☑	108
Other governmental actions and policies.	☑	99/190
Socioeconomic trends.	☑	102
Organizational issues.	☑	104
Technology.	☑	104
10-year annual projections of transit ridership using approved model.	☑	135
Assessment of whether land uses and urban design patterns support/hinder transit service provision.	☑	103/108
Documentation of performance analysis (NTD data and peer review).	☑	38/51
Documentation of feedback from community (on-board surveys and other communication).	☑	64
Calculation of farebox recovery.	☑	TBA
Mission and Goals		
Provider's vision.	☑	115
Provider's mission.	☑	115
Provider's goals.	☑	115
Provider's objectives.	☑	115
Alternative Courses of Action		
Development and evaluation of alternative strategies and actions.	☑	124
Benefits and costs of each alternative.	☑	132/133
Examination of financial alternatives.	☑	146
Implementation Program		
10-Year implementation program	☑	140
Maps indicating areas to be served	☑	134
Maps indicating types and levels of service	☑	134
Monitoring program to track performance measures	☑	213
10-year financial plan listing operating and capital expenses	☑	144/145
Capital acquisition or construction schedule	☑	133
Anticipated revenues by source	☑	142
Relationship to Other Plans		
TDP consistent with Florida Transportation Plan	☑	99
TDP consistent with local government plan	☑	99
TDP Consistent with regional transportation goals and objectives	☑	99
Submission		
Adopted by the Collier County Board of County Commissioners		TBA
Submitted to FDOT by September 1, 2015		TBA

Report Organization

There are a total of 10 sections that comprise the TDP, including this introduction. Each of the sections are briefly described below.

Section 2 summarizes the **Study Area and Demographics** for Collier County. This provides a review of baseline conditions, including a physical description of the study area, a population profile, and demographic and journey-to-work characteristics. It also includes a review of new developments, and tourism information. The information compiled and presented in this section provides the basis for more-detailed analysis in subsequent tasks of the TDP. Land use trends, major transit trip generators and attractors, economic factors, existing roadway conditions, major employers, and commuter workflow patterns are also explored.

Section 3 presents the **Transit Performance Evaluation** for CAT. This includes a review and evaluation of the existing transit services in the study area. The review and evaluation includes ridership trend, vehicle inventory, public transportation service providers, trend analysis conducted to examine the performance of CAT's transit services, and a current peer review to assist CAT in setting measurable targets for ridership and improvements.

Section 4 presents the **Public Outreach** efforts to date, including the analysis of a visioning survey effort conducted both online and on-board the transit vehicles, the visioning workshop, the Review Committee meetings, discussion group workshops, stakeholder interviews, and outreach at the transfer facility.

Section 5 presents a **Review of the Relevant Plans, Studies, and Policies**. The review provides information on the pertinent documents that directly affect or are relevant to transit and transportation planning in Collier County.

Section 6 includes the **Situation Appraisal** that assess the CAT local operating environment based on the key findings from the public outreach process, review of plans and policies, and transit demand and mobility needs evaluation.

Section 7 summarizes the results of the **Evaluation of Transit Demand and Mobility Needs** regarding transit services in Collier County. The evaluation was completed by reviewing CAT ridership trends, transit demand forecasting, and a transit market assessment of Collier County.

Section 8 provides the transit mission for Collier County and the **Goals, Objectives, and Initiatives** to accomplish the transit mission. The mission, goals, objectives, and initiatives were developed based on discussions with CAT staff and the TDP Review Committee, input through the public involvement process, and the results of the technical evaluations.

Section 9 presents the 10-year **Transit Alternatives** for Collier County. The proposed improvements for fixed-route transit service represent the transit needs for the next 10 years and were developed without consideration of funding constraints.

Section 10 summarizes the **10-Year Financial Plan**, including the 10-year implementation plan and finance plan for the CAT fixed-route bus service. The implementation plan identifies cost-feasible and unfunded needs. A summary of the operating and capital assumptions is also presented as part of the financial plan.

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Section 2: Baseline Conditions

This section reviews the study area in the context of the TDP. The following components are reviewed:

- Physical description of study area
- Population characteristics and trends
- Demographic and journey-to-work characteristics and trends
- Land use and densities
- Major trip generators
- Area roadway and traffic conditions, including levels of service, current or projected capacity deficiencies, and current and planned transit routes

A series of maps and tables are used to illustrate selected population, demographic, and socioeconomic characteristics. Data from the U.S. Census, American Community Survey (ACS), Collier County, and the Collier Metropolitan Planning Organization (MPO) 2040 Long Range Transportation Plan (LRTP), were used as primary data sources. This data was supplemented by other data from local and regional agency sources, as available.

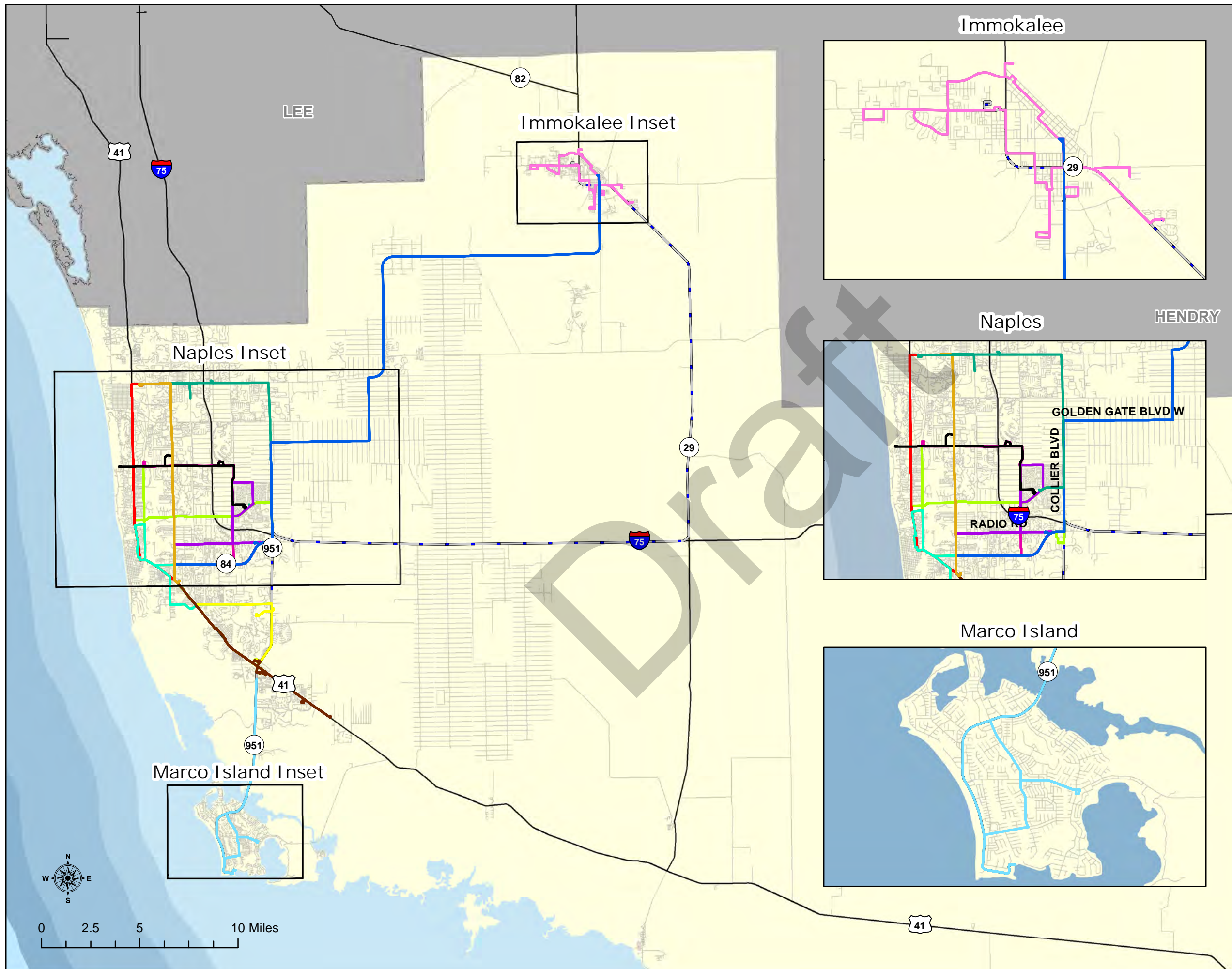
The ACS collects data on an ongoing basis and new data is released each year in the form of estimates, including 1-year, 3-year, and 5-year data products. At the time the baseline conditions assessment was completed, the most recent data available through ACS was for the year 2012 and the subsequent three and five year estimates. The ACS 2012 3-year estimate data product was selected as the primary data source during the development of the TDP and supplemented with other available data sources. In addition, according to the ACS, the data collected over the three year period is more precise than the one year data and is based on a larger sample size. The 5-year estimates are also based on larger sample sizes but use data that is less current. As new data is released, CAT will have the opportunity to update the TDP during the interim years to reflect any significant changes that have been reported.

Physical Description of Study Area

Collier County is located in southwest Florida and is bordered on the northwest by Lee County and on the northeast by Hendry County, on the east by both Broward and Miami-Dade County, on the west by the Gulf of Mexico, and on the south by Monroe County. According to the 2010 Census, the county is 2,305 square miles in total size, including water area and consists of three incorporated areas: Naples, Everglades City, and Marco Island. Map 1 provides an illustration of the study area of Collier County.

Population Profile

Population information from the 2000 Census, 2010 Census, and 2012 American Community Survey 3-year estimates was used to develop a population profile for the study area. As shown in Table 2, data from the Census shows that the population of Collier County increased nearly 28 percent from 2000 to 2010 and another 2 percent, from 2010 to 2012 (from a population of 251,377 in 2000 to 327,537 to 2012). Additionally the number of civilians employed in the labor force increased 13 percent from 2000 to 2010 and another 6 percent from 2010 to 2012.



2016 Collier Area Transit
Transit Development Plan

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CAT Routes	Route 21- Light Blue Route/ Marco Island Circulator
Route 11- Red Route/ US 41/ Creekside	Route 22- Pink Route/ Immokalee Circulator
Route 12- Gold Route/ Airport Creekside	Route 23- Burgundy Route/ Immokalee Circulator
Route 13- Orange Route/ NCH/ Coastland Mall	Route 24- Brown Route/ US 41 East/ Charlee Estates
Route 14- Teal Route/ Bayshore/ Coastland Mall	Route 25- Lime Green Route/ Golden Gate Pkwy/ Goodlette-Frank Rd
Route 15- Purple Route/ Golden Gate City	Route 26- Black Route/ Clam Pass
Route 16- Grey Route/ Golden Gate City	Route 121- Silver Route/ Express Immokalee/ Marco Island
Route 17- Green Route/ Rattlesnake/ Edison College	Route 27 - 951 - Immokalee Rd
Route 18- Yellow Route/ US 41/ Naples Manor	Major Roads
Route 19- Blue Route/ GC Estates/ Immokalee	
Route 20- Magenta Route/ Pine Ridge	



Map 1

Study Area

Sources: Collier County GIS, FGDL, CAT, Collier MPO, & ESRI.

Table 2: Collier County Population Characteristics

Characteristic	2000	2010	2012	% Change 2000-2010	% Change 2010-2012
Persons	251,377	321,520	327,537	27.9%	1.9%
Households	144,536	118,258	121,788	-18.2%	3.0%
Civilians Employed in Labor Force	109,440	123,674	131,620	13.0%	6.4%
Land Area (square miles)	2025.34	1,998.3	1,998.3	-1.3%	0.0%
Water Area (square miles)	279.6	306.7	306.7	9.7%	0.0%
Person per Household	1.7	2.7	2.7	55.2%	0.0%
Workers per Household	0.8	1.0	1.1	32.1%	10.0%
Persons per Square Mile of Land Area	124.1	160.9	163.9	29.6%	1.9%
Workers per Square Mile of Land Area	54.0	61.9	65.9	14.6%	6.5%

Source: 2000 Census, 2010 Census, 2012 ACS 3-year estimates

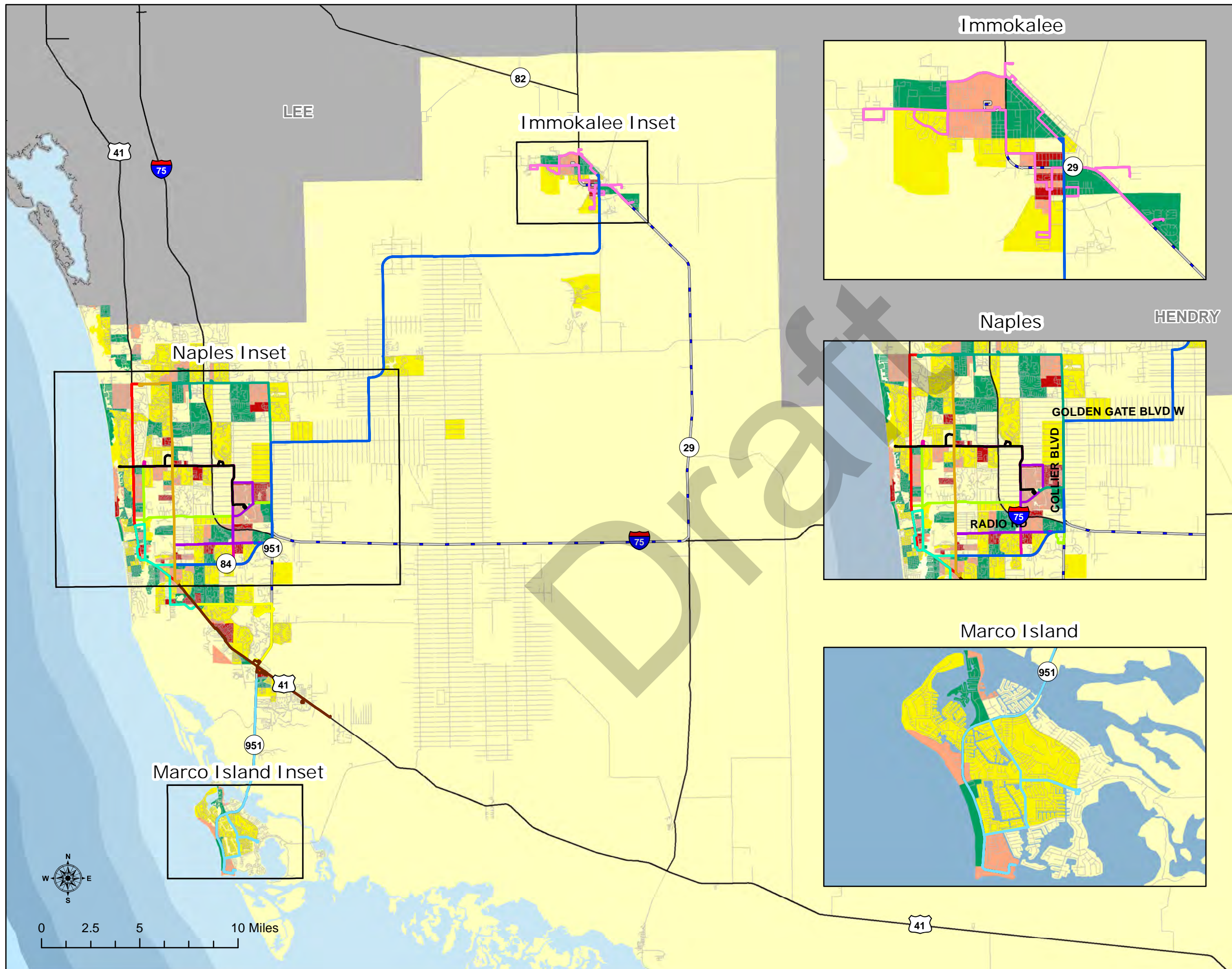
Map 2 and 3 show population densities by Traffic Analysis Zone (TAZ) for the year 2015 and 2025, developed based on socioeconomic data prepared to support the Collier County’s 2040 Long Range Transportation Plan. Based on the maps, the higher densities in the county continue to be in the Naples and Immokalee areas. The future growth between 2015 and 2025 is projected in Immokalee west of SR 29, Naples west of Airport Pulling Road near Radio Road, US 41 and Collier Boulevard, and North Marco Island along Collier Boulevard.

Maps 4 and 5 graphically display employment densities by TAZ for 2015 and 2025 respectively. The employment data are also based on socioeconomic data prepared to support the Collier County 2040 LRTP. Based on the 2015 map, employment in Collier County is densest in the western portion of the county within the Naples area and Marco Island along the coast. In addition, some areas of Marco Island and within Immokalee include medium range employment densities. Map 5 shows employment density by TAZ for 2025, reflecting projected growth in employment in Immokalee east of SR 29 and within Naples along Golden Gate Parkway and Airport Pulling Road.

Maps 6 and 7 show the dwelling unit density by TAZ for 2015 and 2025, respectively. The dwelling unit data are based on socioeconomic data prepared to support the Collier County 2040 LRTP. Similar to the population and employment density maps, the current density of dwelling units is concentrated primarily in the Naples area and Marco Island along the Gulf of Mexico, and Immokalee. The projected growth for 2025 is in Naples along Tamiami Trail and Goodlette-Frank Road south of Central Boulevard.



2016 Collier Area Transit
Transit Development Plan



Legend

2015 Population Density	Route 20- Magenta Route/ Pine Ridge
0 - 2	Route 21- Light Blue Route/ Marco Island Circulator
2 - 4	Route 22- Pink Route/ Immokalee Circulator
4 - 6	Route 23- Burgundy Route/ Immokalee Circulator
6 - 10	Route 24- Brown Route/ US 41 East/ Charlee Estates
10+	Route 25- Lime Green Route/ Golden Gate Pkwy/ Goodlette-Frank Rd
CAT Routes	Route 26- Black Route/ Clam Pass
Route 11- Red Route/ US 41/ Creekside	Route 121- Silver Route/ Express Immokalee/ Marco Island
Route 12- Gold Route/ Airport Creekside	Route 27 - 951 - Immokalee Rd
Route 13- Orange Route/ NCH/ Coastland Mall	Major Roads
Route 14- Teal Route/ Baysshore/ Coastland Mall	
Route 15- Purple Route/ Golden Gate City	
Route 16- Grey Route/ Golden Gate City	
Route 17- Green Route/ Rattlesnake/ Edison College	
Route 18- Yellow Route/ US 41/ Naples Manor	
Route 19- Blue Route/ GC Estates/ Immokalee	

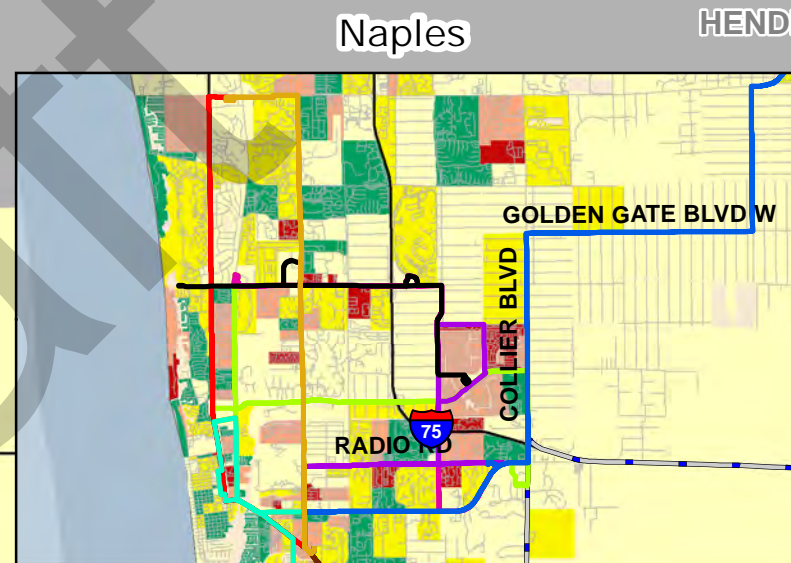
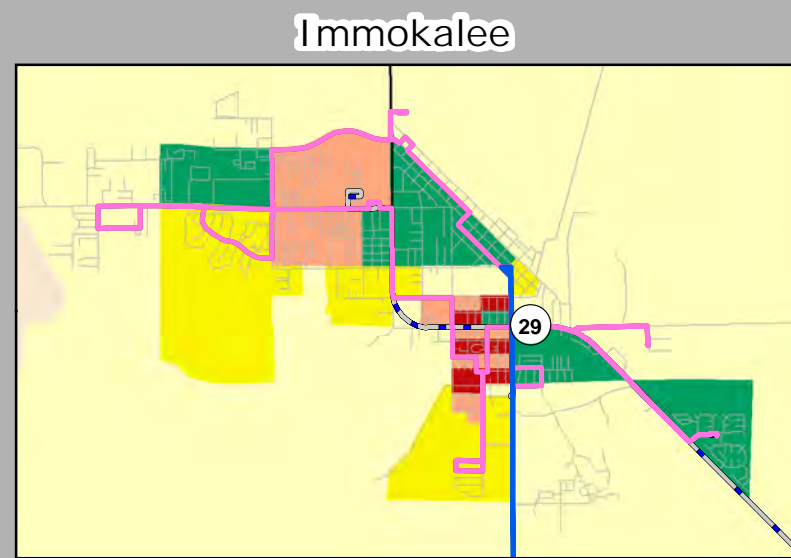
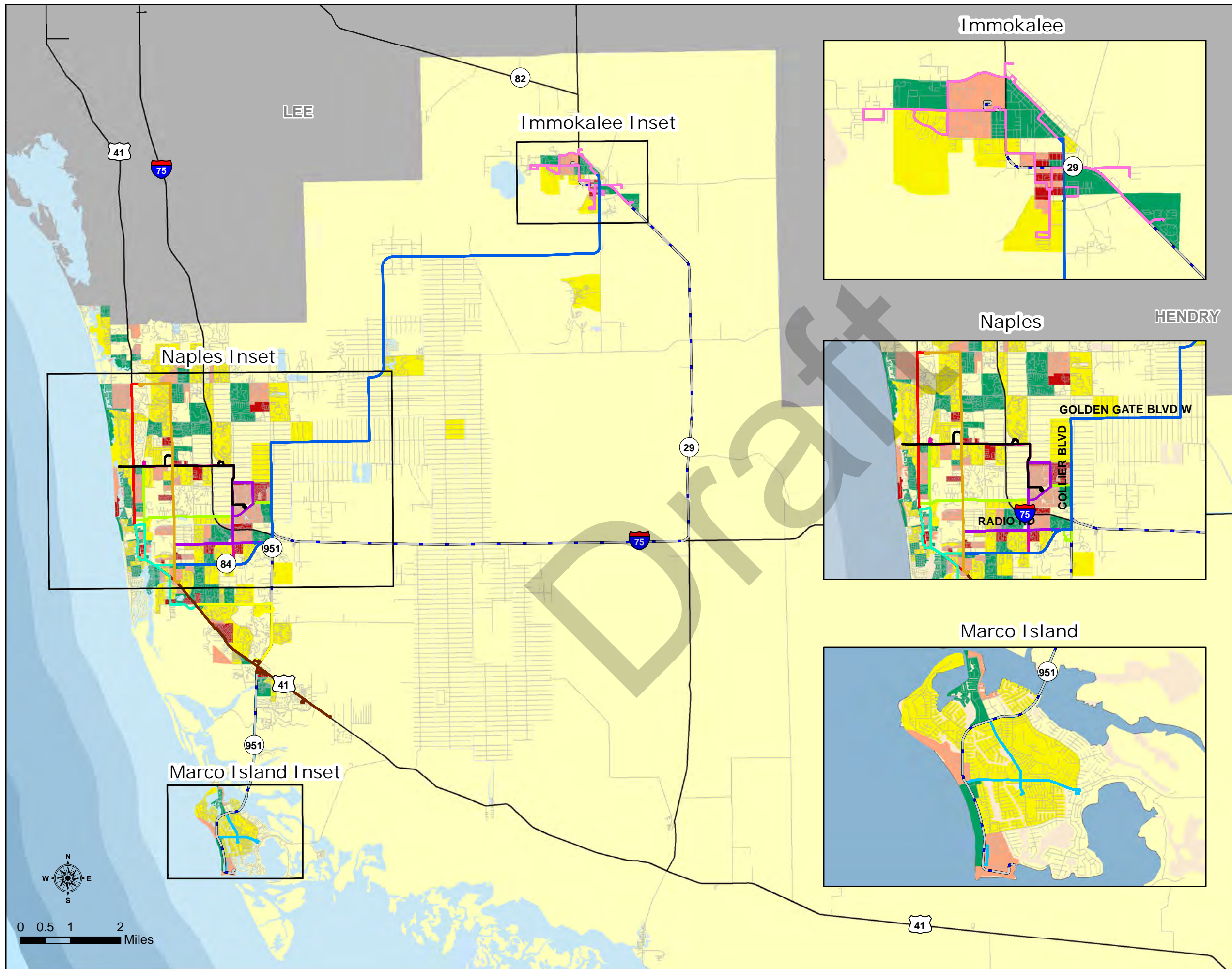


Map 2
2015 Population
Density

Sources: Collier County GIS, FGDL, CAT, Collier MPO, & ESRI.



2016 Collier Area Transit
Transit Development Plan



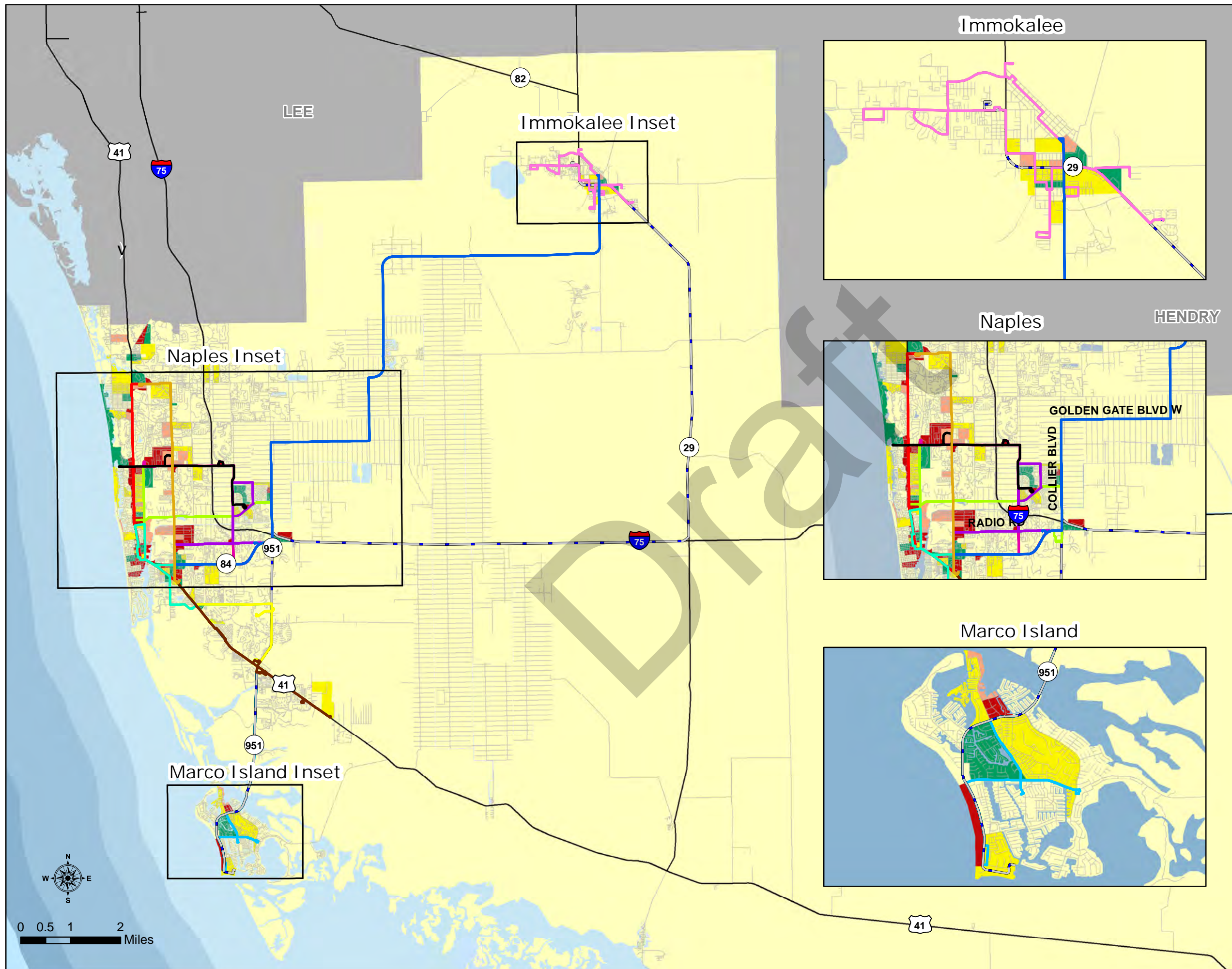
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- | | |
|---|---|
| 2025 Population Density | Route 19- Blue
Route-GC
Estates/Immok... |
| 0 - 2 | Route 20-
Magenta Route-
Pine Ridge |
| 2 - 4 | Route 21- Light
Blue Route-
Marco Island
Circulator |
| 4 - 6 | Route 22- Pink
Route-Immokal...
Circulator |
| 6 - 10 | Route 23-
Burgundy Route-
Immokal...
Circulator |
| 10+ | Route 24- Brown
Route-US 41
East/Charlee
Estates |
| CAT Routes | Route 25- Lime
Green Route-
Golden Gate
Pkwy/Goodlett...
Rd |
| Route 11- Red
Route-Creekside | Route 26- Black
Route-Clam Pass |
| Route 12- Gold
Route-Airport
Creekside | Route 121- Silver
Route-Express
Immokalee/Ma...
Island |
| Route 13-
Orange Route-
NCH/Co... Mall | |
| Route 14- Teal
Route-Bayshor...
Mall | |
| Route 15- Purple
Route-Golden
Gate City | |
| Route 16- Gray
Route-Golden
Gate City | |
| Route 17- Green
Route-Rattles...
College | |
| Route 18- Yellow
Route-US
41/Naples Manor | |



Map 3

2025 Population Density
Population/Acre



Legend

- | | |
|---|--|
| 2015 Employment Density | Route 19- Blue Route-GC Estates/Immok... |
| 0 - 2 | Route 20- Magenta Route-Pine Ridge |
| 2 - 4 | Route 21- Light Blue Route-Marco Island Circulator |
| 4 - 6 | Route 22- Pink Route-Immokal... Circulator |
| 6 - 10 | Route 23- Burgundy Route-Immokal... Circulator |
| 10+ | Route 24- Brown Route-US 41 East/Charlee Estates |
| CAT Routes | Route 25- Lime Green Route-Golden Gate Pkwy/Goodlett... Rd |
| Route 11- Red Route-Creekside | Route 26- Black Route-Clam Pass |
| Route 12- Gold Route-Airport Creekside | Route 121- Silver Route-Express Immokalee/Mar... Island |
| Route 13- Orange Route-NCH/Co... Mall | |
| Route 14- Teal Route-Bayshor... Mall | |
| Route 15- Purple Route-Golden Gate City | |
| Route 16- Gray Route-Golden Gate City | |
| Route 17- Green Route-Rattlesn... College | |
| Route 18- Yellow Route-US 41/Naples Manor | |

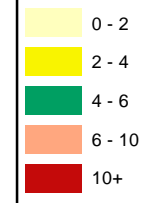
Sources: Collier County GIS, FGDL, CAT, Collier MPO, & ESRI.



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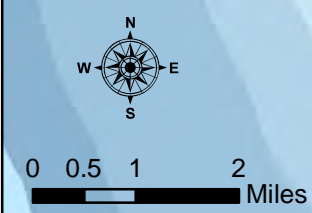
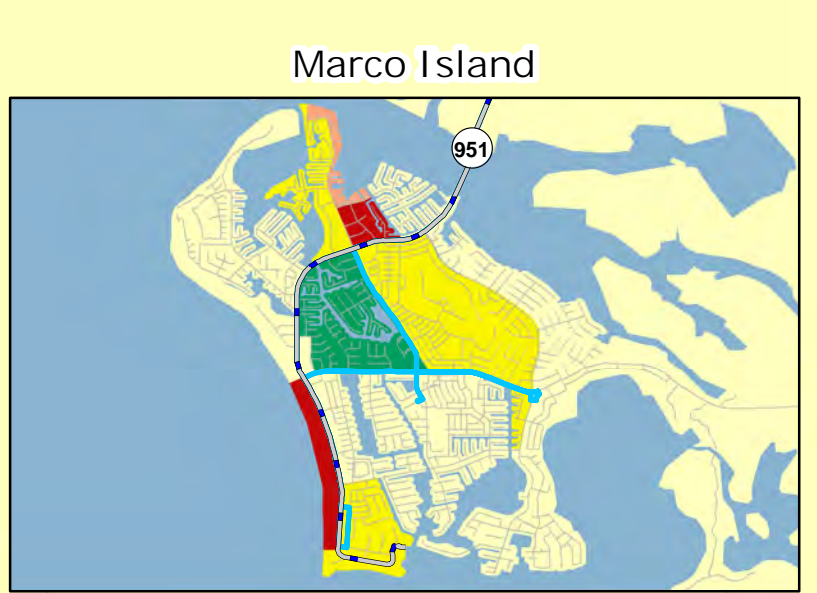
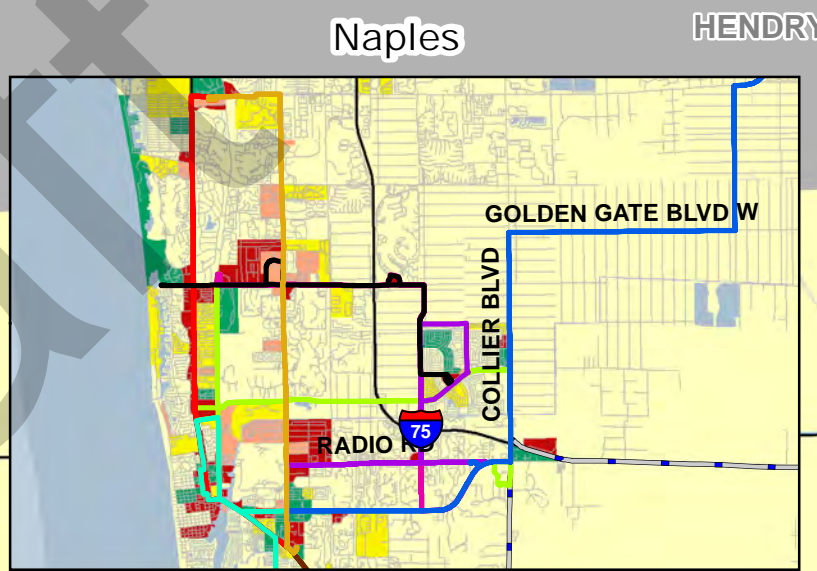
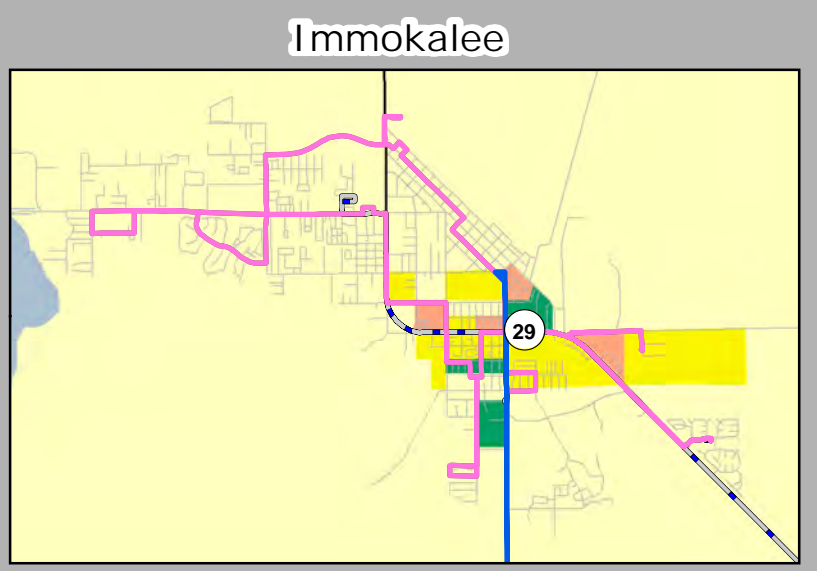
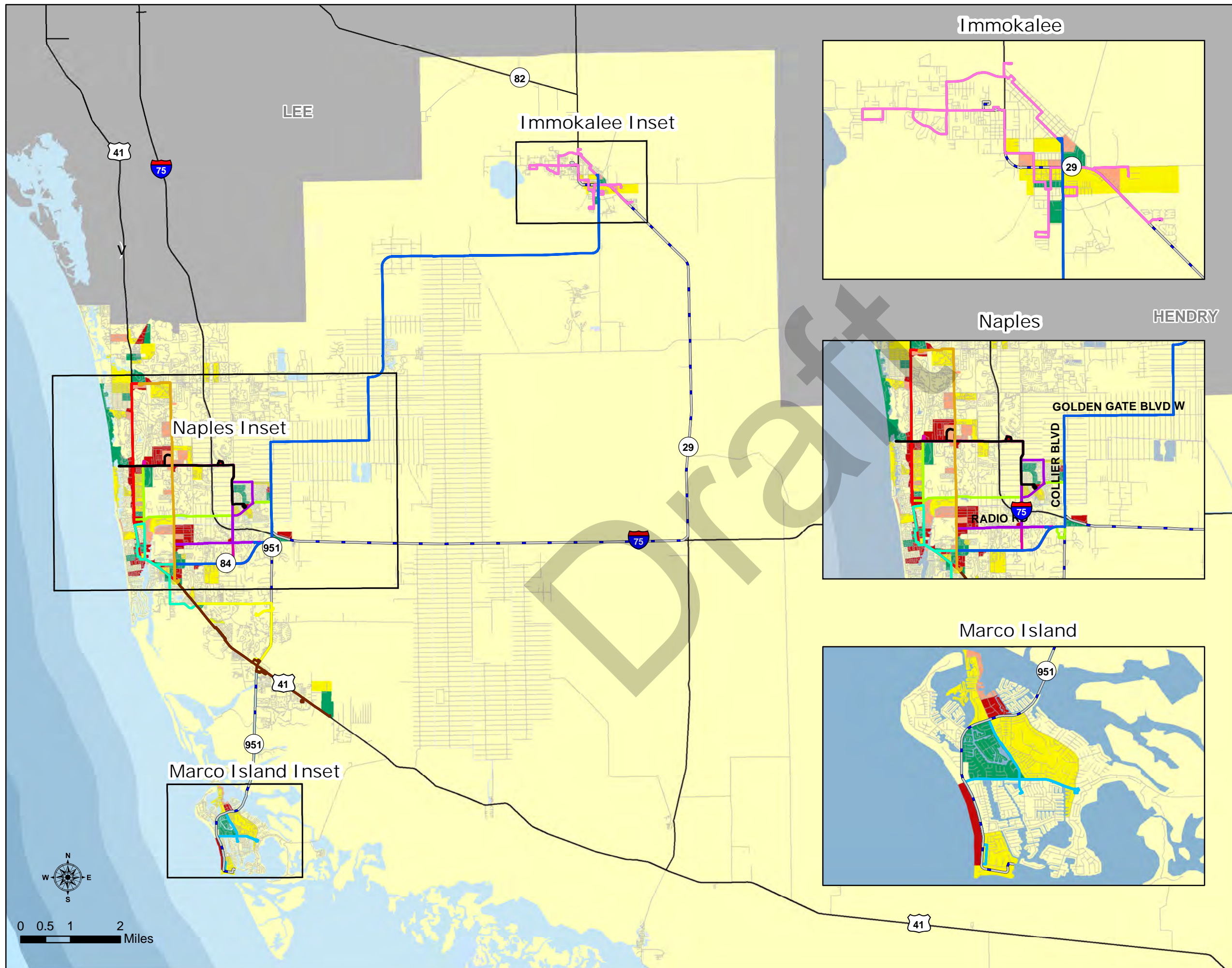
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**2025
Employment
Density**



CAT Routes

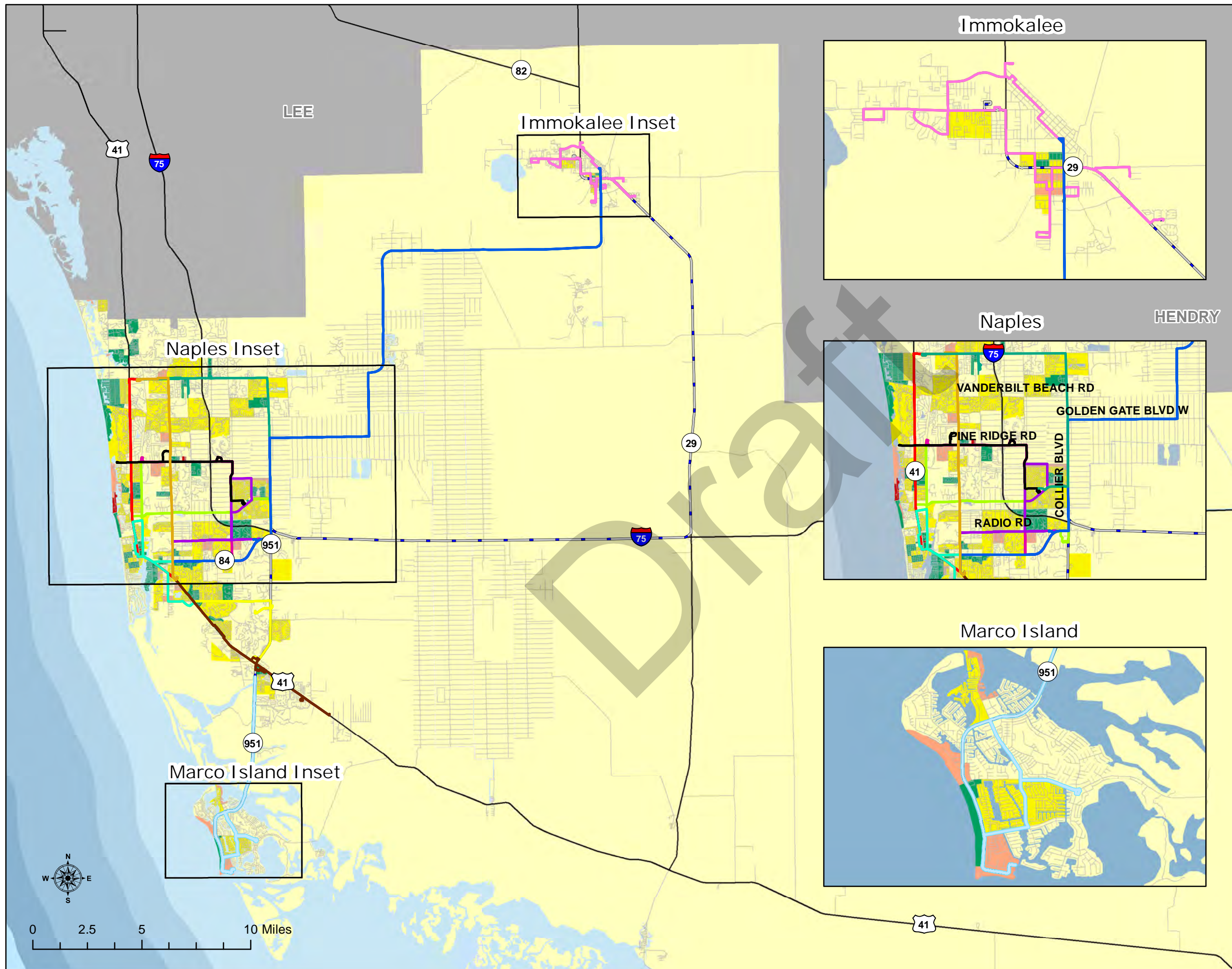
- Route 11- Red Route-Creepside
- Route 12- Gold Route-Airport Creekside
- Route 13- Orange Route-NCH/Co... Mall
- Route 14- Teal Route-Bayshor... Mall
- Route 15- Purple Route-Golden Gate City
- Route 16- Gray Route-Golden Gate City
- Route 17- Green Route-Rattles... College
- Route 18- Yellow Route-US 41/Naples Manor
- Route 19- Blue Route-GC Estates/Immok...
- Route 20- Magenta Route-Pine Ridge
- Route 21- Light Blue Route-Marco Island Circulator
- Route 22- Pink Route-Immokal... Circulator
- Route 23- Burgundy Route-Immokal... Circulator
- Route 24- Brown Route-US 41 East/Charlee Estates
- Route 25- Lime Green Route-Golden Gate Pkwy/Goodlett... Rd
- Route 26- Black Route-Clam Pass
- Route 121- Silver Route-Express Immokalee/Mar... Island



Sources: Collier County GIS, FGDL, CAT, Collier MPO, & ESRI.



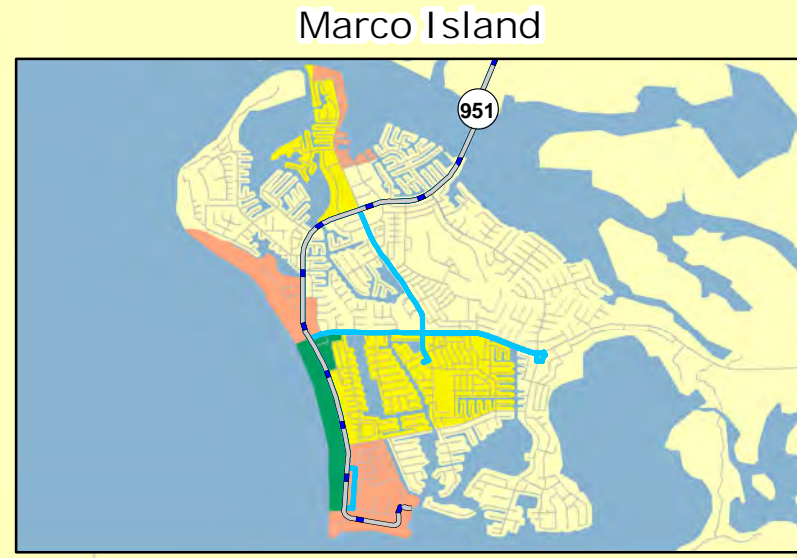
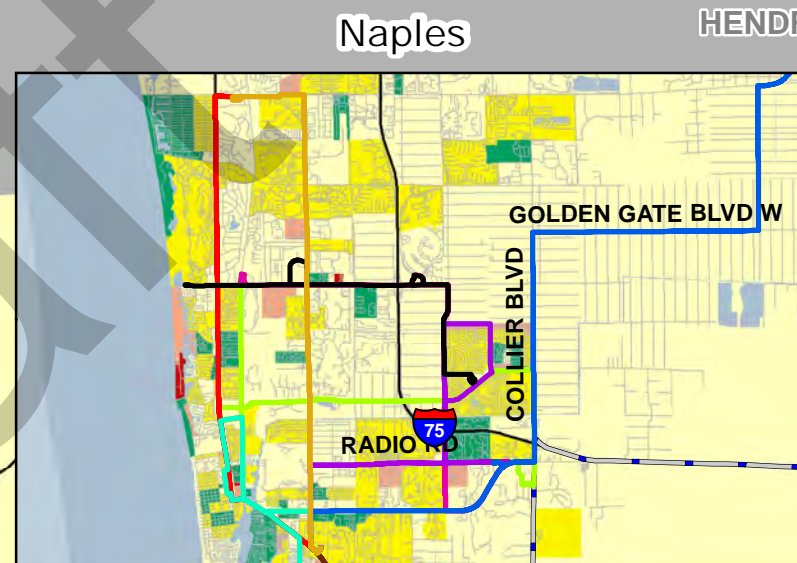
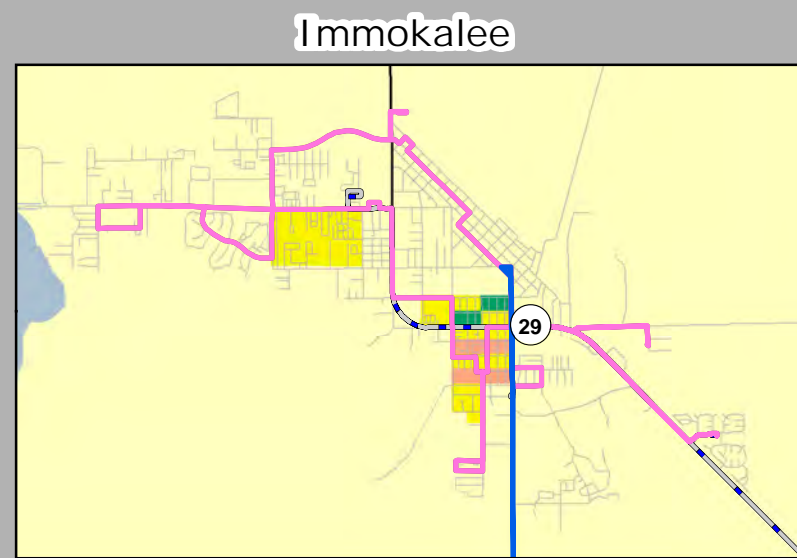
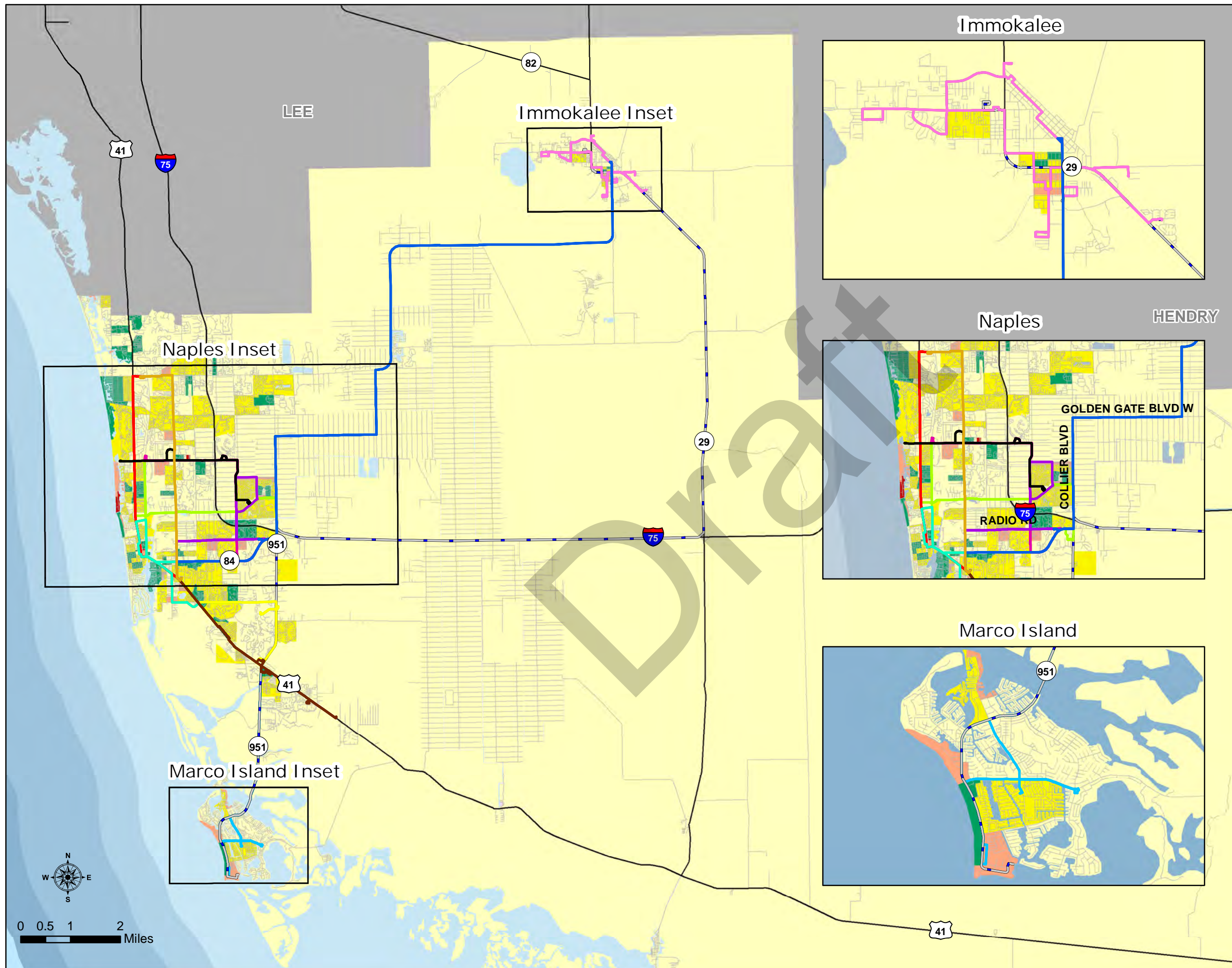
Map 5
2025 Employment Density
Employees/Acre



Legend

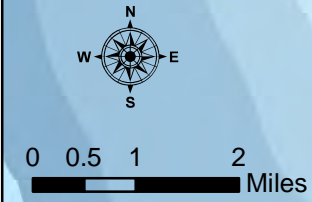
2015 Dwelling Unit Density	Route 18- US 41 / Naples Manor
0 - 2	Route 19- GC Estates/Immokalee
2 - 4	Route 20- Pine Ridge
4 - 6	Route 22- Imokalee Circulator
6 - 10	Route 23- Imokalee Circulator
10+	Route 24- US 41 East/Charlee Estates
CAT Routes	Route 25- Golden Gate Pkwy / Goodlette-Frank Rd
Route 11- Creekside	Route 26- Clam Pass
Route 12- Airport Creekside	Route 121- Express Immokalee/Marco Island
Route 13- Coastland Mall	Route 21 - Marco Island Circulator
Route 14- Bayshore / Coastland Mall	Route 27- 951 - Immokalee Road
Route 15- Golden Gate City	Major Roads
Route 16- Golden Gate City	
Route 17- Rattlesnake/Edison College	

Sources: Collier County GIS, FGDL, CAT, Collier MPO, & ESRI.



Legend

- | | |
|--|--|
| 2025 Dwelling Unit Density | Route 19- Blue Route-GC Estates/Immok... |
| 0 - 2 | Route 20- Magenta Route-Pine Ridge |
| 2 - 4 | Route 21- Light Blue Route- Marco Island Circulator |
| 4 - 6 | Route 22- Pink Route-Immokalee Circulator |
| 6 - 10 | Route 23- Burgundy Route-Immokalee Circulator |
| 10+ | Route 24- Brown Route-US 41 East/Charlee Estates |
| CAT Routes | Route 25- Lime Green Route-Golden Gate Pkwy/Goodlett... Rd |
| Route 11- Red Route-Creekside | Route 26- Black Route-Clam Pass |
| Route 12- Gold Route-Airport Creekside | Route 121- Silver Route-Express Immokalee/Mar... Island |
| Route 13- Orange Route-NCH/Co... Mall | |
| Route 14- Teal Route-Bayshore/Coas... Mall | |
| Route 15- Purple Route-Golden Gate City | |
| Route 16- Gray Route-Golden Gate City | |
| Route 17- Green Route-Rattlesn... College | |
| Route 18- Yellow Route-US 41/Naples Manor | |



Sources: Collier County GIS, FGDL, CAT, Collier MPO, & ESRI.

Transportation Disadvantaged Population

Collier County provides transportation to the transportation disadvantaged (TD) population. The service is only available to individuals who do not have access to any other means of transportation, including the Collier Area Transit (CAT) public transportation bus service. Table 3 shows the trend in the TD population and TD passengers between 2008 and 2012 in Collier County. The potential TD population has risen nearly 15 percent, from 122,912 in 2008 to 140,900 in 2012. The number of TD passengers that were provided transportation disadvantaged trips through Collier Area Transit’s brokered system, as the Community Transportation Coordinator (CTC) for Collier County, increased 29 percent, from 2,305 in 2008 to 2,982 in 2012.

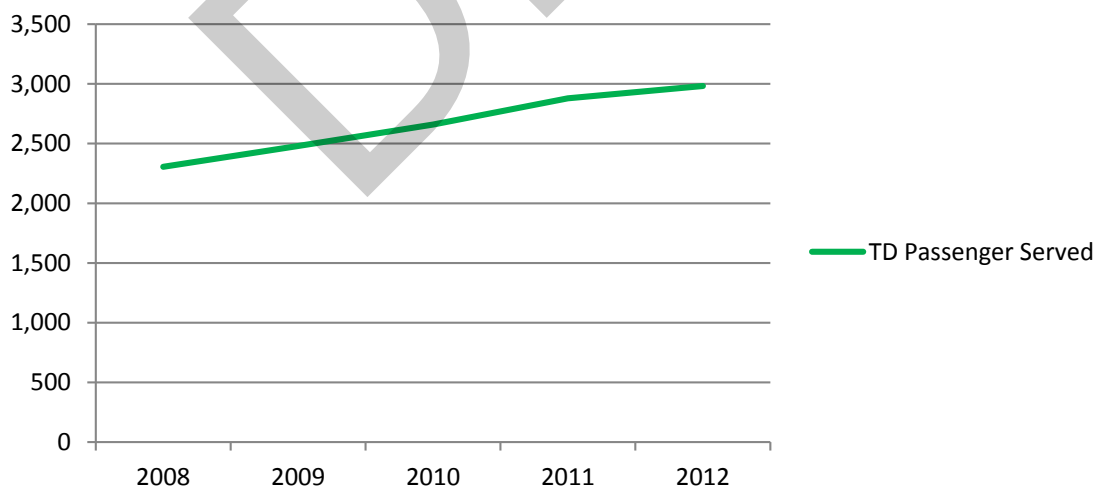
Table 3: Collier County Transportation Disadvantaged Population

Year	2008	2009	2010	2011	2012	% Change (2008-2012)
Potential TD Population	122,912	127,163	131,575	136,153	140,900	14.6%
TD Passenger Served	2,305	2,480	2,660	2,879	2,982	29.3%

Source: Annual Operation Reports (AOR)

Figure 1 shows the number of TD passengers served during the five-year period from 2008 to 2012. As shown, the total number of TD passengers served has increased between 2008 and 2011.

Figure 1: Number of TD Passengers Served, 2008-2012



Source: Annual Operation Reports (AOR)

Demographic and Journey-to-Work Characteristics

Demographic and journey-to-work characteristics were compiled for the 10-year transit plan and are shown in Tables 4 and 5. Table 4 provides selected demographic data, and Table 5 illustrates journey-to-work characteristics for Collier County. The demographic and journey-to-work characteristics analyzed in these tables are typically assumed to have some connection to transit use.

Table 4 shows that the male and female population percentages have remained nearly the same from 2000 to 2012, with approximately half of the population male and half female. Similar representation is seen in annual household income, which is a key demographic indicator for transit usage in Florida; however, the households earning \$50,000 or more have increased from 48.4 percent in 2000 to 53.5 percent in 2012. The percent population below the poverty line has actually decreased nearly 1 percent from 2010 to 2012, but increased five percent when compared to the 2000 Census data. However, the percentage of zero vehicle households, another key demographic indicative of transit use, has increased slightly from 4.9 percent in 2000 to 5.9 percent in 2012, while the percentage of households with two cars has decreased from 41.5 in 2000 to 40.5 in 2012.

Table 5 shows that the use of transit as a mode has increased slightly since 2000. Driving alone has slightly decreased since 2010, but remained relatively the same since 2000. Carpooling has slightly increased since 2010, but decreased in comparison to the 2000 Census data. Working at home has continued to increase over the 12 year period. Travel times have remained the consistent with more people traveling more than 10 minutes to work. Departure times to work have also shown a slight change with fewer people commuting during the 6 a.m. to 9 a.m. timeframe and more people commuting at other times.

Table 4: Demographic Characteristics

Characteristic		2000	2010	2012
Gender				
	Male	50.1%	49.3%	49.3%
	Female	49.9%	50.7%	50.7%
Ethnic Origin				
	White	86.1%	83.9%	87.0%
	Black or African American	4.5%	6.6%	6.5%
	Other	7.2%	7.6%	5.0%
	Two or more races	2.2%	1.9%	1.5%
Hispanic Origin				
	Not of Hispanic/Latino origin	19.6%	74.1%	73.9%
	Hispanic or Latino origin	80.4%	25.9%	26.1%
Age				
	<15 years	16.4%	16.0%	15.9%
	15–59 years	52.4%	50.4%	49.4%
	60+ years	31%	33.7%	34.7%
Household Income				
	Under \$10,000	6.0%	6.5%	5.5%
	\$10,000–\$49,999	45.7%	41.0%	40.9%
	\$50,000 or more	48.4%	52.5%	53.5%
Poverty Status				
	Above poverty level	89.7%	83.8%	84.6%
	Below poverty level	10.3%	16.2%	15.4%
Vehicle Available in Household				
	None	4.9%	5.2%	5.9%
	One	42.6%	42.4%	42.5%
	Two	41.5%	41.7%	40.5%
	Three or more	11.1%	10.7%	11.1%

Source: 2000 Census, 2010 Census, 2010 ACS 1-year estimates, and 2012 ACS 3-year estimates

Table 5: Journey-to-Work Characteristics

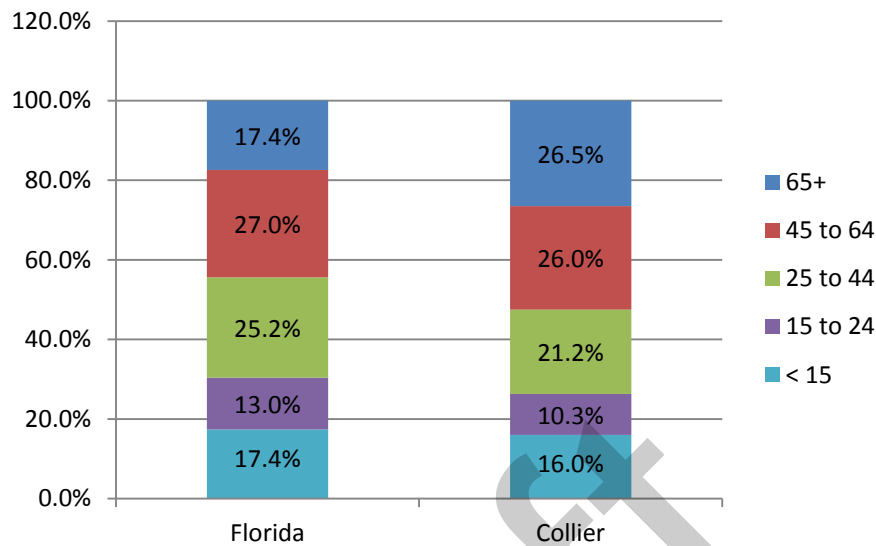
Characteristic		2000	2010	2012
Place of Work				
	Worked inside county	92.2%	89.3%	89.3%
	Worked outside county	7.8%	8.2%	8.6%
Mode to Work				
	Drive alone	74.4%	76.3%	74.2%
	Carpool	14.9%	10.9%	11.9%
	Public transit	1.9%	1.6%	2.2%
	Walk	1.8%	1.8%	1.6%
	Work at home	4.7%	6.4%	6.8%
	Other Means	2.2%	3.0%	3.4%
Travel Time to Work				
	<10 minutes	12.7	9.6%	11.1%
	10–19 minutes	31.5	33.9%	32.3%
	20–29 minutes	21.4	25.5%	23.0%
	30–44 minutes	18.7	19.0%	20.6%
	45+ minutes	11.1	12.0%	11.8%
Departure Time to Work				
	6–9 AM	67.1%	66.0%	64.0%
	Other times	28.2%	34.0%	35.9%

Source: 2010 Census, 2010 ACS 1-year estimates, and 2012 ACS 3-year estimates

Age Distribution

The age distribution in Collier County, as shown in Figure 2, is a major factor when considering demand for public transportation. The figure shows that more than 26.5 percent of Collier County’s population is above the age of 65, compared to the State of Florida with approximately 17 percent of the population above age 65. Furthermore, the population segment between 45 and 65 years, which will be the next wave of retirees, represents approximately 26 percent of the total population within the county.

Figure 2: Age Distribution of Residents – 2010



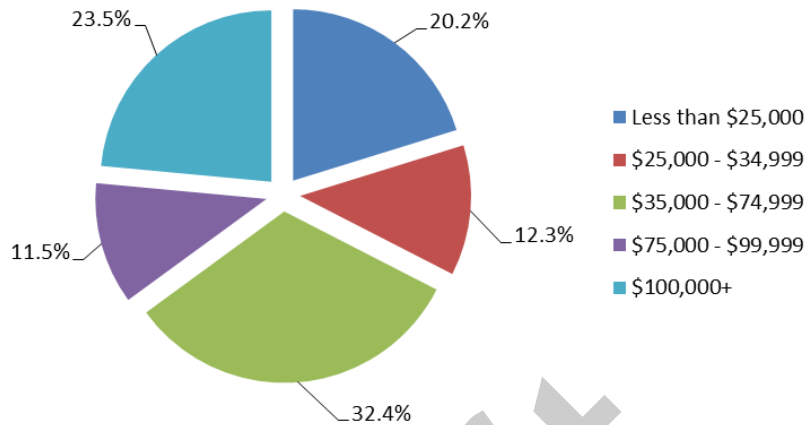
Source: 2010 Census

Traditionally, the age groups of 15 years or younger and older than 65 years are more likely to use public transportation. This is due to the fact that persons younger than 15 years of age are not legally able to independently drive; persons 65 years and older also face a higher chance of no longer being able to or preferring not to drive.

Income

Income also is an important factor in determining public transit needs. It can be inferred that persons with a low income will be less likely to own a vehicle and, therefore, more likely to use public transit. Households with only one vehicle may also use public transit when there is more than one employed person in the household and those persons work at different locations. Figure 3 shows the distribution of income for residents in Collier County. The figure shows that more than 20 percent of households in Collier County can be considered low-income, as they make less than \$25,000 annually.

Figure 3: Collier County Household Income – 2012

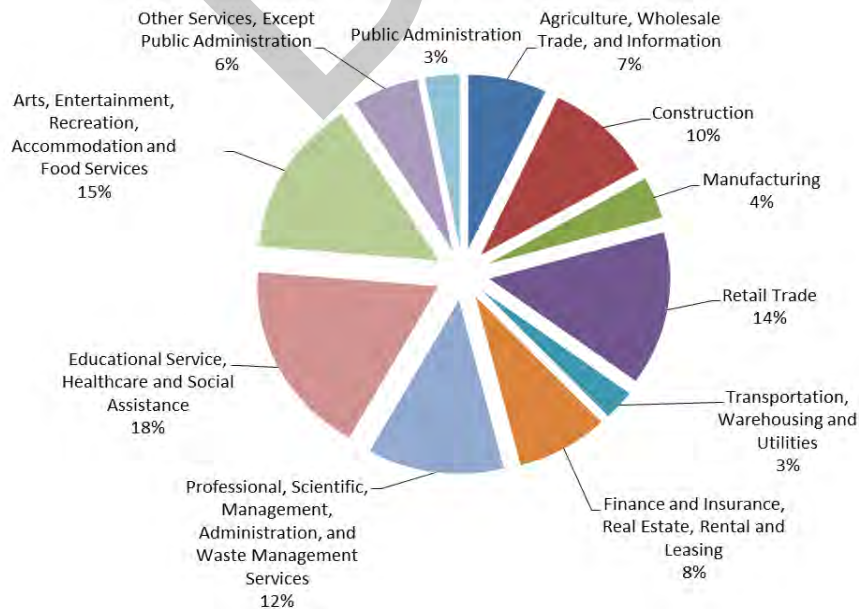


Source: 2012 ACS 3-year estimates

Labor and Employment Characteristics

Figure 4 displays the percent of population broken down by employment sector in Collier County. The largest service area in Collier County includes Educational Services, Healthcare, and Social Assistance, at 18 percent. The second highest sector is Arts, Entertainment, Recreation, Accommodation and Food Services, which employs approximately 15 percent of the employed population in Collier County. The Retail Trade and Professional, Scientific, Management, Administration, and Waste Management Services are also in the top labor force categories, with 14 percent and 12 percent of the population distribution, respectively.

Figure 4: Labor Force Distribution by Service Area, 2012



Source: 2012 ACS 3-year estimates

Tourism

Florida’s Paradise Coast is located in Southwest Florida, on the Gulf of Mexico. Key destinations in Collier County are Naples, Marco Island, Everglades City, Immokalee, and Ave Maria. The area offers beaches, resorts, shopping, recreation, wetlands, and wildlife areas. Collier County is also the entrance to the Everglades National Park, which is the third largest national park in the lower 48 states. The Everglades National Park consists of 2,400 square miles of canals, ponds, sloughs and sawgrass marshes.



Tourism is an important business for Naples, Marco Island, and the Everglades. As the leading employer and the primary economic engine for the region, tourism is responsible for 34,000 jobs in Collier County. According to the Collier County Tourist Development Council, tourism brought in 1.6 million visitors in 2013, resulting in an economic impact of over \$1.6 billion in Collier County. Visitors leave over \$16 million in tourist development taxes in Collier County and they provide \$103 million in sales tax revenue. These taxes pay for beach nourishment projects, museum operations, and special events.

Major Trip Generators



Major trip generators for Collier County include a number of large industries, including retail, healthcare, and hospitality. According to a ReferenceUSA study, the top twenty five employers in Collier County in 2010 are shown in Table 6. Major employers for Collier County included healthcare centers such as Naples Community Hospital and hospitality sectors such as the Ritz-Carlton Naples. The top 10 employers in Collier County in 2012 are presented in Table 7. While

employment in Collier County fluctuates throughout the year due to the tourists and seasonal residents, Collier County Public Schools, followed by Naples Community Hospital, and Publix were the top three employers in 2012.

Table 6: Collier County’s Top Twenty-Five Employers (2010)

Employers	Number of Employees
Naples Community Hospital	4,000
Ritz-Carlton-Naples	1,110
Gargiulo, Inc.	1,110
Arthrex Inc.	1,056
Collier County’s Sheriff Office	1,029
Home Team Inspection Service	900
Publix Supermarkets	800
Marriott	700
Naples Grade Beach Resort	700
Downing Frye Realty	550
Gulf Bay Group Company	500
Moorings Park – Home Health	500
Continental Transportation Service	500
Bentley Village	470
John R. Wood Realtor	400
U.S. Post Office	380
Finnegan Team	375
Naples Beach Hotel and Golf Club	350
Walmart	325
Cemex	301
Home Depot	300

Employers	Number of Employees
Naples Lake Country Club	300
Nordstrom	300
Seminole Casino Immokalee	300
Commercial Concrete System	290

Source: Collier County, ReferenceUSA, study received from FGCU; 12/21/2010.

Table 7: Collier County's Top 10 Employers (2012)

Employers	Number of Employees
Collier County Public Schools	5,365
NCH Healthcare System	3,007
Publix Supermarkets	2,214
Collier County Government (Non-Sheriff)	1,946
Wal-Mart	1,574
Collier County Sheriff's Office	1,367
Winn-Dixie Stores, Inc.	760
Ritz Carlton Naples	758
Marriott Corporation	743
Fifth Third Bank	733

Source: Collier County, Fiscal Year 2013 Annual Budget.

Work Force

Figure 5 presents education attainment for population ages 25 and older. As of 2012, 27.3 percent of the population graduated high school, 19.6 percent had some college or no degree, 7.2 percent of the population had an associate's degree, and 31.5 percent of the population has a bachelor's degree or higher.

Figure 6 demonstrates the consistency between trends in the unemployment rate for Collier County, Florida, and the United States as a whole. This table presents the unemployment rate for Collier County in 2012, illustrating a higher rate overall than the United States but a lower rate in comparison to the State of Florida.

Figure 5: Collier County Education Attainment

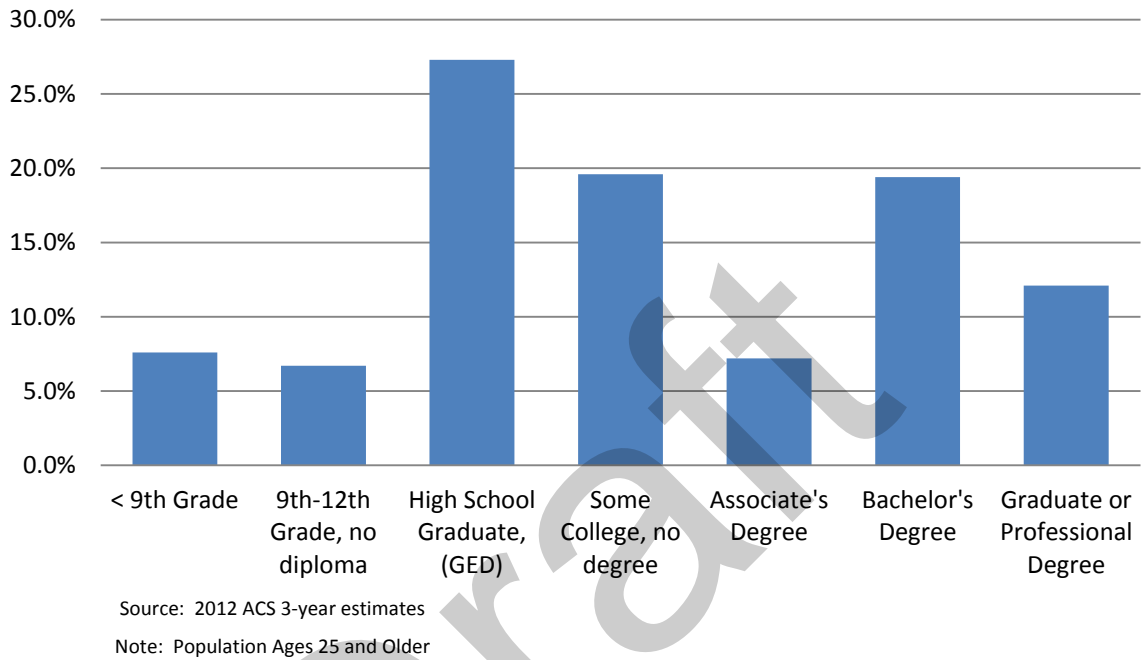
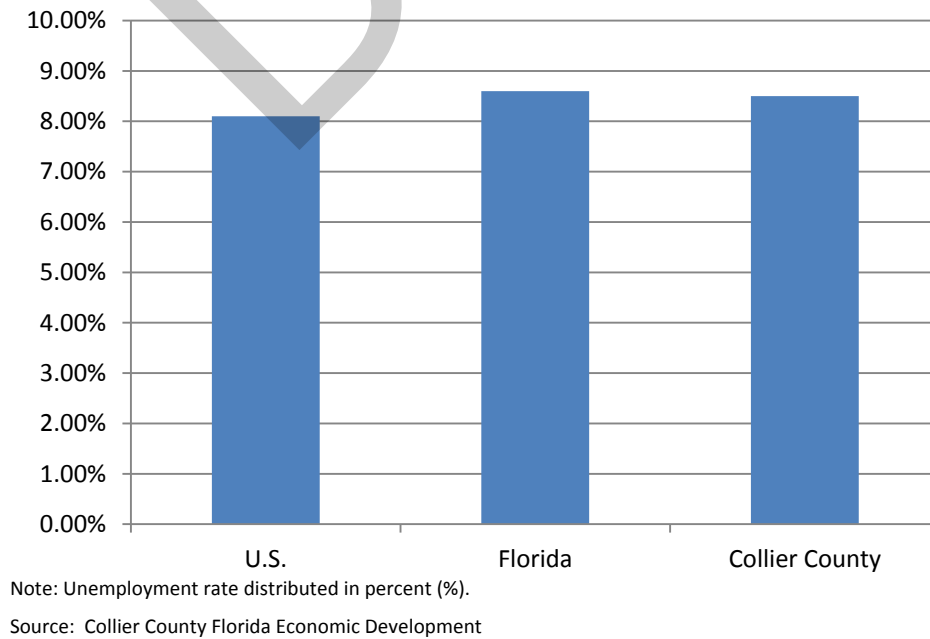


Figure 6: Collier County's Unemployment Rate



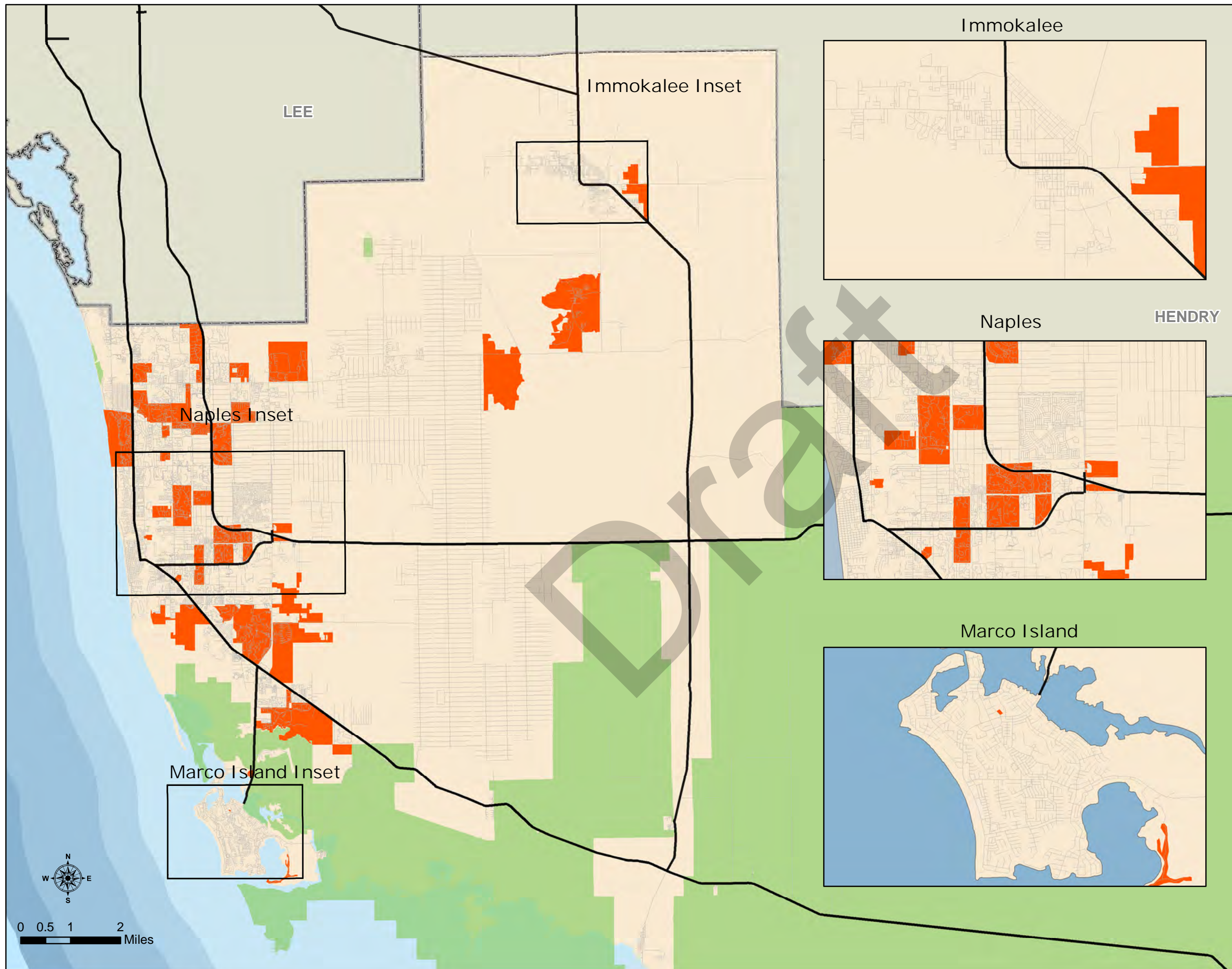
Major Developments

A review of upcoming major development in Collier County was also conducted. Table 8 shows details of the key emerging residential/commercial development areas in Collier County. In addition, Map 8 shows the planned and approved Developments of Regional Impact (DRIs) in Collier County.

Table 8: Collier County Top 10 Major Developments

Name	Information
Town of Ave Maria	<ul style="list-style-type: none"> • Active • Total Acres: 5,027
Marco Shores/Fiddler’s Creek	<ul style="list-style-type: none"> • Active • Total Acres: 4,439.30
Lely Resort	<ul style="list-style-type: none"> • Active • Total Acres: 2,829.50
Heritage Bay	<ul style="list-style-type: none"> • Active • Total Acres: 2,562
Sabal Bay	<ul style="list-style-type: none"> • Active • Total Acres: 2,416.08
Hacienda Lakes	<ul style="list-style-type: none"> • Active • Total Acres: 2,262.14
Pelican Marsh	<ul style="list-style-type: none"> • Active • Total Acres: 2,213.60
Orange Tree	<ul style="list-style-type: none"> • Active • Total Acres: 2,136.87
Pelican Bay	<ul style="list-style-type: none"> • Active • Total Acres: 2,104
Vineyards	<ul style="list-style-type: none"> • Active • Total Acres: 1,930.16

Source: Collier County Economic Development.



2015 Collier Area Transit
Transit Development Plan

Legend

- DRI
- Conservation Areas



Map 8
Developments of
Regional Impact (DRI)

Sources: Collier County GIS, FGDL, CAT & ESRI.

Land Use

As part of the baseline conditions assessment, a review of current and emerging land uses was also conducted. As identified in Collier County's 2012-2035 Future Land Use Map, land use market areas were recognized by Collier County to provide a greater amount of guidance for land use and development in the future:

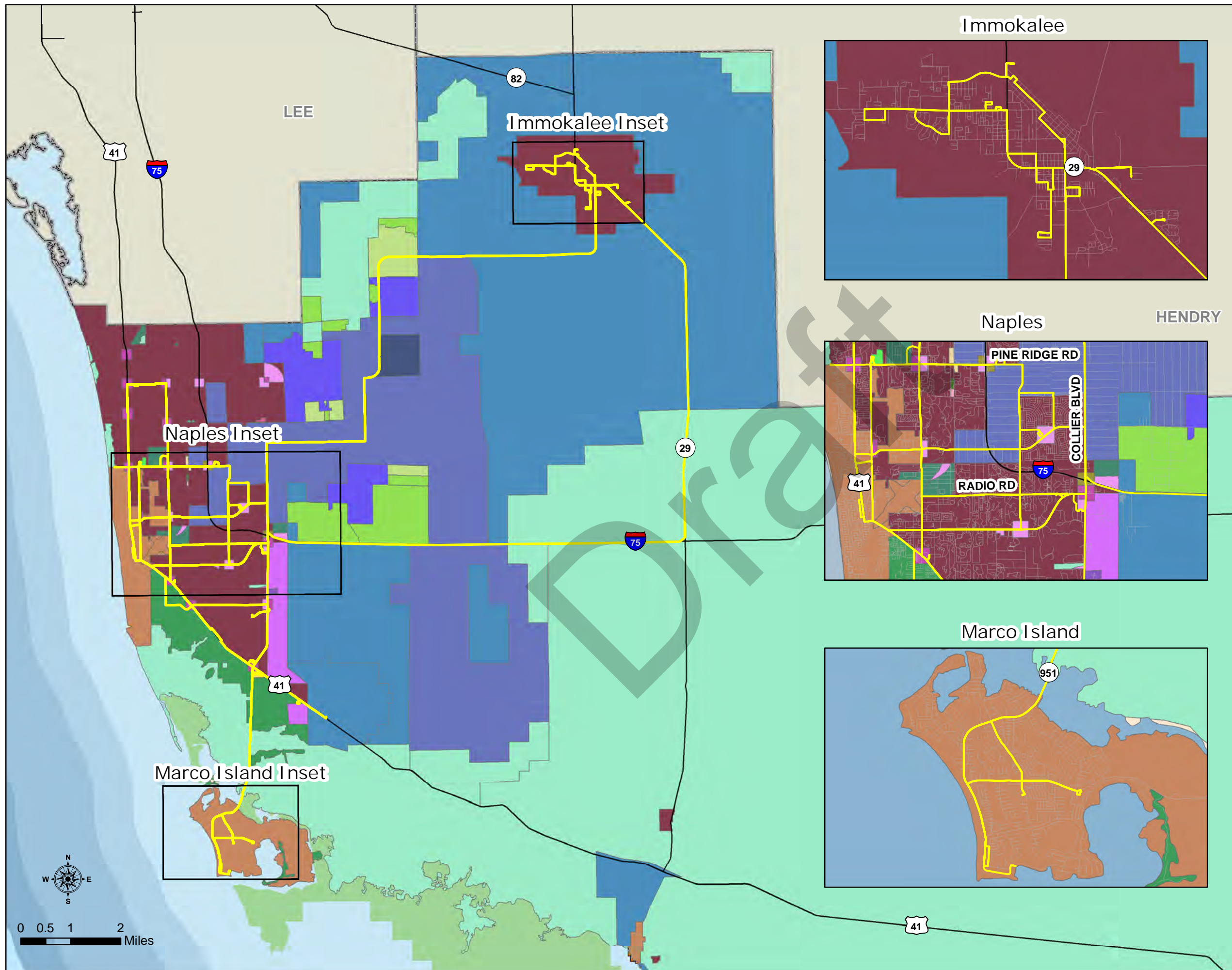
- The eastern portion of the county is primarily recognized as a conservation area with a large portion devoted to State Parks and National Preserves.
- For the west portion of Collier County, land use is recognized as a mixed use district with a large majority devoted to urban residential, estates, and mixed use activity centers..
- For the northern portion of the county that borders Lee County is categorized as conservation, natural resource, and agricultural lands.
- The central part is mostly conservation with some land use areas recognized as agriculture.
- The City of Naples, Marco Island, and Everglades City are categorized as incorporated areas, while some surrounding areas along the Gulf of Mexico are recognized as conservation.

Map 9 shows the future land use map for Collier County.

Roadway Conditions

Existing roadway conditions were reviewed as part of the assessment of baseline conditions. The Collier MPO Level of Service for 2010 and 2025 was developed as part of the Congestion Management Process (CMP).

Figure 7 and 8 show roadways where they are extremely or minimally congested or are approaching congestion. In 2025, the roadway level of service is projected to fail along many roadways in the Naples area, south along US 41, and along SR 29 in Immokalee. The projected congestion along these roadways may present conditions for increased transit service with the potential to help ease traffic congestion by removing vehicles from the roadways and increasing transit use.



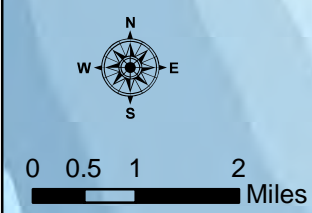
2016 Collier Area Transit
Transit Development Plan

Legend

- CAT Routes
- Agricultural / Rural Designation
- Agricultural / Rural Mixed Use District
- Bayshore/Gateway Triangel Redevelopment
- Buckley Mixed Use Subdistrict
- Collier Blvd Community Facility Subdistrict
- Conservation Designation
- Corkscrew Island Neighborhood Commercial Subdistrict
- Estates Desingation
- Goodlette/Pine Ridge Commercial Infill Subdistrict
- Henderson Creek Mixed Use Subdistrict
- Incorporated Area
- Industrial District
- Interchange Activity Center Subdistrict
- Livingston Road Commercial Infill Subdistrict
- Livingston/ Eatonwood Ln Commercial Infill Subdistrict
- Livingston/Pine Ridge Commercial Infill Subdistrict
- Livingston/Radio Rd Commercial Infill Subdistrict
- Livingston/Veterans Mem Commercial Infill Subdist
- Mixed Use Activity Center Subdistrict
- Orange Blossom Mixed Use District
- RF-Neutral
- RF-Receiving
- RF-Sending
- Residential Density Bands
- Rural Industrial District
- Rural Settlement Area District
- Urban Coastal Fringe Subdistrict
- Urban Residential Fringe Subdistrict
- Urban Residential Subdistrict
- Vanderbilt Beach Rd Neighborhood Commercial Subdistrict
- Vanderbilt Beach/Collier Blvd Commercial Subdistrict



Map 9
Future Land Use



Sources: Collier County GIS, FGDL, CAT & ESRI.

Figure 7: Collier County Roadway Level of Service, 2010

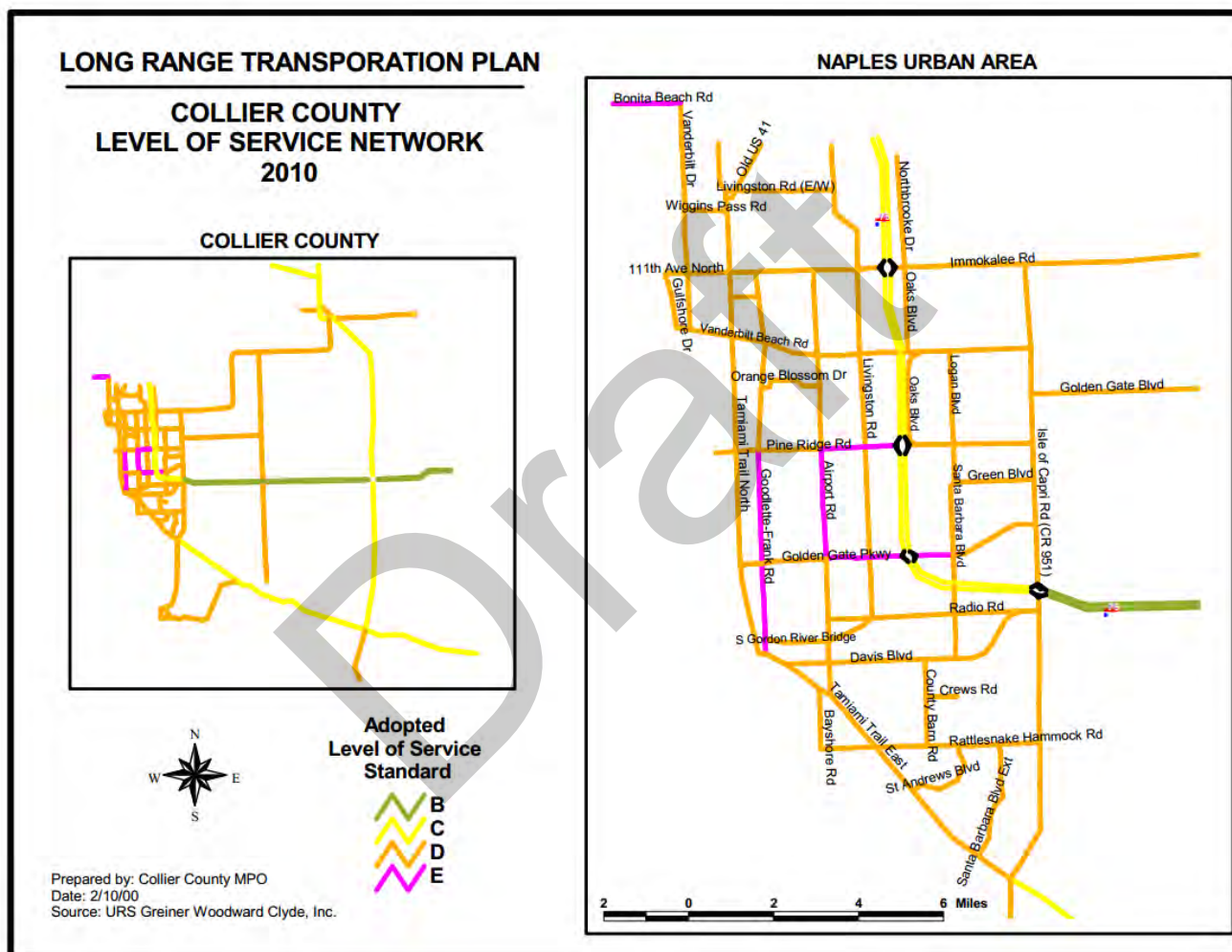
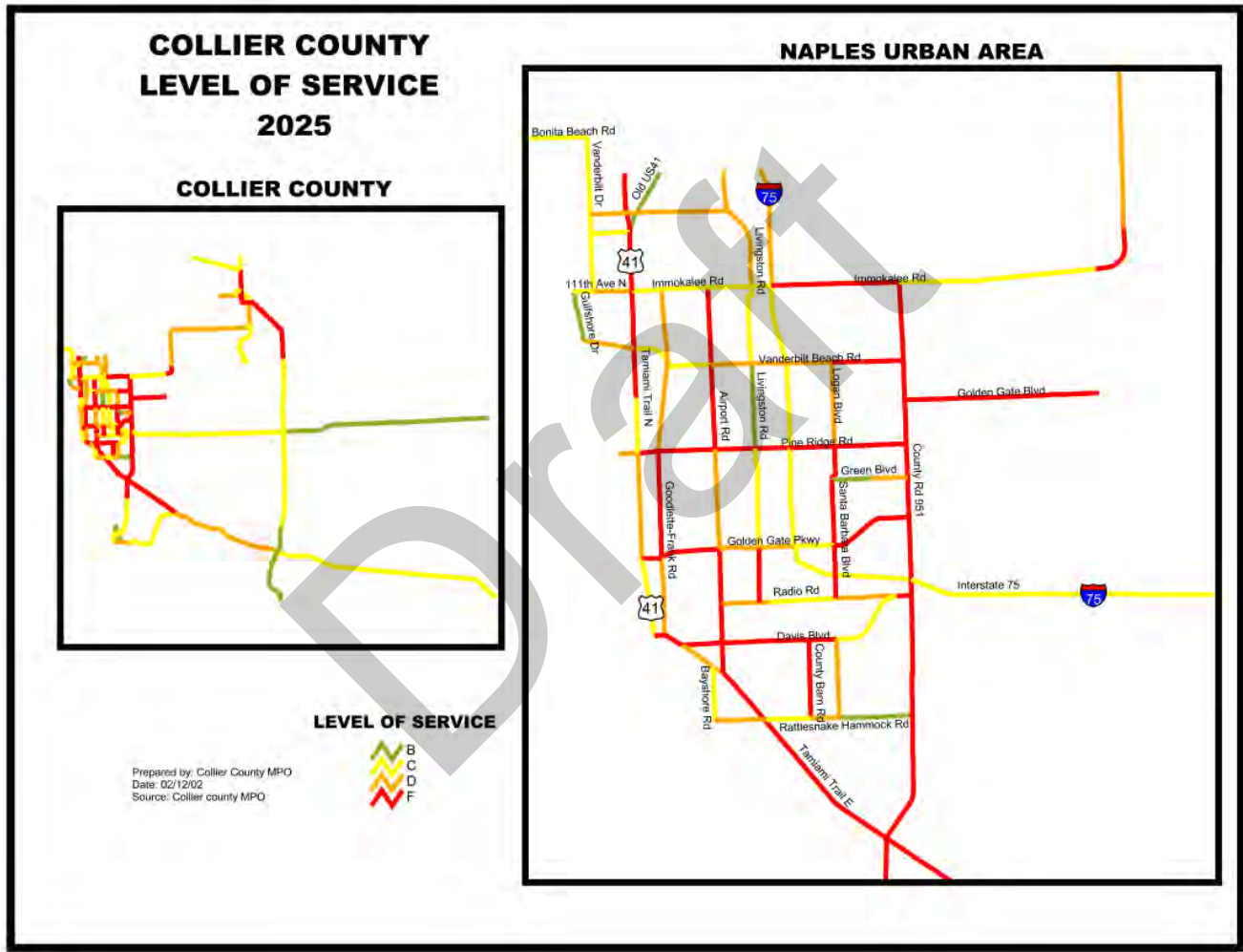


Figure 8: Collier County Roadway Level of Service, 2025

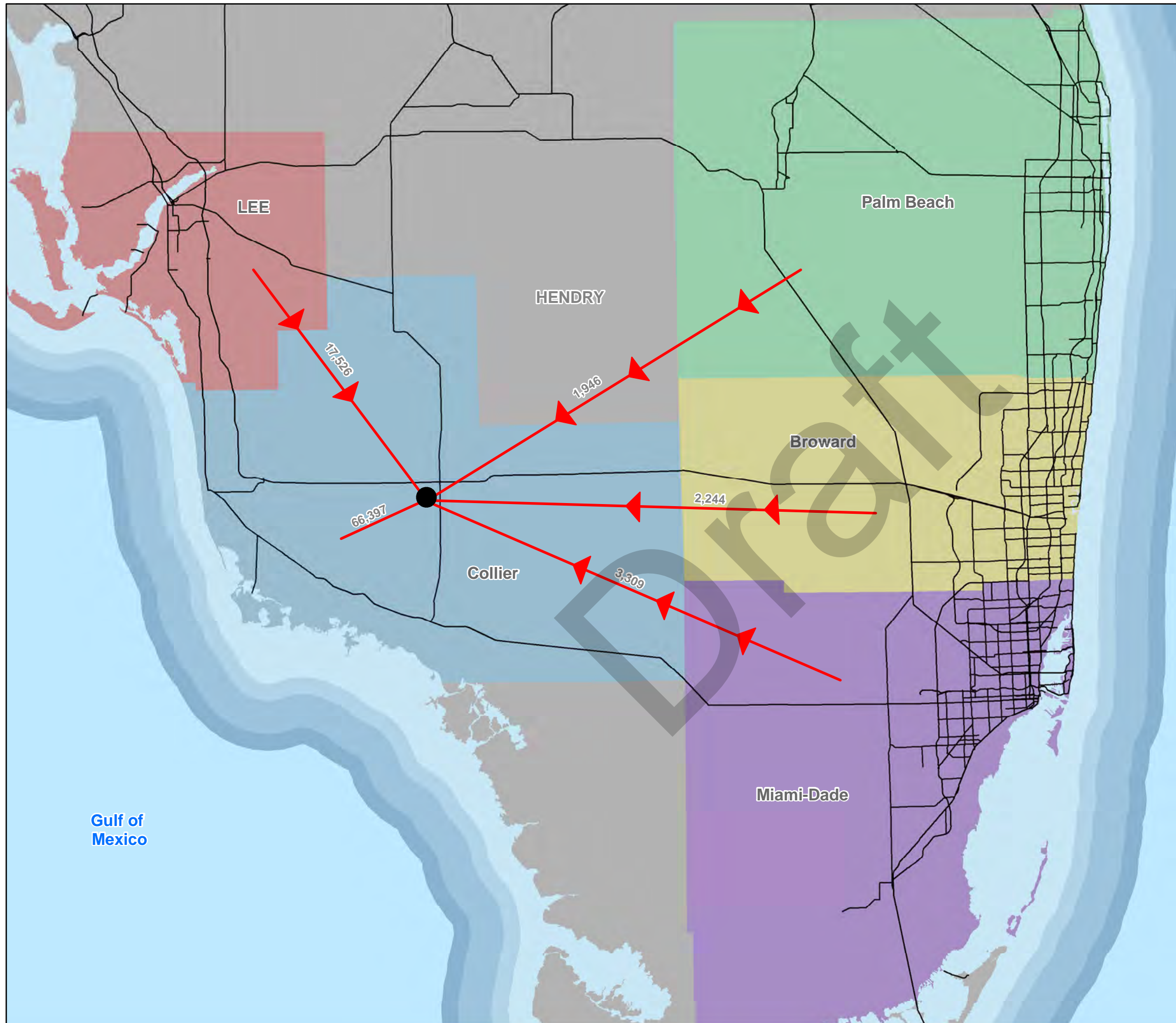


Commuter Travel Patterns

Commuter workflow patterns were also reviewed for Collier County using a program known as the Longitudinal Employer Household Dynamics (LEHD), developed by the U.S. Census Bureau and the U.S. Department of Labor. This assessment was conducted to illustrate where workers live and where they are employed. This assessment was performed using web-based mapping software called “On The Map”, which is an on-line LEHD data analysis tool available from the Census Bureau. Maps 10 and 11 show Collier County commuter outflows and inflows using the 2012 LEHD data available from “On The Map” data analysis tool. The maps show the number of inflow commuters traveling to Collier County for work and the number of outflow commuters traveling out of Collier County for work.

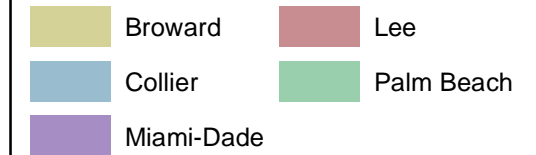
Map 10 shows commuter inflow data for the 5 surrounding counties having the most commuters traveling to Collier County for work. Of the 104,743 persons employed in Collier County, 38,346 live outside of Collier County while 66,397 of the workers are both employed and living in Collier County. Lee County had the highest percent of commuter inflow into Collier County in 2012 at 16.7 percent, followed by Miami-Dade County at 3.2 percent. It is shown that commuters travel to Collier County from as far east as Palm Beach County and as far south from Miami-Dade County for work-related purposes.

Map 11 shows commuter outflow data for top 5 counties, where commuters who live in Collier County commute to work elsewhere. A total of 37,831 residents living in Collier County travel outside of the county for employment. Based on the map, most of the commuters who leave Collier County to go to other counties commute to Lee and Broward Counties, at 11.3 percent and 3.9 percent, respectively. The map also shows that commuters from the labor force living in Collier County travel as far north as Palm Beach County and as far south as Miami-Dade County to work.



2015 Collier Area Transit
Transit Development Plan

Top 5 Counties



Legend



Top 5 Counties Where Workers Employed in Collier County Live

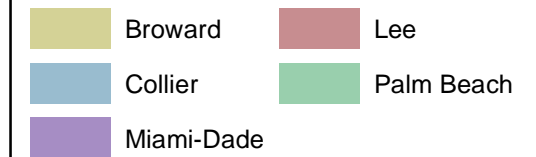
County	Number of Workers	Percentage
Collier	66,397	63.4%
Lee	17,526	16.7%
Miami-Dade	3,309	3.2%
Broward	2,244	2.1%
Palm Beach	1,946	1.9%



Map 10

Collier County
Commuter Inflow

Top 5 Counties



Legend

— Outflow

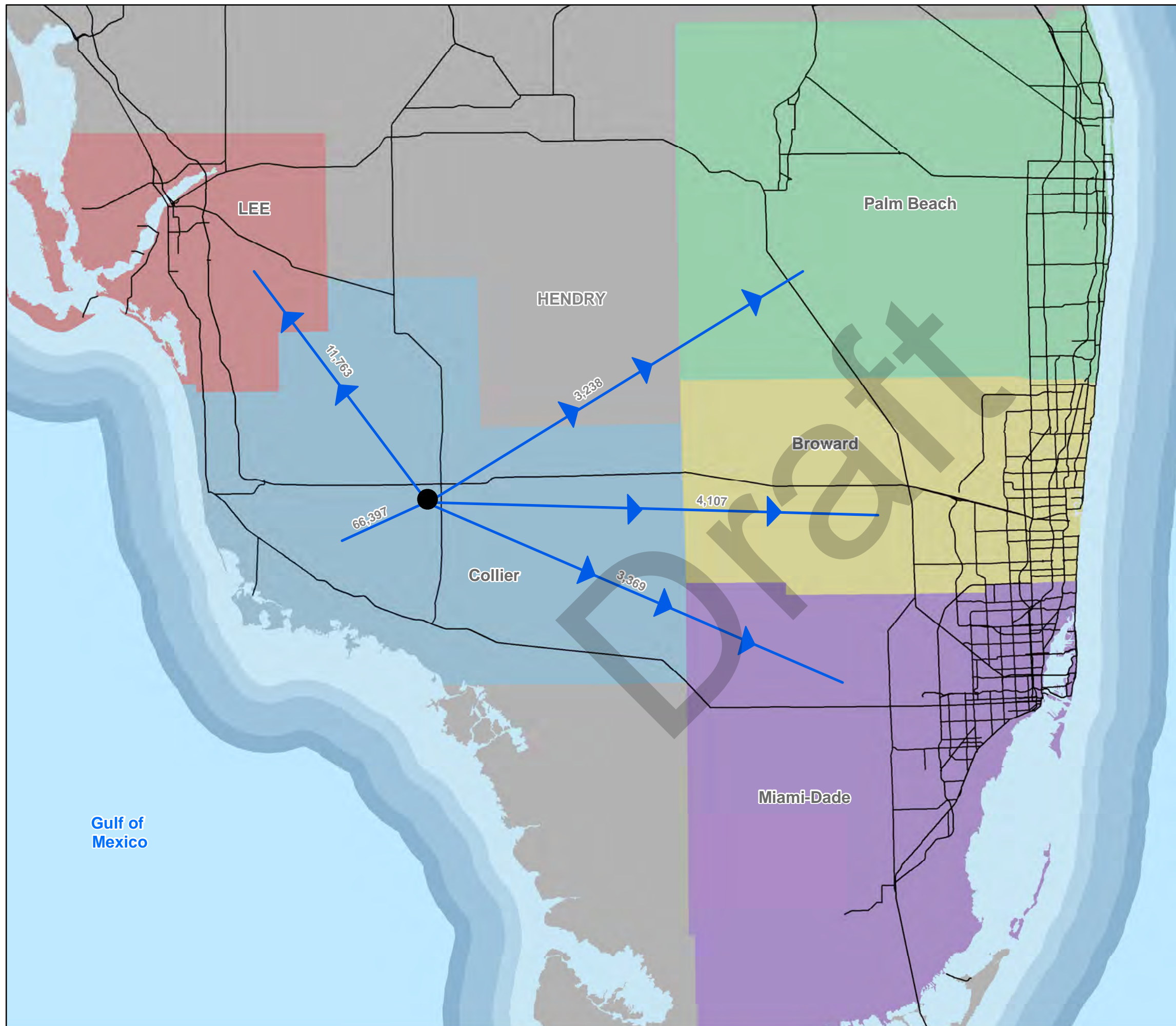
Top 5 Counties Where Collier County Residents Travel to Work

County	Number of Workers	Percentage
Collier	66,397	63.7%
Lee	11,763	11.3%
Broward	4,107	3.9%
Miami-Dade	3,369	3.2%
Palm Beach	3,238	3.1%



Map 11

Collier County
Commuter Outflow



Section 3: Transit Performance Evaluation

This section includes a review of existing transit services in Collier County, a trend analysis, and a peer analysis of various transit performance characteristics. First, a review of the existing transit service offered in Collier County is conducted to identify the extent of the service operating today and any supporting capital equipment/facilities used to provide the service. In addition, any other significant providers of transit are also reviewed based on available data.

This is followed by review of performance trends for the public transit service using data for the last five years. In addition to the review of existing transit services and its performance over time, a peer review analysis was also conducted. This included a review of peers for CAT service selected based on various criteria typically used for comparing public transit services.

Existing Transit services

This section includes an overview of public transportation services and facilities in Collier County. Transit services in Collier County are provided by CAT and open to the general public.

The fare structure for CAT is presented in Table 9. The fixed-route service is provided seven days a week from 6:00 am to 7:30 pm from Monday through Sunday (depending on the route). No services are provided on major holidays, including on Thanksgiving Day, Christmas Day, New Year's Day, Memorial Day, U.S. Independence Day, or Labor Day.

For persons who are unable to use the CAT fixed-route system due to physical or mental impairment, the Collier Area Paratransit System is available. An eligibility application process must be completed and the persons must qualify in order to use the paratransit service. Trips may be scheduled that begin and end within the Americans with Disabilities Act (ADA) corridor which is three-quarters of a mile from a CAT fixed-route. Hours of operation for Collier Area Paratransit are the same as the CAT fixed-route bus schedule.

Transportation Disadvantaged (TD) service is also available to qualifying persons with origins and destinations outside of the $\frac{3}{4}$ -mile ADA corridor. An application is required to qualify for the service and proof of income for all household residents must be submitted. To be eligible for TD service, an individual must be unable to transport themselves or purchase transportation because of one of the following three criteria.

1. Mental or physical disability
2. Income status
3. Age

The TD service operates Monday through Friday, from approximately 4 a.m. to 6 p.m. Only medical trips are provided on Saturday and Sunday.

Transit Facilities

CAT currently operates its services from a County-owned facility located at 8300 Radio Rd, Naples, FL 34104. The fleet maintenance services for the CAT buses are also operated out of the same location. Passenger transfers also occur at the Radio Road facility. Improvements are underway to add passenger restrooms and an elevator to the administration building, construct a fuel island and sawtooth bus bay, and to modify the existing maintenance building to accommodate buses. Phase II improvements will commence in the fall of 2015 and will include adding a bus wash facility and a canopy over the sawtooth bus bay.



In addition, another CAT passenger transfer station is located at the new Intermodal Transfer Station located at the Government Complex. The passenger transfer station located at the Government Complex was completed in 2013 and serves as a catalyst for intermodal transfers between pedestrians, bicyclists, “kiss and ride” passengers and park and ride users. The facility includes a busway with a turn-around, six saw-tooth configured bus berths, passenger platform with benches and trash receptacles, restrooms, air conditioned passenger lobby, and a customer service area.

CAT also has park and ride facilities located at the Orange Blossom Library, Golden Gate Library, Golden Gate Estates Library, Marco Island Library, and the Immokalee Library.

Vehicle Inventory

Collier County maintains a fleet of 23 fixed-route vehicles. These vehicles are fully accessible to patrons in wheelchairs. An inventory of vehicles for fixed-route services is provided in Table 10. Table 11 presents the Collier Area Paratransit vehicle inventory. There are a total of 21 ADA Accessible dedicated vehicles in the fleet.

Inventory of Other Transportation Service Providers

In Collier County, there are a number of private transportation providers that have supported the county in promoting travel options both for the general public and TD passengers. Appendix A presents the inventory of private providers obtained from Collier County Licensing’s Vehicle for Hire program that requires every vehicle that will transport passengers to obtain a permit. The privately operated service providers included in Appendix A were reviewed and approved by the Local Coordinating Board in December 2013, as required by the Commission for the Transportation Disadvantaged.

Table 9: Collier Area Transit Fare Structure

Fare Category	Fare
Full Fare	\$1.50
Reduced Fare	\$0.75
Children 5 Years and Younger	Free
Marco Express	\$2.50
Marco Express Reduced	\$1.25
Transfers	\$0.75
Transfers Reduced	\$0.35
Day Passes	\$4.00
Day Passes Reduced	\$2.00
Smart Card Passes	
7 – Day Pass	\$15.00
7 – Day Pass Reduce*	\$7.50
30 – Day Pass	\$35.00
30 – Day Pass Reduced*	\$17.50
Marco Express 30 – Day Pass	\$70.00
Marco Express 30 – Day Pass Reduced*	\$35.00
Smart Media Fees	
Smart Card	\$2.00
Registration	\$3.00
Replacement with Registration	\$1.00

Notes: Reduced fares are for members of Medicare, Disabled Community, those 65 years and older and children 17 and Under. ID required.

Table 10: CAT – Fixed-Route Vehicle Inventory (2013)

Number of Vehicles	Model Year	Vehicle Make	Wheelchair Equipped	Ambulatory Seats	Average Lifetime Miles as of FY 2013	Length in Feet	Source Funded By
2	04'	FRC CTS	Y	24	630,492	30	UA
4	06'	Gillig Lowfloors	Y	24	431,959	30	UA
4	07'	Gillig Lowfloors	Y	24	309,215	30	UA
3	10'	Gillig Lowfloors	Y	35	314,355	35	UA
2	10'	Gillig Hybrid	Y	35	185,910	35	UA
5	12'	Gillig Lowfloors	Y	35	81,967	35	UA
3	05'	Gillig Lowfloors	Y	24	450,382	30	UA

Source: CAT FY 2013 NTD Report.

Table 11: CAT – Paratransit Vehicle Inventory (2013)

Number of Vehicles	Model Year	Vehicle Make	Wheelchair Equipped	Ambulatory Seats	Average Lifetime Miles as of FY 2013	Length in Feet	Source Funded By
1	2006	GLV Sport	Y	14	334,889	14	UA
1	2006	TTT VanTerra	Y	10	249,561	10	UA
1	2007	CMC Crusader	Y	10	184,279	10	UA
5	2007	GLV Sport	Y	14	280,691	14	UA
6	2009	CMC Crusader	Y	8	187,354	8	UA
1	2010	TTT Odyssey	Y	12	185,064	12	UA
2		Select	Y	7	Select	7	NFPE
3	2011	TTT Odyssey	Y	12	126,986	12	UA
3	2012	TTT Odyssey	Y	12	57,514	12	UA

Source: CAT FY 2013 NTD Report.

Trend Analysis

This section presents the results of the trend analysis conducted as part of Collier County's 10-year transit development plan to examine the performance of Collier County's transit system. This evaluation was conducted using data available from the National Transit Database (NTD). As part of the overall performance review of the system, this analysis assists with assessing the extent to which CAT's service is meeting its goals and objectives.

These analyses include statistical tables and graphs that summarize selected performance indicators and effectiveness and efficiency measures for the selected time period. These measures are designed to review various trend components, as follows:

- **Performance measures** report absolute data for the selected categories. These tend to be key indicators of overall system performance.
- **Effectiveness measures** refine the data further and indicate the extent to which various service-related goals are being achieved.
- **Efficiency measures** involve reviewing the level of resources required to achieve a given level of output. It is possible to have very efficient service that is not effective or to have highly effective service that is inefficient.

Trend Analysis Summary

The trend analysis was conducted to examine the performance of CAT's fixed-route transit service for the five years from 2009 through 2013, the most recent year of validated NTD data available. This analysis includes statistical tables and graphs that present selected performance indicators as well as effectiveness and efficiency measures for the selected time period. Table 12 reflects the measures used in this performance trend analysis. Highlights of the trend analysis are presented on the following page.

Table 12: CAT’s Performance Review Measures

Performance Measures	Effectiveness Measures	Efficiency Measures
Passenger Trips	Vehicle Miles per Capita	Operating Expense per Capita
Passenger Miles	Passenger Trips per Capita	Operating Expense per Passenger Trip
Vehicle Miles	Passenger Trips per Vehicle Hour	Operating Expense per Passenger Mile
Revenue Miles	Passenger Trips per Revenue Mile	Operating Expense per Revenue Mile
Vehicle Hours		Farebox Recovery Ratio
Route Miles		Revenue Miles per Vehicle Mile
Operating Expenses		Revenue Miles per Vehicle
Vehicles Available for Maximum Service		Vehicle Miles per Gallon
Fuel Consumption		Average Fare

Performance Indicators

The performance indicators are used to present the data that relate to overall system performance. The following is a summary of the trends that are observed among the performance indicators provided in Table 13 and Figures 9 through 18.

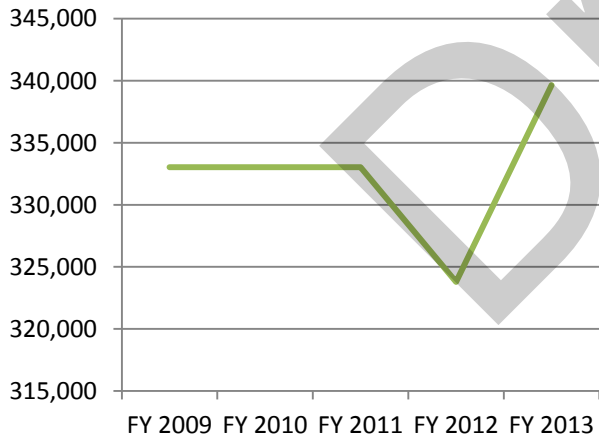
- Service area population increased from 333,032 to 339,642 persons, an increase of 2 percent during the five-year period from 2009 to 2013. The decrease in service area population shown in 2012 was a result of different reporting methodology not a decrease relating to the Collier County population.
- The total number of passenger trips increased from 1,109,710 in 2009 to 1,361,294 in 2013, an increase of nearly 28 percent.
- Passenger miles increased by nearly 28 percent, from 8,968,616 in 2009 to 11,434,870 in 2013.
- Vehicle miles slightly decreased, from 1,329,594 in 2009 to 1,295,180 in 2013.
- Revenue miles decreased nearly 2 percent, from 1,244,756 in 2009 to 1,266,155 in 2013. In addition, route miles increased 4 percent from 364 in 2009 to 379 in 2013.
- Total operating expense increased from \$5,048,082 million in 2009 to \$5,670,517 million in 2013, an increase of 12 percent.
- Vehicles operated in maximum service had no change from 16 vehicles in 2009 to 16 vehicles to 2013.
- Total gallons of fuel consumed increased nearly 21 percent from 213,642 in 2009 to 257,776 in 2013.

Table 13: Collier County's Performance Indicators - Trend Analysis (2009-2013)

Performance Measure	2009	2010	2011	2012	2013	% Change 2009 - 13
Service Area Population	333,032	333,032	333,032	323,785	339,642	2.0%
Passenger Trips	1,109,710	1,064,910	1,154,702	1,207,866	1,361,294	22.7%
Passenger Miles	8,968,616	8,604,473	9,699,497	10,146,075	11,434,870	27.5%
Vehicle Miles	1,329,594	1,314,112	1,298,764	1,301,048	1,295,180	-2.6%
Revenue Miles	1,244,756	1,230,055	1,225,975	1,231,778	1,226,155	-1.5%
Vehicle Hours	69,605	69,019	66,850	69,218	68,905	-1.0%
Route Miles	364	376	379	379	379	4.3%
Operating Expense	\$5,048,082	\$5,490,980	\$5,300,989	\$5,779,387	\$5,670,517	12.3%
Vehicles Available for Max Service	16	16	16	16	16	0.0%
Gallons of Fuel Consumed	213,642	226,737	230,575	230,575	257,776	20.7%

Source: FTIS and CAT FY 2013 NTD Report.

**Figure 9
Service Area Population**



**Figure 10
Passenger Trips (000)**

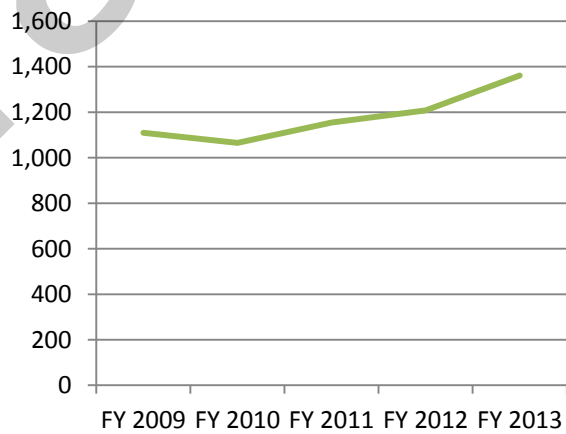


Figure 11
Passenger Miles (000)

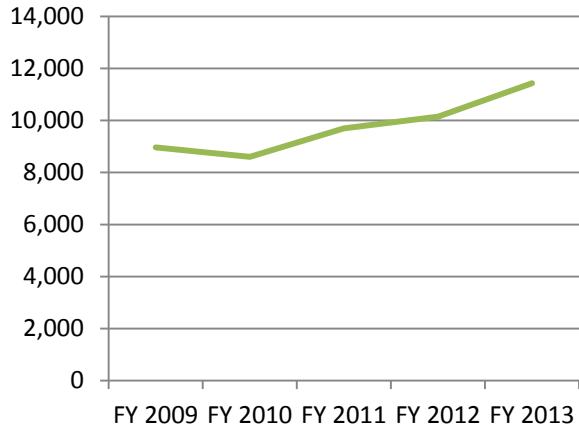


Figure 12
Vehicle Miles (000)

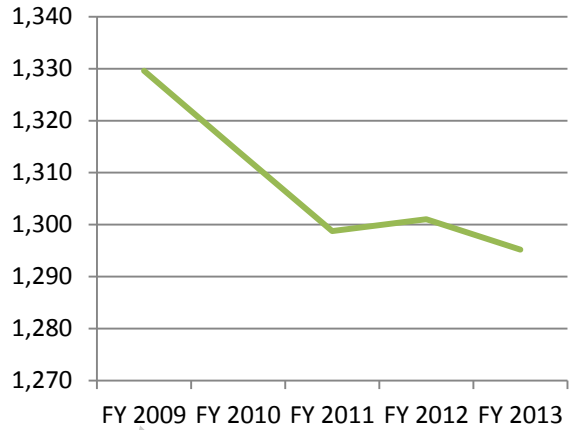


Figure 13
Revenue Miles (000)

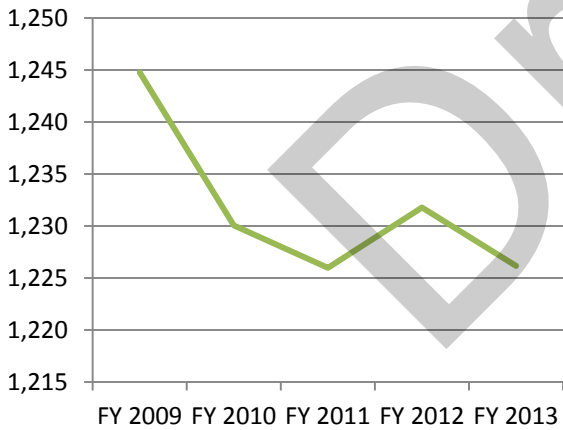


Figure 14
Vehicle Hours

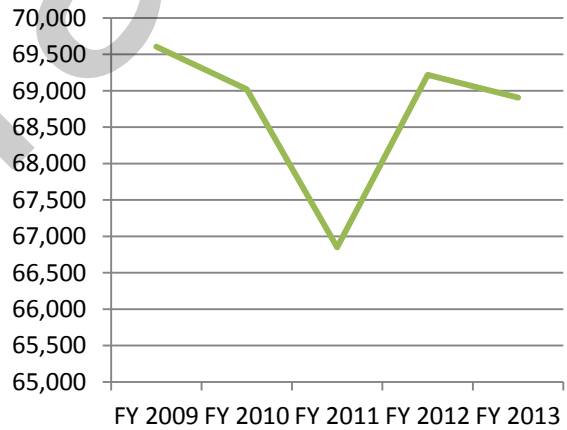


Figure 15
Route Miles

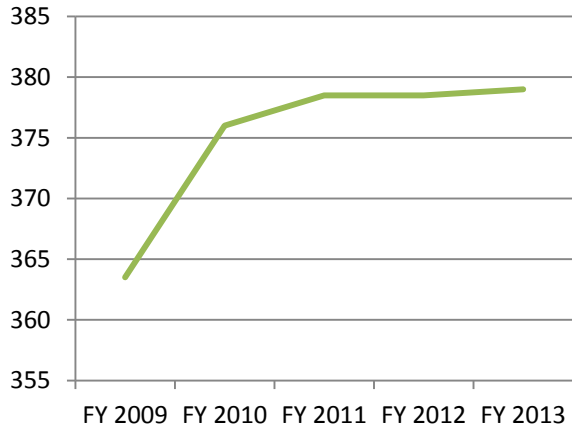


Figure 16
Total Operating Expense (000)

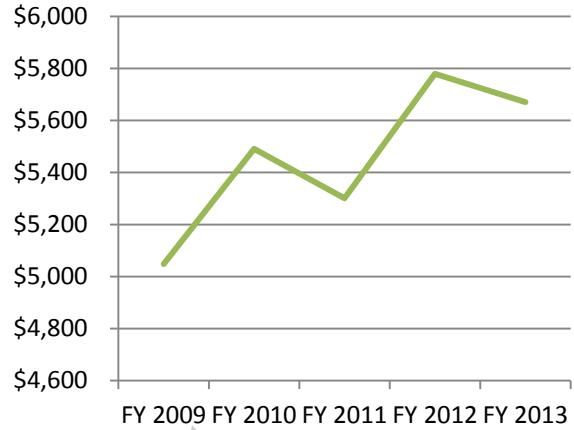


Figure 17
Vehicles Available for Maximum Service

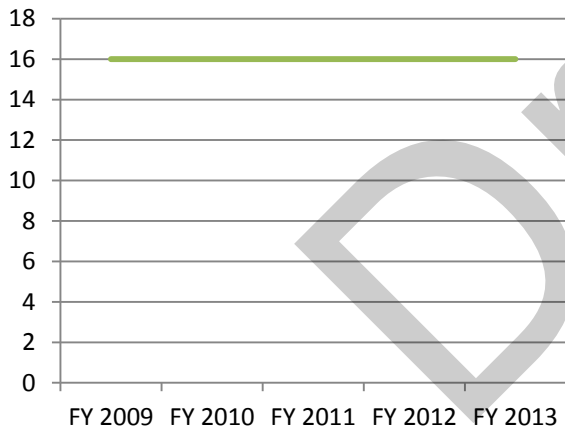
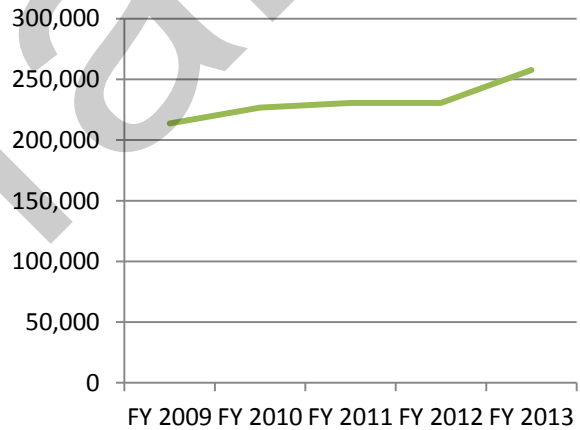


Figure 18
Fuel Consumption



Effectiveness Measures

Effectiveness measures indicate the extent to which service-related goals are being met. Selected effectiveness measures are presented in Table 14 and Figures 19 through 22.

- Vehicle miles per service area capita decreased by nearly 5 percent from 3.99 miles per capita in 2009 to 3.81 miles per capita in 2013. This measure is calculated by dividing the total vehicle miles by the total population within the CAT fixed-route service area to determine the number of vehicle miles per each person living in the service area.
- Passenger trips per capita increased from 3.33 trips per capita in 2009 to 4.01 trips per capita in 2013, an overall increase of 20 percent. This measure is calculated by dividing the total passenger

trips by the total population within the CAT fixed-route service area to determine the number of passenger trips provider per each person living in the service area.

- Passenger trips per revenue mile increased from 0.89 trips in 2009 to 1.11 trips in 2013, an increase of nearly 25 percent.
- Passenger trips per revenue hour increased from 16.55 trips in 2009 to 20.31 trips in 2013, an increase of 23 percent.

Table 14: Collier County’s Effectiveness Measures - Trend Analysis (2009-2013)

Effectiveness Measure	2009	2010	2011	2012	2013	% Change FY 2009-13
Service Supply						
Vehicle Miles per Service Area Capita	3.99	3.95	3.90	4.02	3.81	-4.6%
Service Consumption						
Passenger Trips per Capita	3.33	3.20	3.47	3.73	4.01	20.3%
Passenger Trips per Revenue	0.89	0.87	0.94	0.98	1.11	24.5%
Passenger Trips per Revenue Hour	16.55	16.02	17.27	17.94	20.31	22.7%

Source: FTIS. And CAT FY 2013 NTD Report.

Figure 19

Vehicle Miles per Service Area Capita

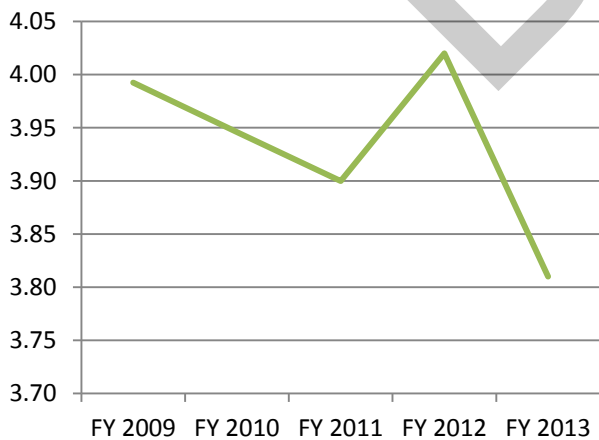


Figure 20

Passenger Trips per Capita

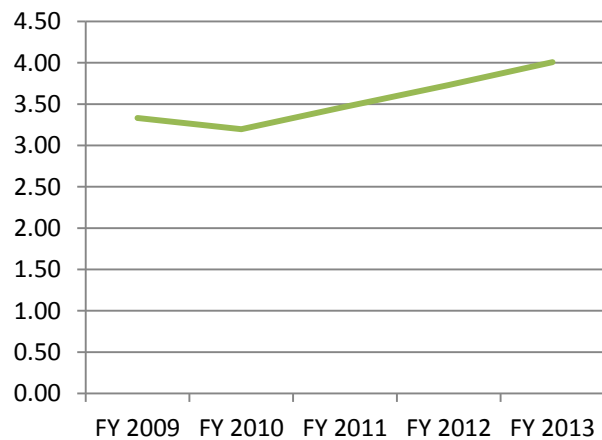


Figure 21

Passenger Trips per Revenue Mile

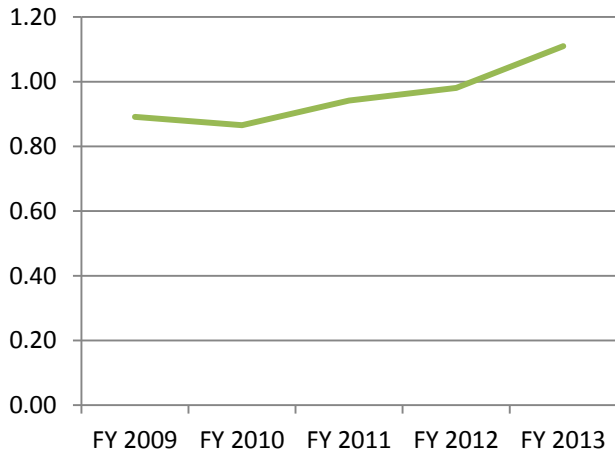
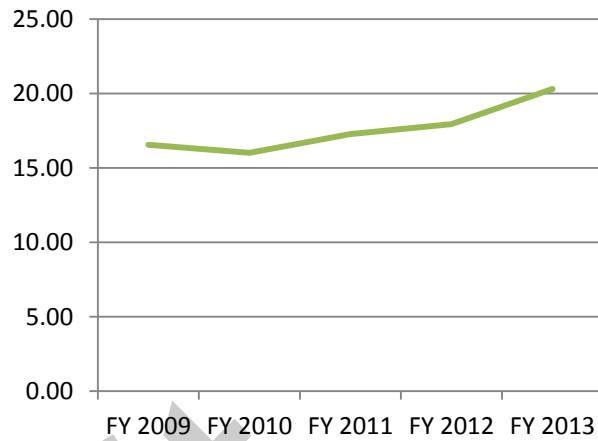


Figure 22

Passenger Trips per Revenue Hour



Efficiency Measures

Efficiency measures are intended to measure the level of resources necessary to achieve a given level of output. Efficiency measures are presented in Table 15 and Figures 23 through 31.

- Operating expense per capita increased nearly 13 percent from \$14.85 in 2009 to \$16.70 in 2013.
- Operating expense per passenger trip decreased from \$4.55 in 2009 to \$4.17 in 2013, a decrease of 8 percent.
- Operating expense per revenue mile increased from \$4.06 in 2009 to \$4.62 in 2013, an overall increase of nearly 14 percent.
- Operating expense per passenger mile decreased from \$0.56 in 2009 to \$0.50 in 2013, a decrease of nearly 11 percent.
- Farebox recovery ratio increased from 19.50 percent in 2009 to 22.10 percent in 2013, an increase of 13 percent over the five-year period.
- Revenue mile per vehicle mile increased slightly, from 0.94 in 2009 to 0.95 in 2013, an increase of nearly 2 percent.
- Revenue miles per vehicle increased by nearly 42 percent, from 54,120 in 2009 to 76,634 in 2013.
- Vehicle miles per gallon decreased from 6.22 in 2009 to 5.02 in 2013, a decline of 19 percent.
- The average fare increased by 1 percent from \$0.87 in 2009 to \$0.88 in 2013.

Table 15: Collier County’s Efficiency Measures - Trend Analysis (2009-2013)

Measure	2009	2010	2011	2012	2013	% Change 2009–2013
Cost Efficiency						
Operating Expense Per Capita	\$14.85	\$16.49	\$15.92	\$17.85	\$16.70	12.4%
Operating Expense Per Passenger Trip	\$4.55	\$5.16	\$4.59	\$4.78	\$4.17	-8.4%
Operating Expense Per Passenger Mile	\$0.56	\$0.64	\$0.55	\$0.57	\$0.50	-10.7%
Operating Expense Per Revenue Mile	\$4.06	\$4.46	\$4.32	\$4.69	\$4.62	13.9%
Farebox Recovery Ratio	19.50	18.58	21.11	20.68	22.10	13.3%
Vehicle Utilization						
Revenue Miles per Vehicle Mile	0.94	0.94	0.94	0.95	0.95	1.5%
Revenue Miles per Vehicle	54,120	53,481	53,303	53,556	76,634	41.6%
Vehicle Miles per Gallon	6.22	5.80	5.63	5.64	5.02	-19.3%
Fare						
Average Fare	\$0.87	\$0.96	\$0.97	\$0.99	\$0.88	1.1%

Source: FTIS. and CAT FY 2013 NTD Report.

Figure 23
Operating Expense per Capita

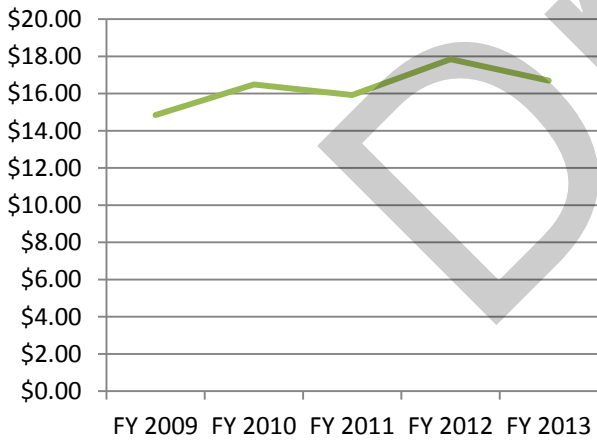


Figure 24
Operating Expense per Passenger Trip



Figure 25

Operating Expense per Passenger Mile

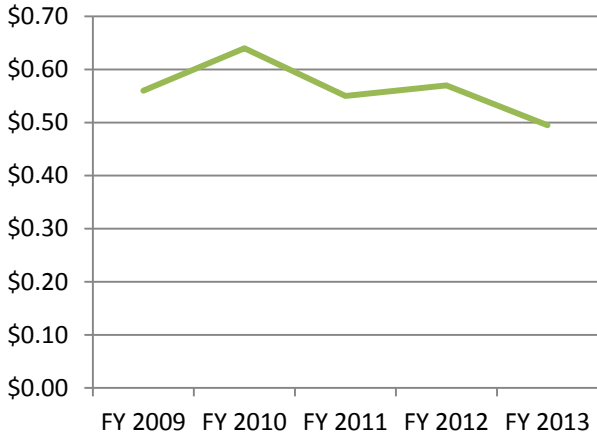


Figure 26

Operating Expense per Revenue Mile

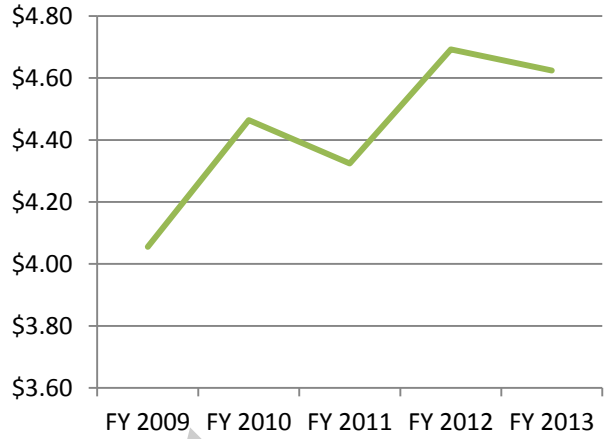


Figure 27

Farebox Recovery Ratio (%)

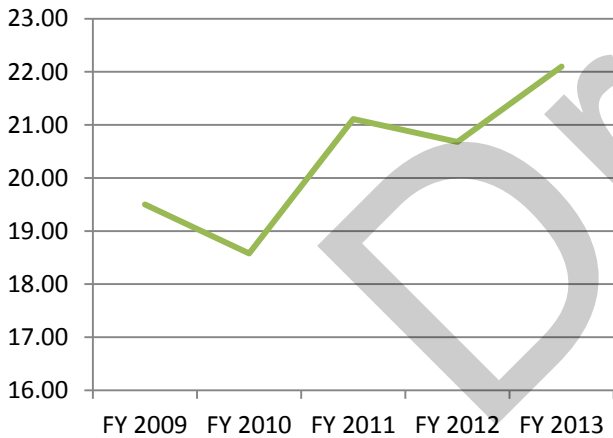


Figure 28

Revenue Miles per Vehicle Mile

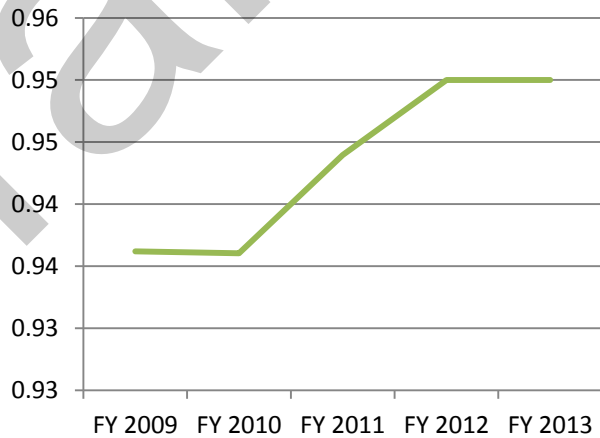


Figure 29
Revenue Miles per Vehicle

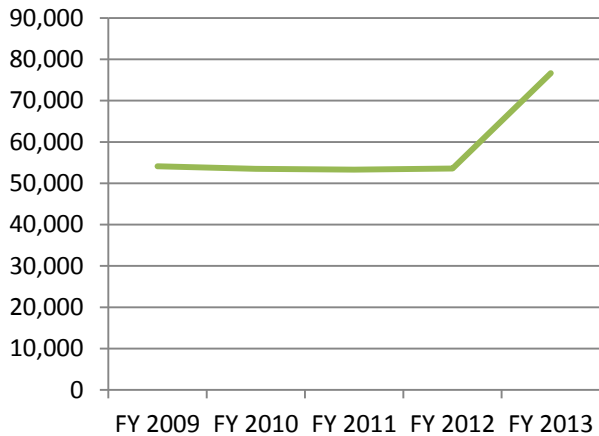


Figure 30
Vehicle Miles per Gallon

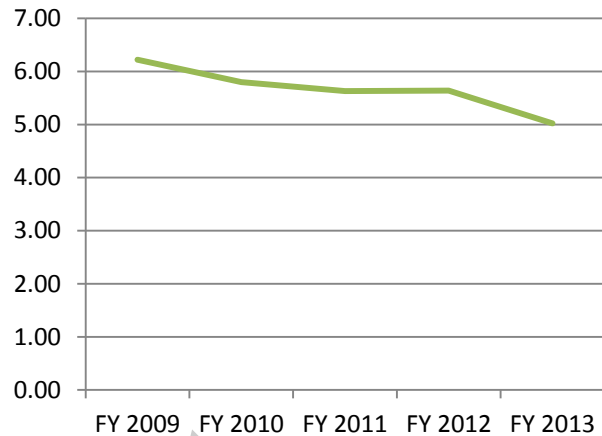
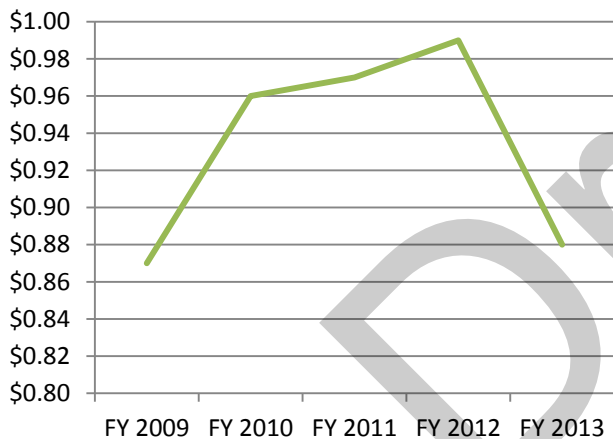


Figure 31
Average Fare



Summary Results of Trend Analysis

The trend analysis is only one aspect of transit performance evaluation. When combined with the peer review analysis (summarized later in this section), the results provide a starting point for understanding the transit system's performance over time when compared to other systems with similar characteristics.

Some of the key trends observed are summarized below, but it is important to note that this analysis reviews the trend for the years from 2009 to 2013. The ending year for the analysis, 2013, was the highest ridership year for the analysis period. This may be due primarily to higher gas prices and other economic factors.

- Passenger trips and passenger miles have increased over the five years showing a positive trend that an increased number of passengers are using the system. While the trend has slowed down

since the previous TDP when the system was in growth mode, this continued growth in passenger trips without the expansion of services remains positive.

- Total operating expenses and total operating expenses per capita have increased by 12 percent over the five-year period. In addition, operating expenses per revenue mile have also increased consistent with the overall increase in operating expenses and neutral trend in revenue miles over the five-years. This increase could be contributed to several factors including increases in fuel costs or maintenance costs. The measure indicates that while operating expenses have increased, the service area population and amount of service provided has remained the same.
- Passenger trips per capita, passenger trips per revenue mile, and passenger trips per revenue hour have all increased over the five-year period showing a positive trend in ridership. While the service area population and amount of fixed-route service provided has remained consistent, the number of passengers using the system has continued to increase.
- The operating expense per passenger trip and operating expense per passenger mile has decreased showing a positive trend in the cost per passenger trip as a result of the increases in ridership despite the increase in operating expense.
- The farebox recovery ratio had a positive trend from 2009 to 2013, increasing by 13 percent. This measure indicates that CAT is doing an effective job with fare collection and that fare revenues are keeping an even ratio with the system growth.

Table 16 summarizes the trend analysis showing the positive and negative trends identified in the analysis.

Table 16: Summary of Collier County's Trend Analysis (2009-2013)

Measure/Indicator	% Change (2009-2013)
General Performance Service Supply	
Service Area Population	2.0%
Passenger Trips	22.7%
Passenger Miles	27.5%
Vehicle Miles	-2.6%
Revenue Miles	-1.5%
Vehicle Hours	-1.0%
Route Miles	4.3%
Total Operating Expense	12.3%
Vehicles Operated in Maximum Service	0.0%
Total Gallons of Fuel Consumed	20.7%
Service Supply	
Vehicle Miles per Capita	-4.6%
Service Consumption	
Passenger Trips per Capita	20.3%
Passenger Trips per Revenue Mile	24.5%
Passenger Trips per Revenue Hour	22.7%
Cost Efficiency	
Operating Expense per Capita	12.5%
Operating Expense per Passenger Trip	-8.4%
Operating Expense per Passenger Mile	-10.7%

Measure/Indicator	% Change (2009-2013)
Operating Expense per Revenue Mile	13.9%
Vehicle Utilization	
Farebox Recovery Ratio	13.3%
Operating Ratios	
Revenue Miles per Vehicle Mile	1.5%
Revenue Miles per Vehicle	41.6%
Vehicle Miles per Gallon	-19.3%
Fare	
Average Fare	1.1%

Source: FTIS and CAT FY 2013 NTD Report.

ADA Five-Year Trend

The number of Collier Area Paratransit system passenger trips have decreased by 15 percent, from 102,149 in 2009 to 87,263 in 2013. The operating costs have increased by 8 percent during this same five year trend period. However, the passenger fare revenue increased by 117 percent, from \$110,902 in 2009 to \$240,476 in 2013. The passenger fare revenue has increased despite the overall decrease in passenger trips most likely as a result of the paratransit fares increase that was effective October 1, 2012. Figures 32 through 34 present the five-year trends for the paratransit measures.

Figure 32
ADA Passenger Trips



Figure 33
ADA Operating Expense

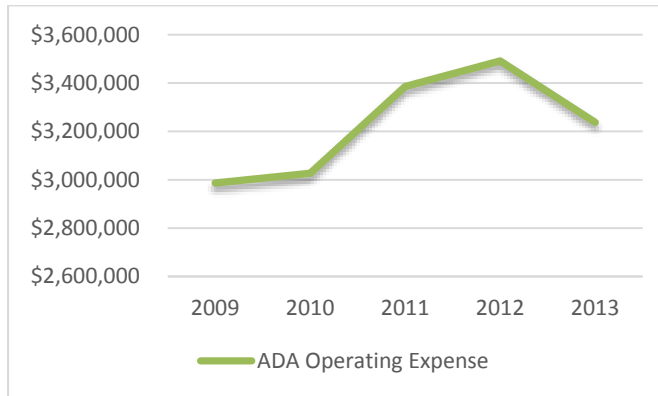


Figure 34
ADA Passenger Fare Revenue



Peer Review Analysis

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

Peer System Selection Methodology

The peer selection was conducted using the most recent 2012 NTD data available from the FTIS database. The peers were identified through two assessments of variables and input from CAT staff. The first peer selection process used the Transit Cooperative Research Program (TCRP) methodology an objective assessment of the following variables.

- Population density
- Total vehicle miles operated
- Total operating budget
- Whether the agency is located in a state capital
- Percent of college students in the service area
- Population growth rate (2000-2011)
- Percent of population with income below the poverty level
- Percent demand response service (number of vehicles operated in maximum service)
- Percent purchased service

The second peer selection process used to identify the potential peer group first selected transit systems within the southeastern portion of the United States. The systems meeting this criterion then were analyzed based on the remaining criteria.

- Geography (southeastern U.S.)
- Service area population
- Service area population density
- Passenger trips
- Operating expense
- Revenue Hours
- Revenue miles
- Average speed
- Vehicles operated in maximum service

A potential peer received 1 point for each measure when its value was within ± 10 percent of CAT's performance value. In addition, 0.5 points were given for each measure that fell within ± 20 percent of CAT's value.

Table 17 presents the final listing of transit systems that were selected for the peer review analysis using a combination of the two methodologies previously described and discussions with CAT staff.

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

Table 17: Selected Peer Systems - CAT's Peer Review Analysis (2012)

System	Location
Cape Fear Public Transportation Authority (WAVE)	Wilmington, NC
Lakeland Area Mass Transit District (LAMTD)	Lakeland, FL
Pasco County Public Transportation (PCPT)	Port Richey, FL
Manatee County Area Transit (MCAT)	Bradenton, FL
Escambia County Area Transit (ECAT)	Pensacola, FL

Performance Indicators

Selected performance indicators for the peer review are presented in this section. Categories of performance indicators include service area population, population density, ridership, revenue and vehicle miles, revenues hours, operating expense, fuel consumption, and the number of vehicles operated in maximum service. Table 18 and Figures 35 through 42 present the performance indicators for CAT's peer review analysis.

Table 18: Performance Indicators - CAT's Peer Review Analysis (2012)

Indicator	CAT	Peer Group Minimum	Peer Group Maximum	Peer Group Mean	CAT % from Mean
Service Area Population	323,785	55,530	464,697	269,768	20.0%
Service Area Pop. Density (persons/sq.m)	162	162	1,735	972	-83.3%
Passenger Trips	1,207,866	956,591	1,767,086	1,340,041	-9.9%
Revenue Miles	1,231,778	987,379	1,451,900	1,250,874	-1.5%
Revenue Hours	67,318	67,318	104,760	82,047	-18.0%
Operating Expenses	\$5,779,387	\$4,284,245	\$8,126,624	\$6,339,048	-8.8%
Vehicles Operated in Max. Service	16	16	31	22	-28.4%
Fuel Consumption (gallons)	230,575	230,575	319,700	279,050	-17.4%

Source: FTIS

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

- Service area population for Collier County is 20 percent more than the peer group mean; the service area population density is 83 percent less than the peer group mean. Based on the size of

Collier County and the existing development patterns, the service area population density will continue to be a challenge when compared to other transit systems.

- The passenger trips for CAT are nearly 10 percent below the peer group mean of 1,340,041. CAT provided 1,207,866 passenger trips in 2012. Providing fewer passenger trips than the peer systems is considered a challenge; however, with CAT's population density being much lower than the peer group systems, CAT's passenger trips may be considered a strength, with CAT's performance measuring only 10 percent below the peer group average.
- The revenue miles for CAT are slightly below the peer group mean by nearly 2 percent. This measure is considered to be neutral based on the percentage and indicating that CAT is providing comparable service in comparison to the peer group systems.
- The revenue hours of service for CAT are 18 percent below the peer group mean. While the revenue miles are comparable to the peer groups, the hours of service for CAT are below the average.
- Operating expense for CAT is 9 percent below the peer group mean. In comparison to the peer group systems, CAT is providing equivalent revenue miles of service, but operating with lower operating expenses. This measure would be considered a strength for the CAT system in comparison to its peers.
- The number of vehicles operated in maximum service for Collier County is 28 percent below the peer group mean. CAT is operating fewer vehicles than the peer groups; however, the systems revenue miles of service are comparable and the passenger trips are only 10 percent below the peer group. This measure may indicate that the CAT system is operating efficiently with the resources available; however, CAT may be presented with a challenge to increase the number of vehicles and revenue hours of service in an effort to provide levels of service equivalent to its peers.
- The fuel consumption for CAT is 17 percent below the peer group mean. This measure is consistent with CAT operating fewer vehicles in maximum service.

Figure 35

Service Area Population (000)

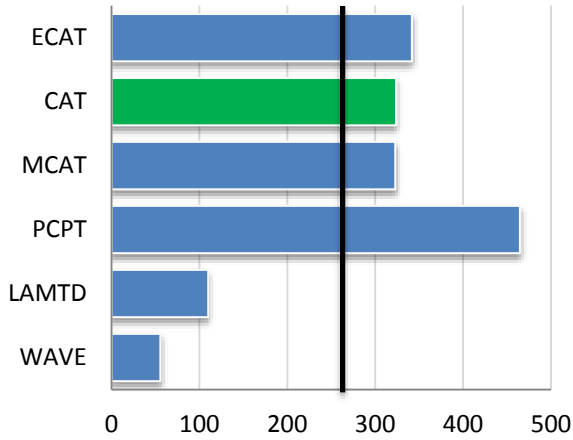


Figure 36

Service Area Population Density (persons/square mile)

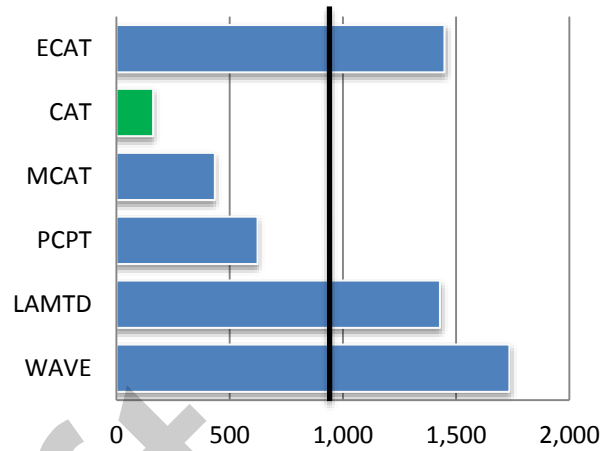


Figure 37

Passenger Trips (000)

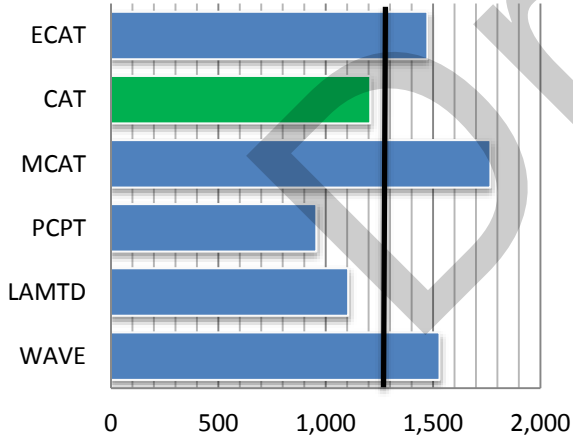


Figure 38

Revenue Miles (000)

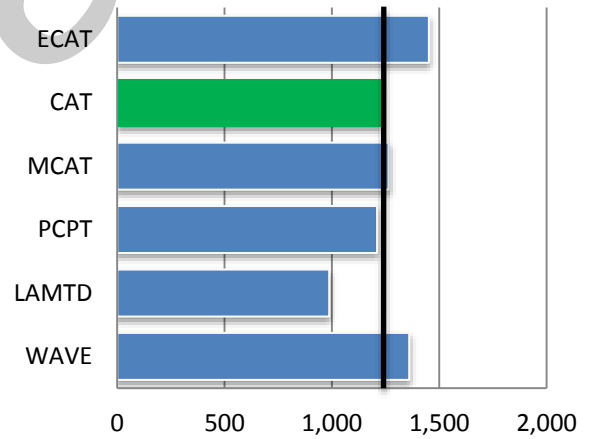


Figure 39
Revenue Hours (000)

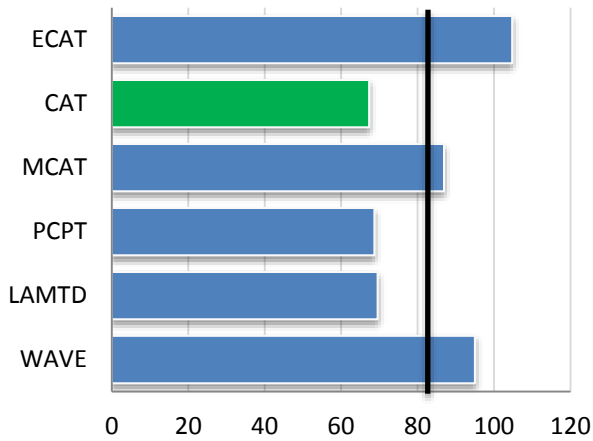


Figure 40
Operating Expense (\$000)

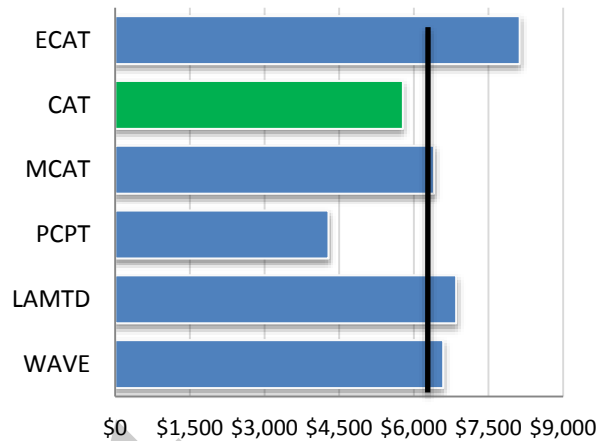


Figure 41
Vehicles Operated in Maximum Service

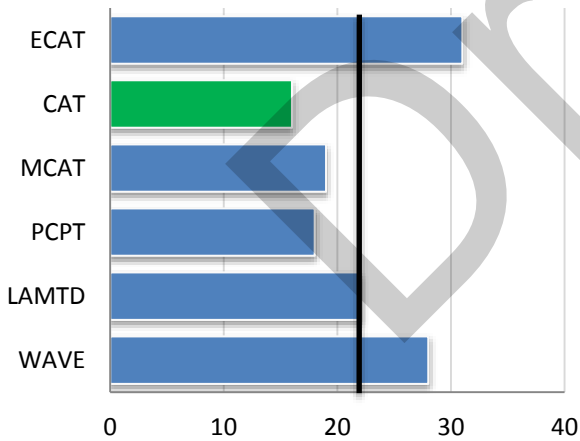
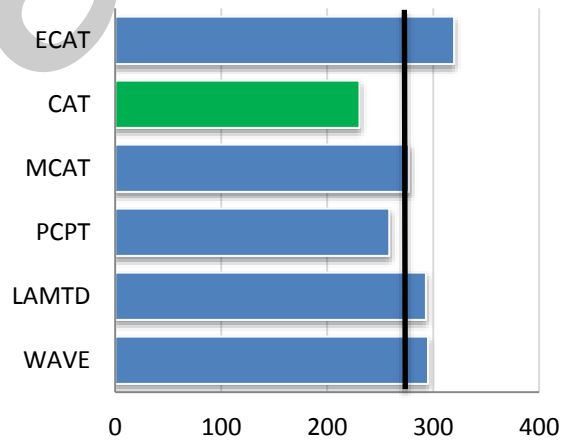


Figure 42
Gallons of Fuel Consumed



Effectiveness Measures

Categories of effectiveness measures include service supply, measured by vehicle miles per capita; service consumption, measured by passenger trips per revenue mile; and quality of service, measured by weekday span of service. Table 19 and Figures 43 through 46 present the effectiveness measures for CAT’s peer review analysis. The following is a summary of the effectiveness measures for the peer review analysis.

- Passenger trips per revenue mile for CAT are nearly 9 percent below the peer group mean of 1.1 passenger trips per revenue mile. This measure indicates that CAT is providing fewer passenger trips than its peers in comparison to the amount of transit service provided. This measure is consistent with the passenger trips measure presented in the previous section.
- CAT’s passenger trips per revenue hour in 2012 were 17.9, nearly 10 percent above the peer group mean. This measure is a strength for CAT in comparison to its peers. While CAT provides less revenue hours than its peers, the system is providing more passenger trips during its hours of service.
- Passenger trips per capita for CAT were 3.7 in 2012, which is nearly 58 percent below the peer group mean. This measure is a challenge for CAT, indicating that fewer persons in the service area are using the system in comparison to other peer group areas. The size of the county, population density, and development patterns may all be contributors to CAT’s performance along with the existing hours of service and/or frequencies.
- Weekday span for CAT is nearly 8 percent above the peer group mean of 15 hours. While CAT provides fewer revenue hours than the peer groups, its weekday span of service is above the peer group average by nearly 8 percent.

Table 19: Effectiveness Measures - Collier County’s Peer Review (2012)

Measure	CAT	Peer Group Minimum	Peer Group Maximum	Peer Group Mean	CAT % from Mean
Passenger Trips per Revenue	1.0	0.8	1.4	1.1	-8.6%
Passenger Trips per Revenue	17.9	13.9	20.3	16.4	9.6%
Passenger Trips per Capita	3.7	2.1	27.6	8.9	-57.9%
Weekday Span of Service (hours)	16	14	17	15	7.5%

Source: FTIS

Figure 43

Passenger Trips per Revenue Mile

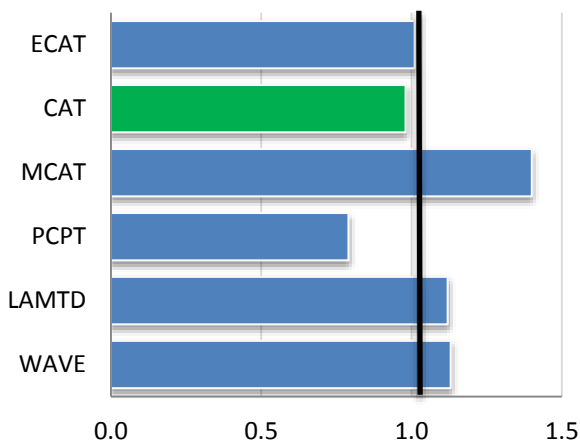


Figure 44

Passenger Trips per Revenue Hour

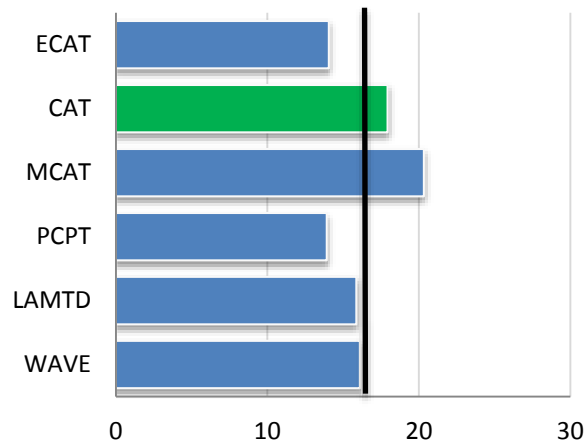


Figure 45
Passenger Trips per Capita

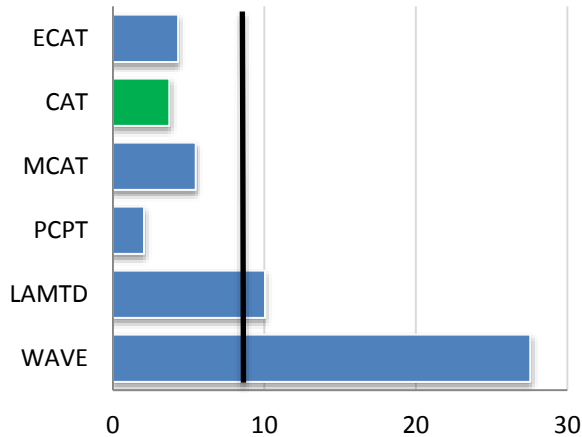
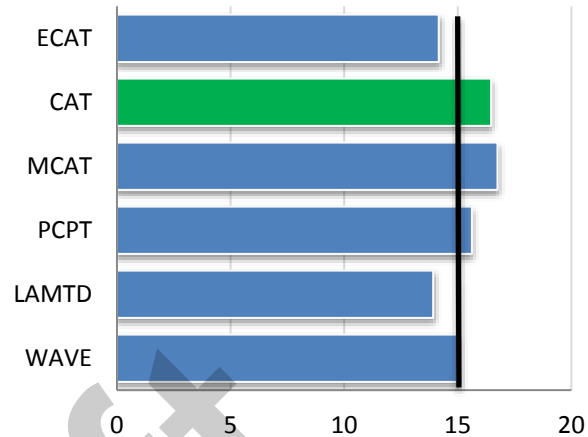


Figure 46
Weekday Span of Service



Efficiency Measures

Categories for efficiency measures include cost efficiency and operating ratios. Table 20 and Figures 47 through 53 present the efficiency measures for CAT’s peer review analysis. The following is a summary of efficiency measures for peer review.

- Operating expense per capita for CAT is 57 percent below the peer group mean. This measure is considered a strength for CAT, with a significantly lower number of passenger trips per capita than the peer groups, CAT’s operating expense in comparison to the service area population may indicate that the CAT service is efficiently providing trips to those persons in the service area that do use the transit system.
- Operating expense per passenger trip for CAT is nearly 1 percent below the peer group mean. This measure is considered neutral, with the operating expense per passenger trip consistent with the peer group mean.
- Operating expense per revenue mile is 8 percent below the mean while operating expense per revenue hour is 10 percent above the mean. In comparison to the peers, CAT is providing equivalent revenue miles at a lower operating cost; however, CAT provides fewer revenue hours than the peer system resulting in an operating expense per revenue hours that is above the peer group mean.
- Farebox recovery for CAT is 20 percent below the peer group mean. While farebox recovery is showing that CAT is 20 percent below the peer group average when reviewing the amount of passenger fares collected in comparison to the system’s operating expense, one of the peer group systems collects contract revenue for the provision of transit service and the additional revenue increases its farebox recovery ratio. If the system were removed from the analysis, CAT’s farebox recovery ratio would measure 4 percent above the peer group mean. This measure indicates the

benefit of partnership for the provision of transit service based on the farebox recovery that the peer system was able to achieve through its contract revenue.

- The average fare for CAT is nearly 19 percent below the peer group mean. This measure is also the result of contract revenue received by one of the peer group systems through partnerships for transit resulting in higher fare collection. While the average fare measure appears to be a challenge for the CAT system, if the peer with the additional revenue was removed from the analysis, the distance of CAT’s average fare from the peer group would be neutral.

Table 20: Efficiency Measures - Collier County’s Peer Review (2012)

Measure	CAT	Peer Group Minimum	Peer Group Maximum	Peer Group Mean	CAT % from Mean
Operating Expense per Capita	\$17.85	\$9.22	\$118.68	\$41.94	-57.4%
Operating Expense per Passenger Trip	\$4.78	\$3.62	\$6.20	\$4.82	-0.8%
Operating Expense per Revenue Mile	\$4.69	\$3.54	\$6.94	\$5.12	-8.3%
Operating Expense per Revenue Hour	\$85.85	\$62.34	\$98.48	\$77.88	10.2%
Farebox Recovery Ratio (%)	20.7	13.9	55.8	25.9	-20.0%
Revenue Miles per Vehicle Mile	0.95	0.93	0.97	0.95	0.4%
Average Fare	\$0.99	\$0.50	\$2.40	\$1.22	-18.9%

Source: FTIS

Figure 47
Operating Expense per Capita

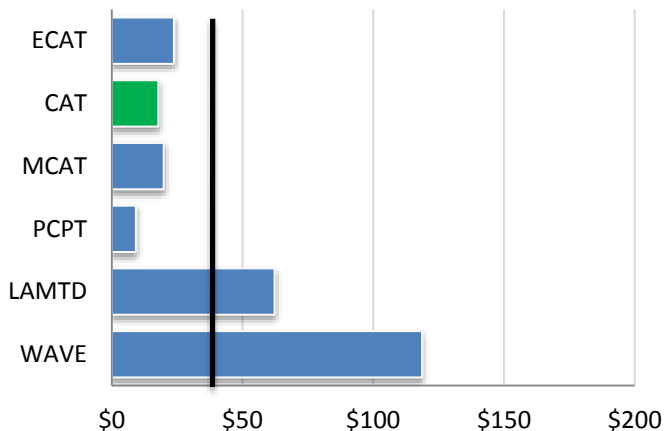


Figure 48
Operating Expense per Passenger Trip

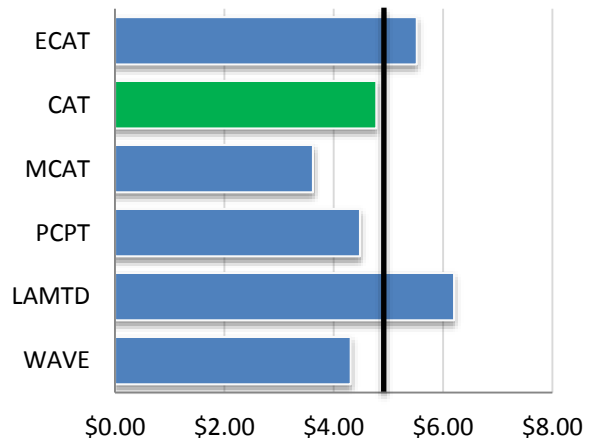


Figure 49

Operating Expense per Revenue Mile

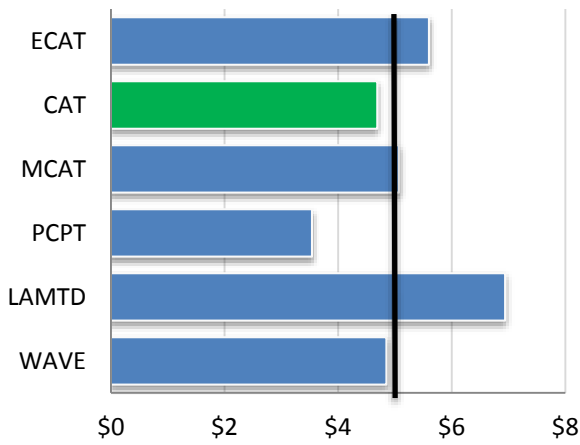


Figure 50

Operating Expense per Revenue Hour

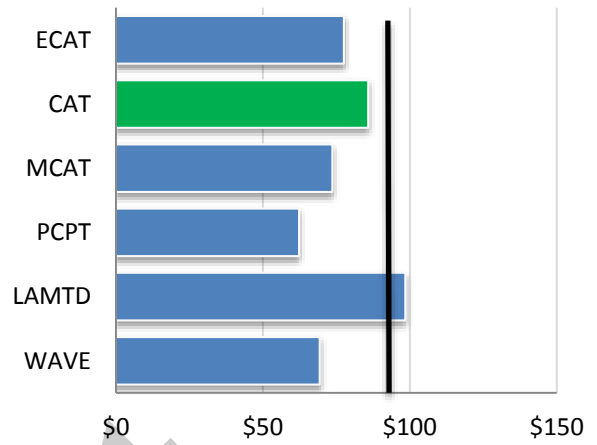


Figure 51

Farebox Recovery (%)

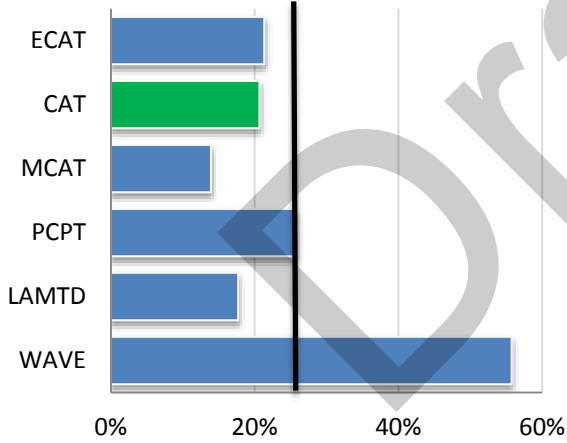


Figure 52

Revenue Miles per Vehicle Miles

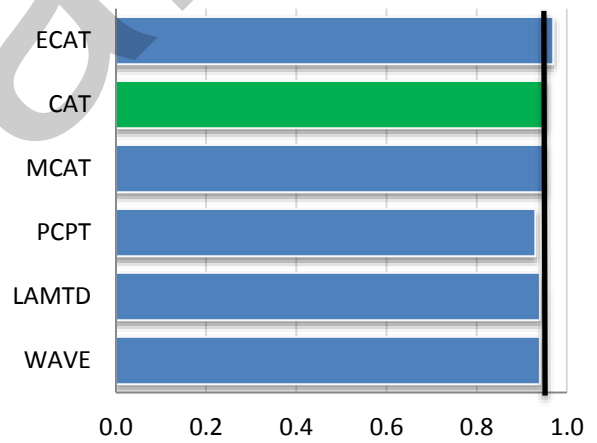
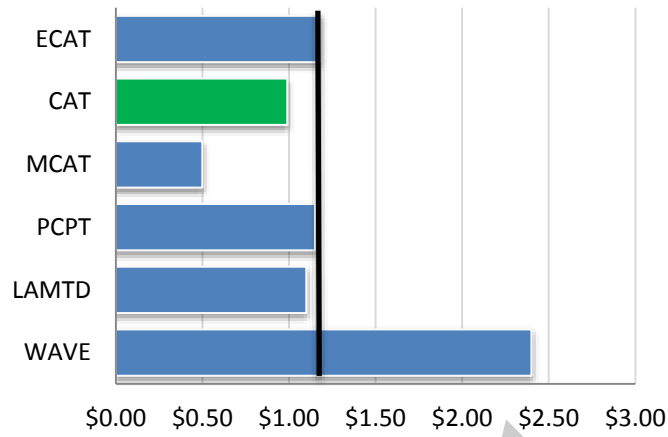


Figure 53
Average Fare



Summary Results of Peer Review Analysis

Table 21 provides a summary of the peer review analysis for the CAT’s transit system. The summary includes the percent that CAT is away from the peer group mean for each performance measure.

Draft

Table 21: CAT’s Peer Review Analysis Summary (2012)

Performance Indicators/Measures	Percent from Mean
Indicators	
Service Area Population	20.0%
Service Area Population Density	-83.3%
Passenger Trips	-9.9%
Revenue Miles	-1.5%
Revenue Hours	-18.0%
Vehicle Miles	-1.4%
Vehicles Operated in Maximum Service	-28.4%
Total Operating Expense	-8.8%
Service Consumption	
Passenger Trips per Revenue Mile	-8.6%
Passenger Trips per Revenue Hour	9.6%
Passenger Trips per Capita	-57.9%
Quality of Service	
Weekday Span of Service (hours)	7.5%
Cost Efficiency	
Operating Expense per Capita	-57.4%
Operating Expense per Passenger Trip	-0.8%
Operating Expense per Revenue Mile	-8.3%
Operating Expense per Revenue Hour	10.2%

Performance Indicators/Measures	Percent from Mean
Operating Ratio	
Farebox Recovery Ratio	-20.0%
Vehicle Utilization	
Revenue Miles per Vehicle Mile	0.4
Fare	
Average Fare	-18.9%

Source: FTIS

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Section 4: Public Involvement

This section summarizes public outreach activities that have been performed to-date as part of the CAT 2016 TDP. The activities completed include a visioning survey, Review Committee meeting, and public meetings. Future activities will include stakeholder interviews, discussion group meetings, and additional Review Committee meetings. The public outreach described in this section was completed in compliance with the CAT Public Involvement Program (PIP) that is presented as Appendix B, along with the FDOT correspondence concurring with the identified process.

Visioning Survey

A visioning survey was conducted both online and on CAT fixed-route buses in August 2014 to collect input on current transit services, demographics, potential future improvements, and reasons that people do and do not use the CAT transit system. In addition, the survey included a series of questions specifically for employers to obtain information on the transportation needs of Collier County employees and employer willingness to support the future expansion of transit services.

Survey Approach

The questionnaire was available in both English and Spanish on the CAT and MPO websites and the survey link was disseminated to a number of agencies, committee members, and the Collier County Chamber of Commerce for completion by employees, clients, and to forward on to any other interested parties. CAT staff members also administered the English and Spanish versions of the survey using tablets and paper surveys on-board the buses. In addition, Spanish speaking staff members rode the buses to provide language assistance and to explain the survey in an effort to improve the comfort level for persons not comfortable answering all of the questions on the questionnaire.

Visioning Survey Summary Results

This section documents the combined results of the CAT online and paper format visioning survey analysis, a total of 1,117 surveys were completed, with 19 percent of those surveys completed in Spanish.

Demographic Characteristics

Questions 1 through 7 asked survey respondents about themselves including where they reside, how long they have lived in Collier County, age, gender, race, and income. Figures 54 through 59 present the combined results for these questions.

As shown in Figure 54, 87 percent of respondents reside in Collier County. Of those residing in Collier County, the residential zip codes with the most responses were as 34104, 34112, and 34116. Figure 55 shows that more than 60 percent of respondents have lived in Collier County for more than 10 years.

Figure 54
Do you reside in Collier County?

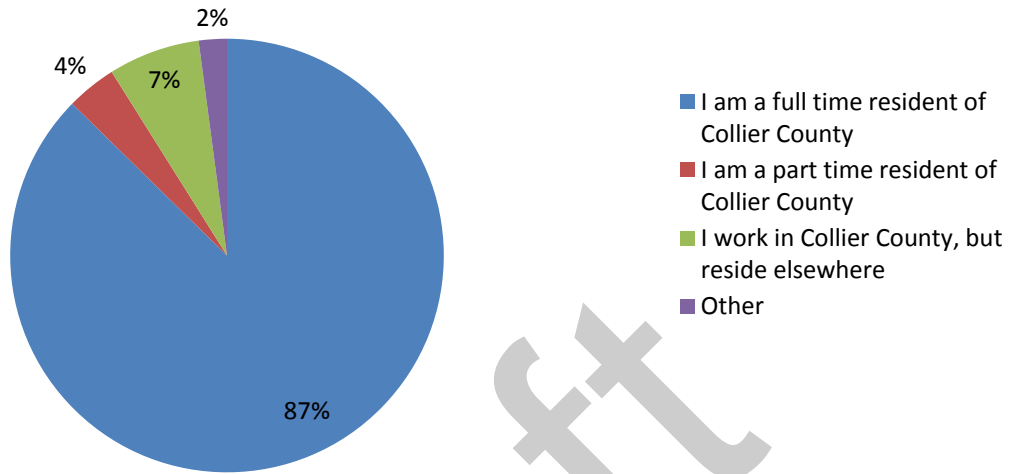
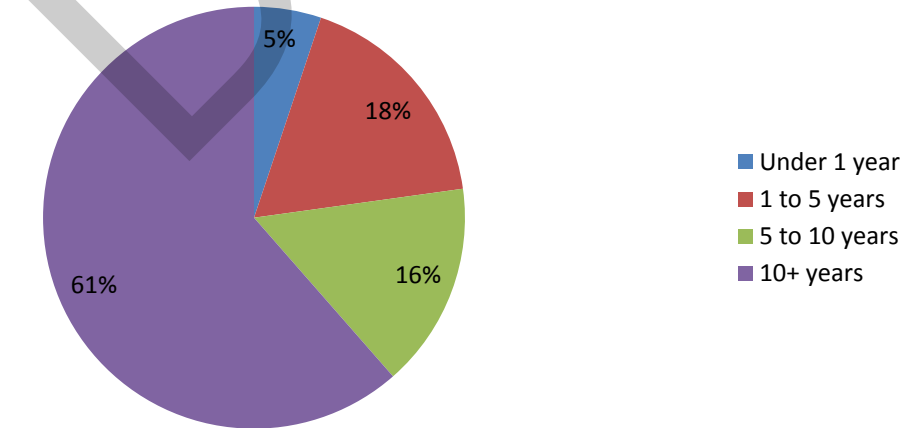


Figure 55
How long have you lived in Collier County?



As shown in Figure 56, the age ranges of the respondents were distributed among the 25 to 34, 35 to 44, 45 to 54, and 55 to 64 categories with each of those categories receiving approximately 20 percent of the responses. As shown in Figures 57 through 59, almost 60 percent of respondents were female, 53 percent were white, and 34 percent earned \$50,000 or more for their total household income in 2013.

Figure 56
What is your age range?

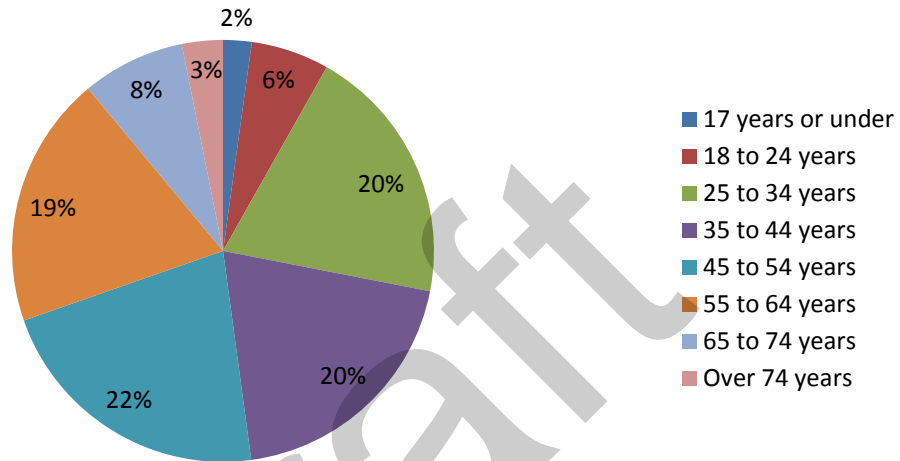


Figure 57
What is your gender?

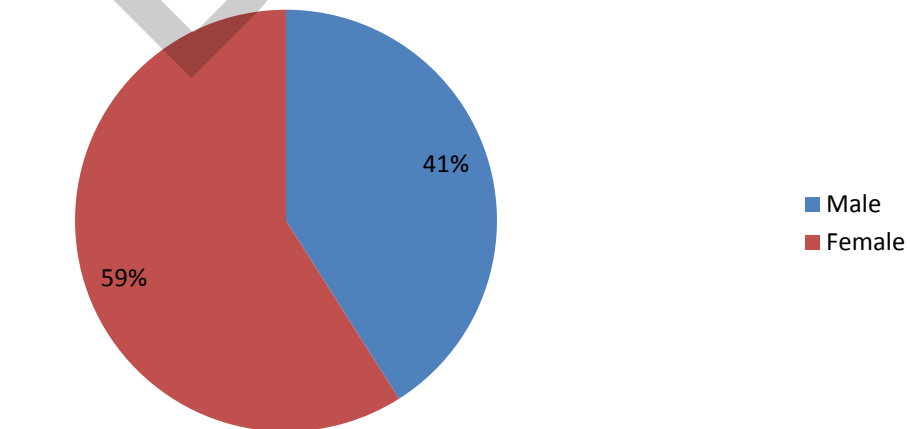


Figure 58
What is your race or ethnic heritage?

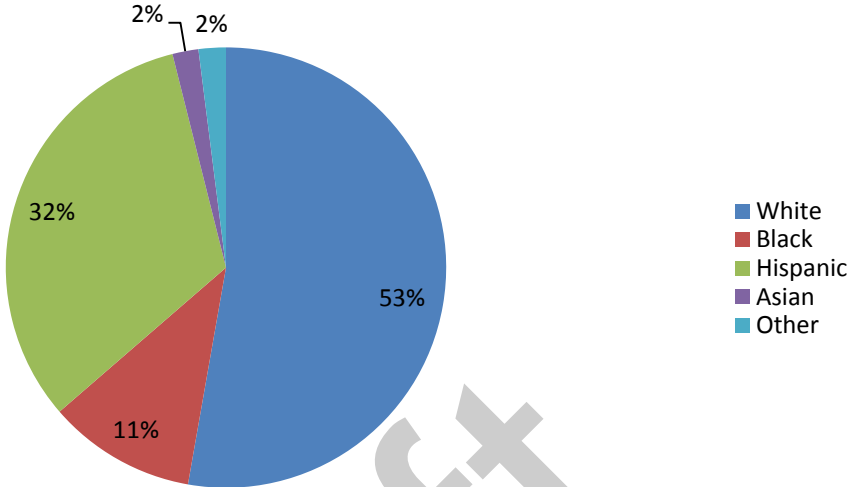
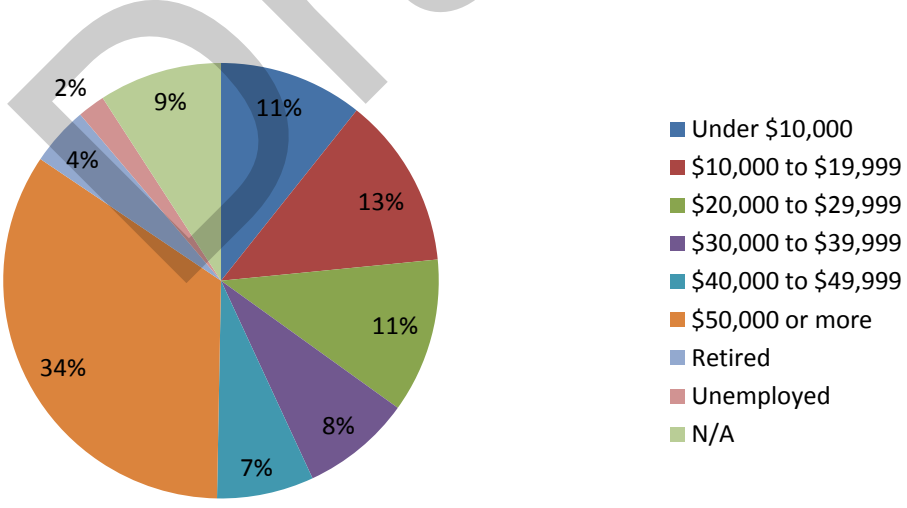


Figure 59
What was your total household income in 2013?



Existing Transit Service

Respondents were also asked a series of questions to determine if they are familiar with CAT services, currently use CAT service, if they know others who use CAT service, and what improvements would encourage them to begin using the transit system, if they are not current users of the system. As shown in Figures 60 through 63, approximately 90 percent of respondents are familiar with the CAT system, while approximately half of the respondents do not currently use the system. More than 60 percent of respondents indicated that they know someone else using the CAT system, with 33 percent selecting “friend” as the CAT user.

Figure 60
Are you familiar with CAT and its services?

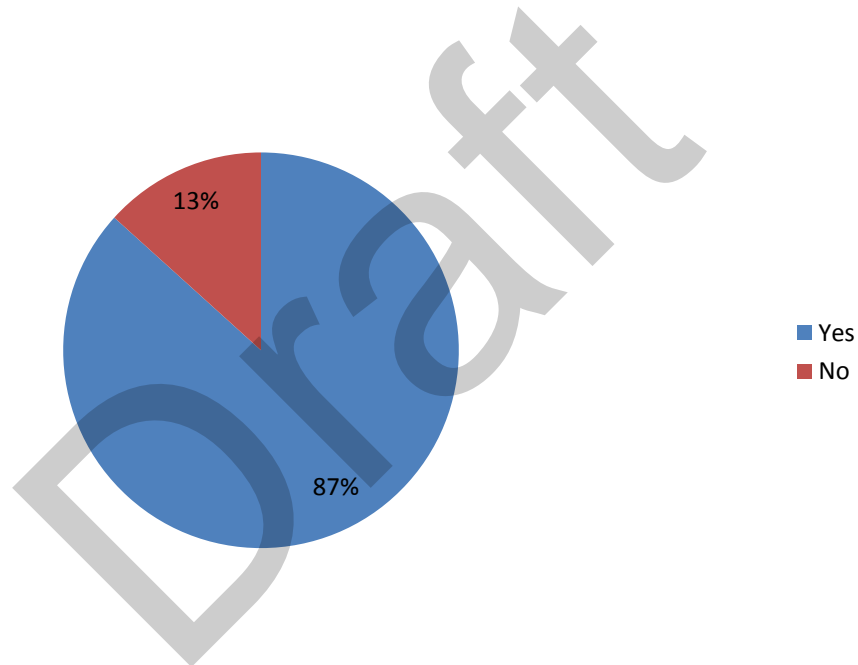


Figure 61
Do you use CAT?

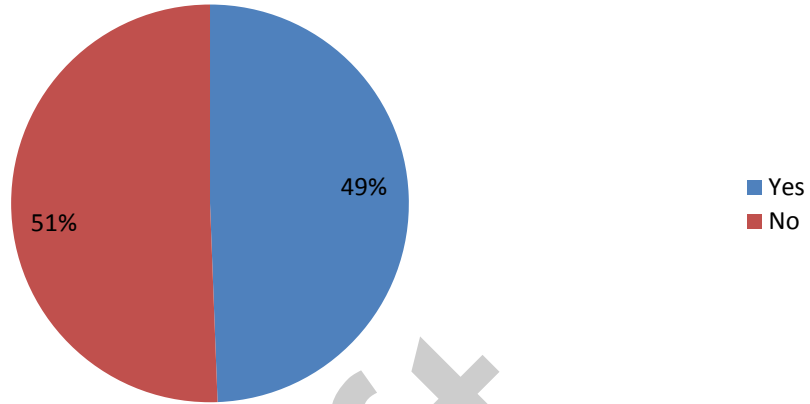
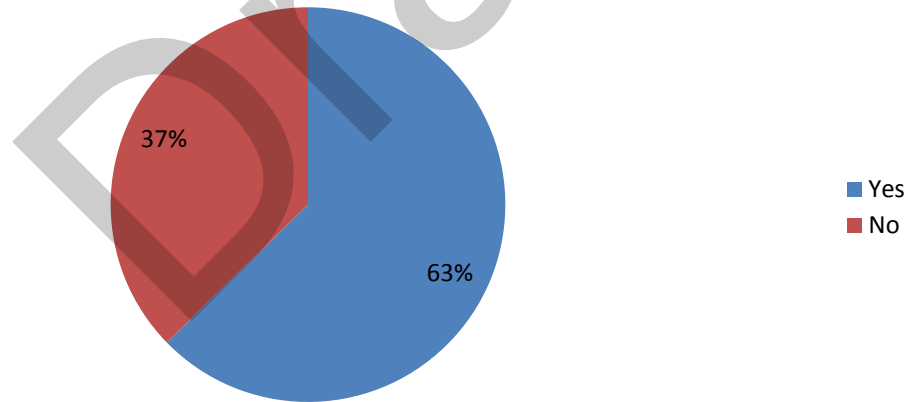


Figure 62
Are you familiar with others using CAT?

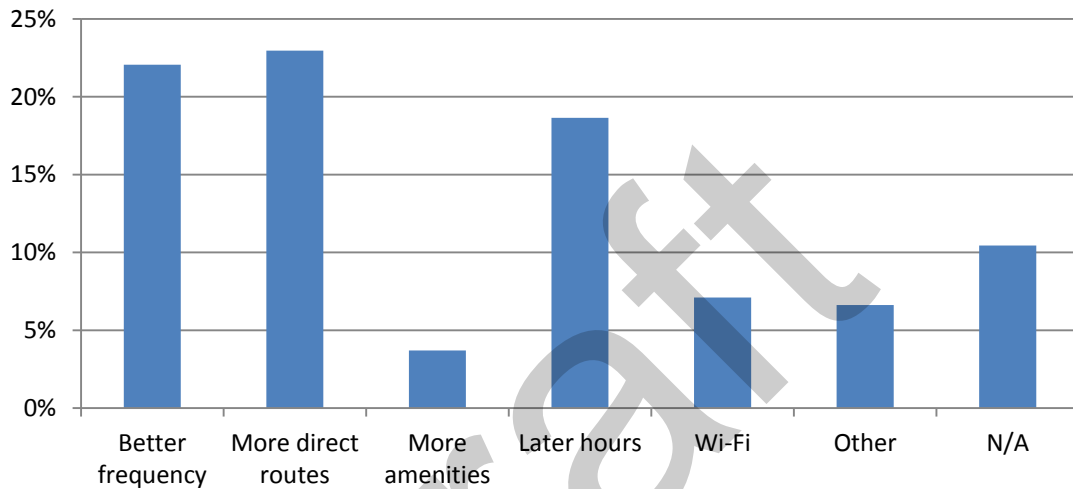


When asked what improvements would encourage the non-users to start riding CAT, the most selected answers were more direct routes (23%) followed by better frequency (22%) and later hours (19%). For respondents that selected “Other,” some of the responses are listed below.

- More routes (i.e., Everglades City, Collier to Lee, Immokalee Road, Golden Gate Estates to Downtown Naples)
- More comfortable seats
- More bus stops (i.e., Corkscrew Island Neighborhood Association, Golden Gates Estates)

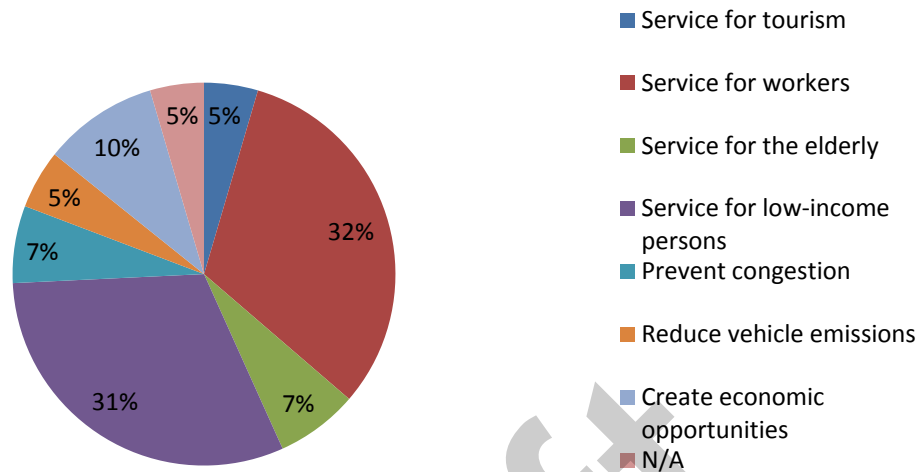
- More bus shelters
- More user-friendly information
- More bike racks

Figure 63
If you do not currently use CAT, what improvements
would encourage you to use CAT?



Respondents were also asked about the current role of CAT service in the community. As shown in Figure 64, 32 percent of the respondents think that CAT is a service for workers followed by a service for low-income persons, with 31 percent of the responses. However, 10 percent of respondents indicated that the primary role of CAT is to create economic opportunities.

Figure 64
In your opinion, what is the primary role of CAT?

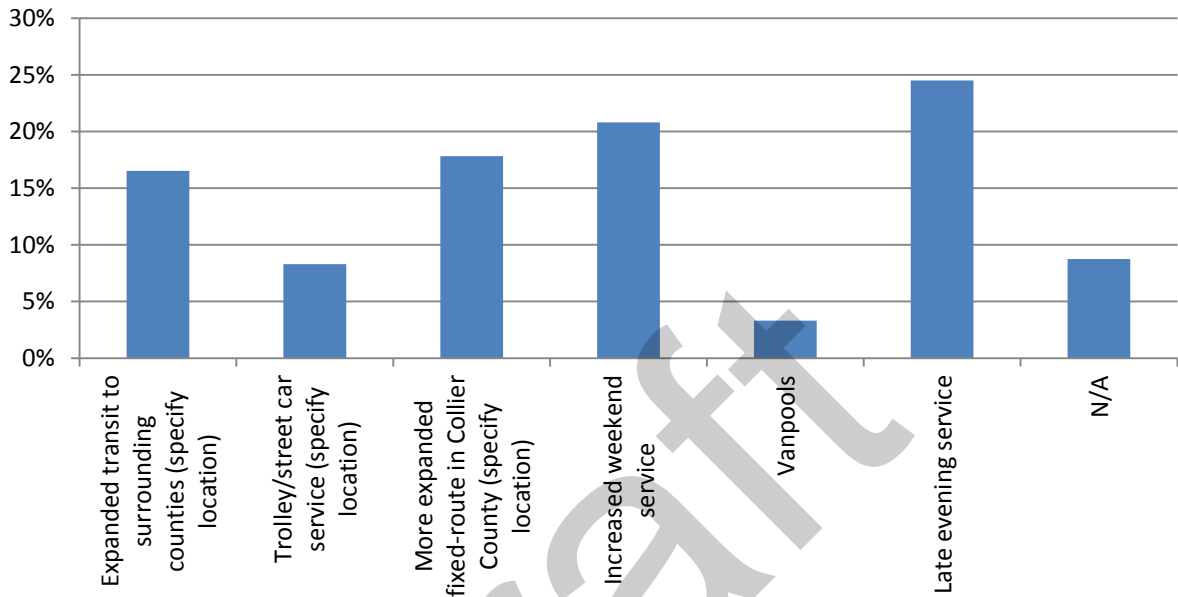


Future Transit Needs

When asked which improvements respondents would like to see more of in the future, the most selected answer was later evening service (24%) followed by increased weekend service (21%). A total of 18 percent of respondents selected more expanded fixed-route service in Collier County. Some of the more frequent locations that were specified for expanded service are listed below.

- Collier Boulevard
- Immokalee Road
- Along 41 to Everglades City and Port of the Islands
- Corkscrew Island Neighborhood
- Golden Gate Estates
- Beach
- Airport
- 5th Avenue / Downtown Naples
- North Naples
- Naples Manor
- Pine Ridge Road

Figure 65
What types of transit services would you like to see more of in the future?



As shown in Figure 66, 33 percent of the respondents indicated that the greatest need in Collier County is accessing bus stops. The second most selected response was transportation options for quality of life/social activities. As shown in Figure 67, nearly half of the respondents would prefer that more shelters are added in comparison to other fixed-route capital improvements. When asked about operating improvements, 30 percent of respondents would like to see evening hours extended followed by 22 percent selecting new service to areas not currently within the CAT service area, as indicated in Figure 68.

Figure 66

What is the greatest need in Collier County related to transit service?

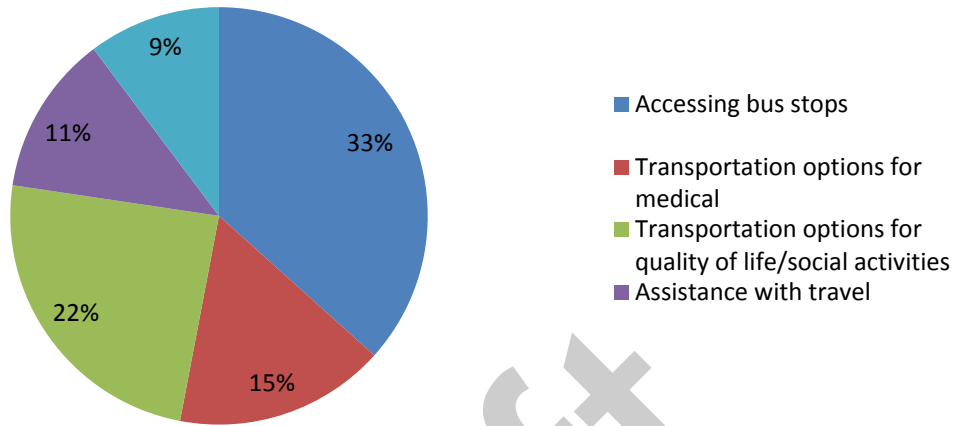


Figure 67

Which fixed-route capital improvement do you prefer?

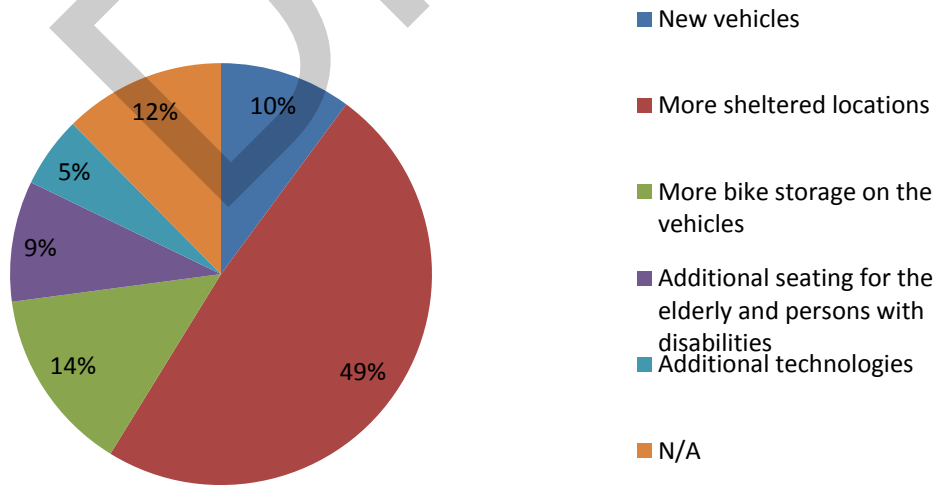
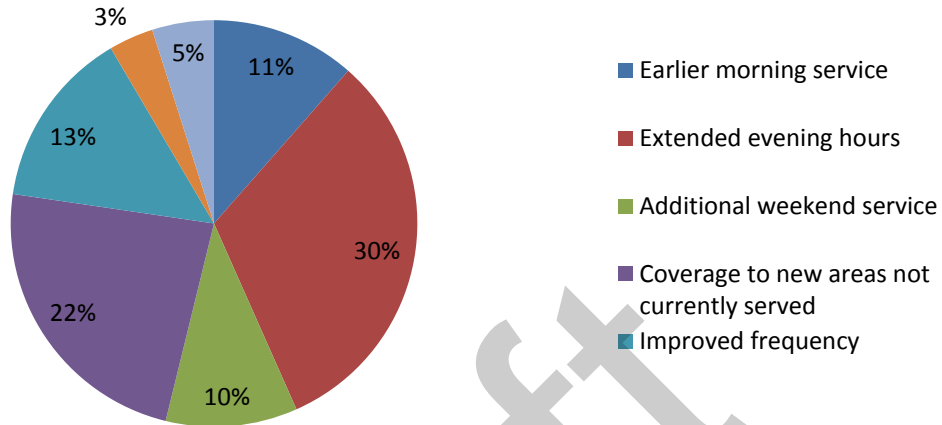


Figure 68

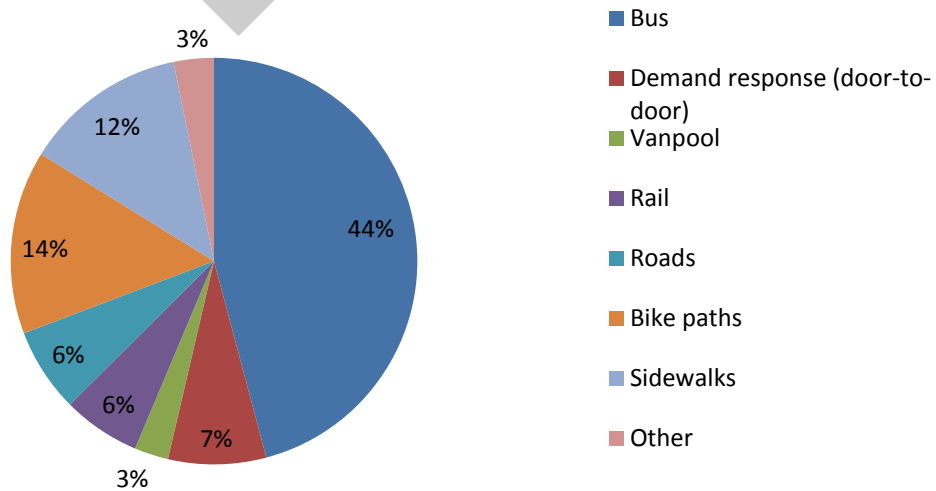
Which fixed-route operating improvement do you prefer?



As shown in Figure 69, bus (44%), bike paths (14%), and sidewalks (12%) were the most important improvements selected by respondents when asked their preference for financial investment in the community.

Figure 69

Which type of transportation improvement would you prefer to see financial investments focus on for your community?



Respondents were asked to indicate the corridors where they would prefer to see premium transit services with frequencies of 30 minutes or less. The more frequently mentioned corridors are listed below.

- Collier Boulevard
- Immokalee Road
- US 41
- Golden Gate Parkway
- Golden Gate Boulevard
- Pine Ridge Road
- Airport Pulling Road
- Everglades City
- Golden Gates Estates
- Livingston Road
- I-75

Respondents were asked to indicate the degree to which they agree with statements specific to the existing transit service and future transit services. Two other sets of statements were also presented, with one designed specifically for responses from CAT users and the other for employers. As shown in Figure 70, the majority of respondents selected neither agree nor disagree or N/A in response when asked if Collier County’s public transportation services are comparable to other areas in Florida and if Collier County’s public transportation services are better than other areas in Florida. The majority of respondents either agreed or strongly agreed that CAT should provide a similar level of service as other major U.S. cities or other countries and that Collier County’s transit service has improved over the last five years, with 67 percent and 63 percent, respectively.

Figure 70

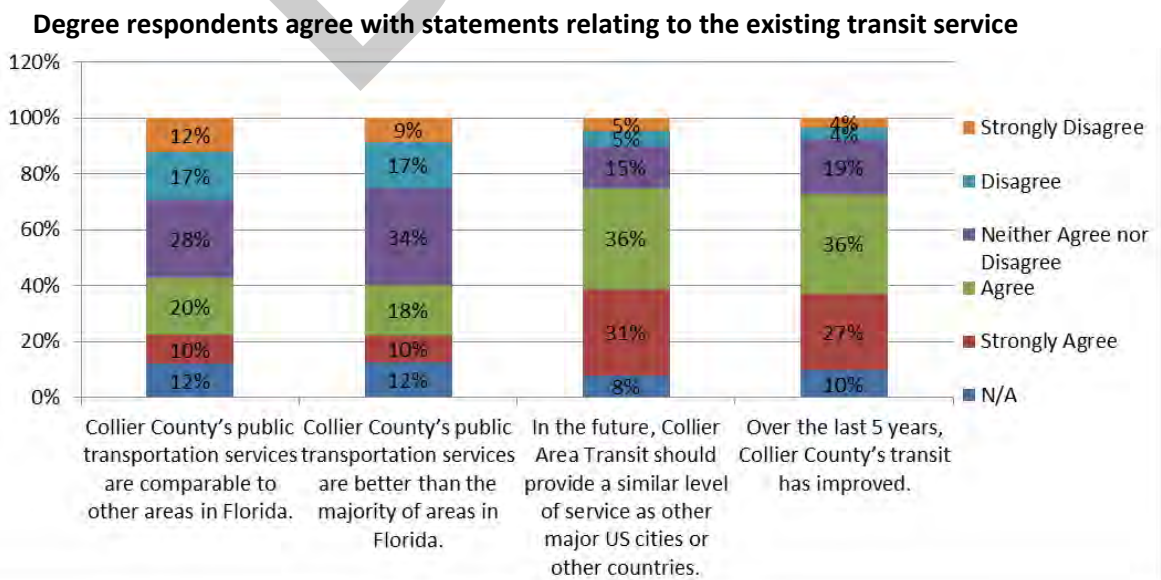
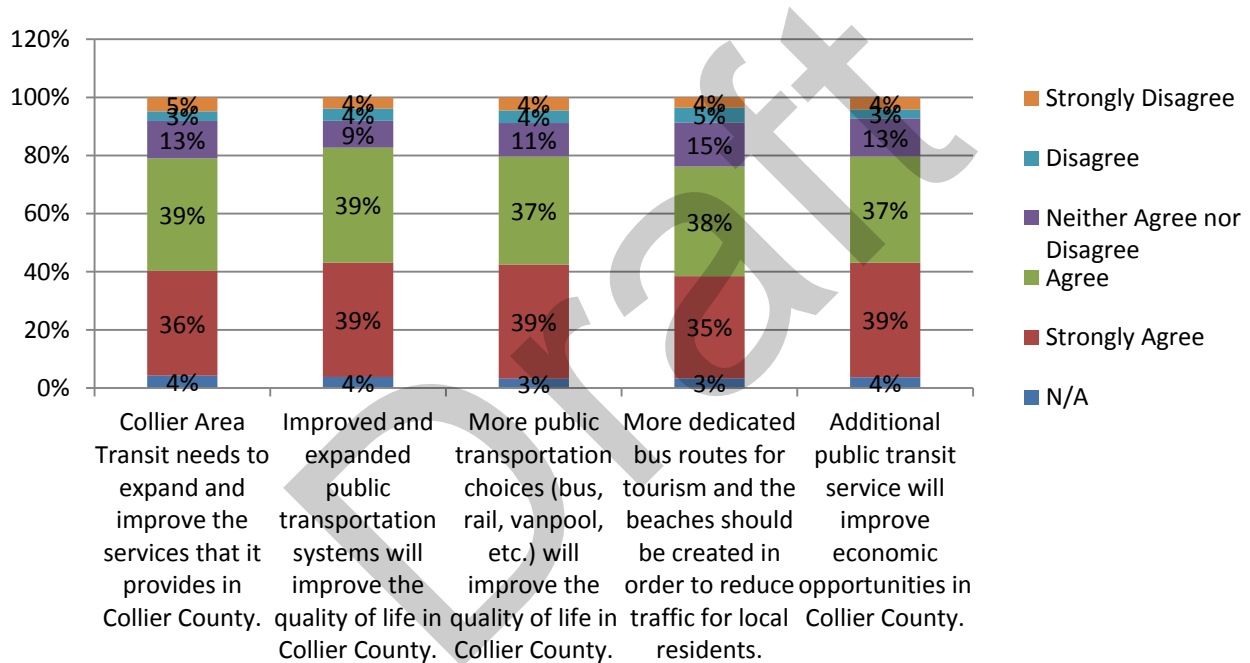


Figure 71 presents the results of the series of questions regarding the degree to which respondents agree with statements regarding future transit service. As shown in the figure, more than 70 percent of respondents agreed or strongly agreed with all of the statements, including CAT needing to expand and improve its services, improved and expanded public transportation will improve quality of life in the county, more public transportation choices will improve quality of life, more dedicated bus routes for tourism and the beaches should be created to reduce traffic for local residents, and additional public transit service will improve economic opportunities in Collier County.

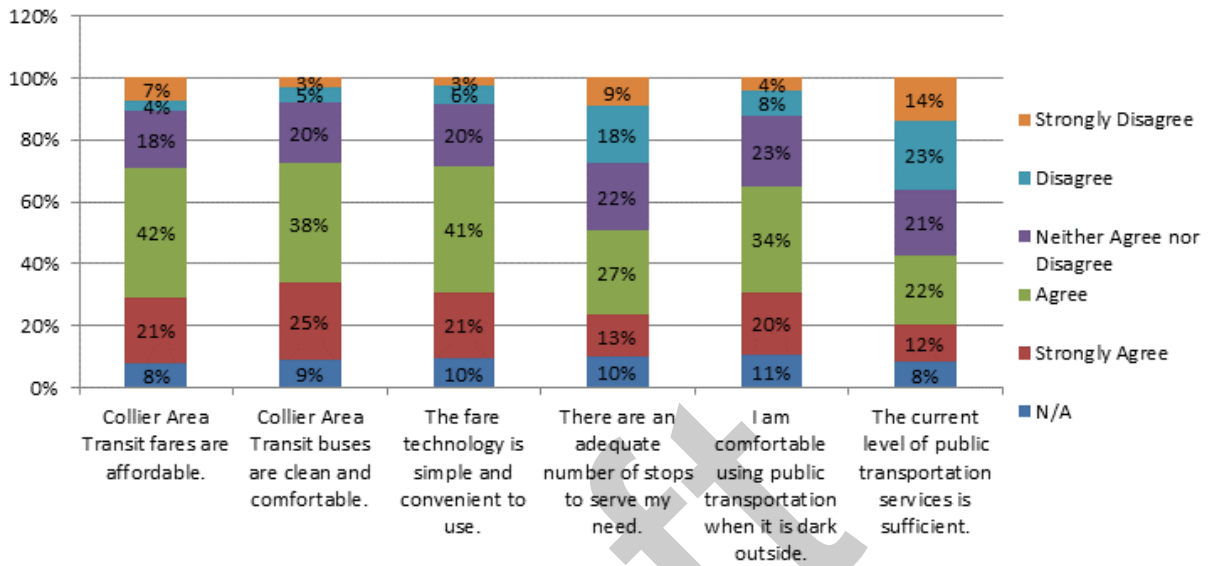
Figure 71
Degree respondents agree with statements relating to future transit improvements



The responses to the questions specific to CAT users are presented in Figure 72. The majority of respondents either agree or strongly agree that CAT fares are affordable, the buses are clean and comfortable, and the fare technology is simple and convenient to use. When asked if there are an adequate number of stops to serve the respondents' needs, 32 percent neither agree nor disagree or selected N/A as the answer. More than 50 percent of the respondents either strongly agree or agree that they are comfortable using CAT when it is dark outside. The responses to the statement that the current level of public transportation is sufficient were distributed among all of the categories, with disagree selected more than the other categories, with 23 percent of the responses.

Figure 72

Degree to which existing CAT users agree with statements relating to CAT



Figures 73 through 77 present the responses received from employers. Approximately 27 percent of the total survey respondents were employers within Collier County, with 30 percent of those business located within Naples and nearly 18 percent located in North Naples. The top three industries selected by employers to best describe their type of business were “professional and business services,” “other,” and “education and health services.”

When asked to indicate the degree to which they agree with the statements provided, the majority of employers selected neither agree nor disagree or N/A for statements, including public transportation provides my business with greater access to employees, my business provides transportation incentives to its employees, my business would be willing to fund or partially fund transit for its employees, and my employees do not experience difficulty using the existing transit system. The majority of respondents either strongly agrees or agrees that additional public transit services are needed and additional public transit will improve the ability to attract workforce. Responses varied for the statements including current public transportation access is sufficient for employees and many employees use public transit to access the facility.

Employers were also asked to indicate timeframes when their employees most need transportation services. The top two selected responses were 6AM to 8AM and after 8 PM, with approximately 17 and 15 percent of the responses, respectively.

Figure 73
Are you an employer in Collier County?

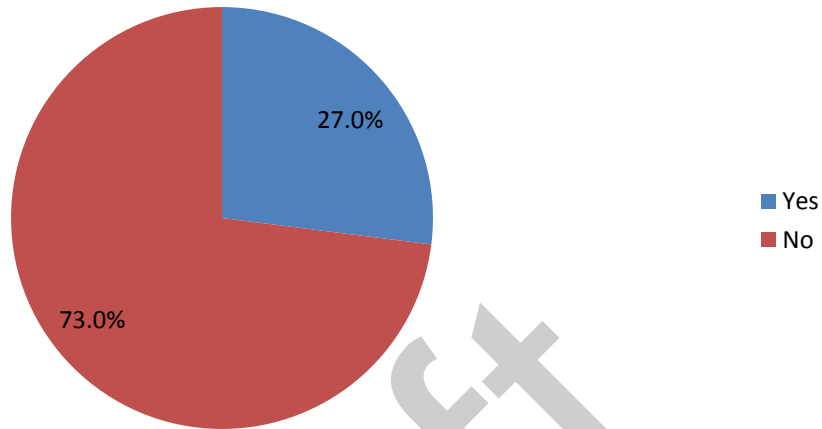


Figure 74
Degree to which employers agree with the statements relating to transit services

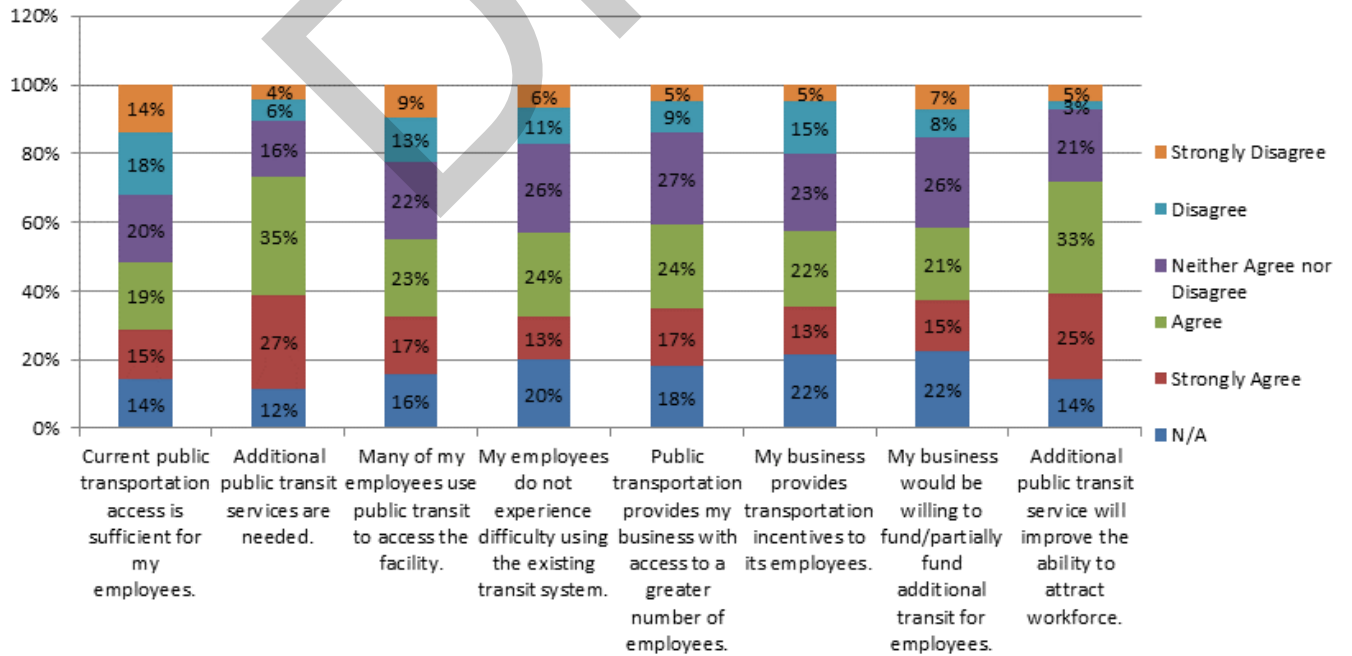


Figure 75

If you are an employer, where is your business located?

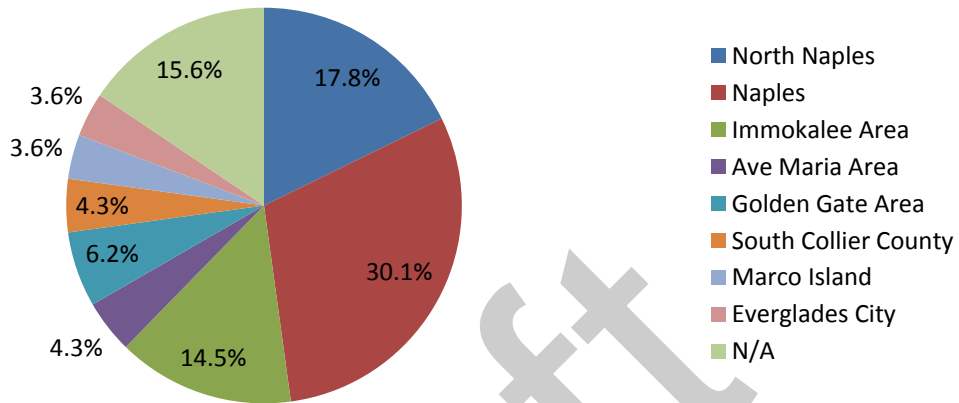


Figure 76

If you are an employer, select the category that best fits the type of services provided by your business.

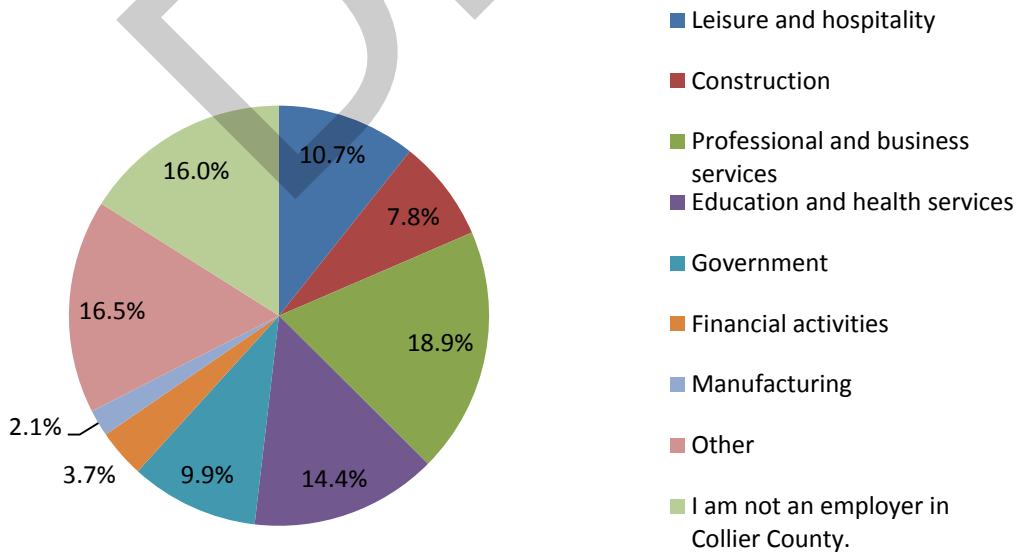
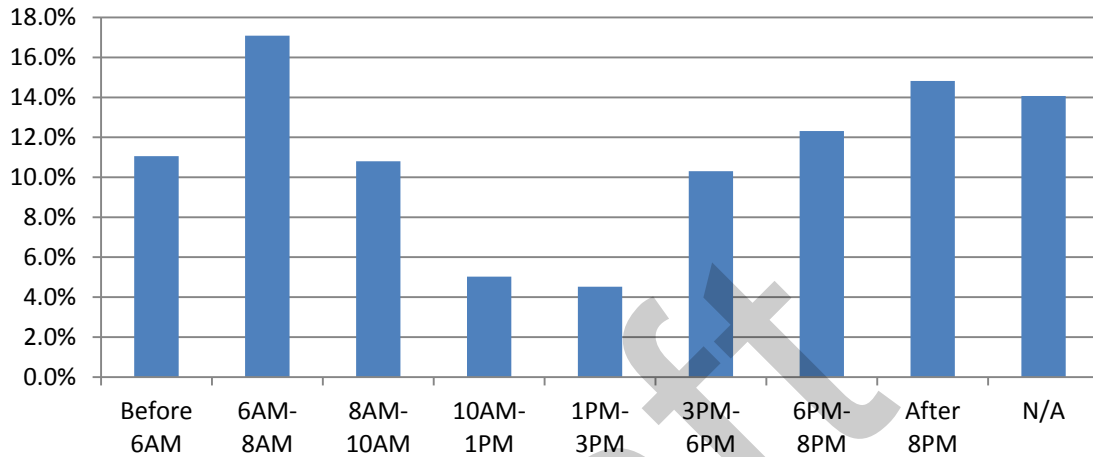


Figure 77

If you are an employer, when do your employees most need transportation services?



Review Committee

As part of the TDP process, a TDP Review Committee was established to provide oversight and technical feedback. Agencies that were invited to participate on the Review Committee include representatives from the following.

- Technical Advisory Committee
- Citizens Advisory Committee
- Pathways Advisory Committee
- Local Coordinating Board
- Collier County CRA & MSTU
- Immokalee CRA & MSTU
- Seminole Tribe
- Florida Southwestern State College
- Greater Naples Chamber of Commerce
- Collier County School Board
- National Association for the Advancement of Colored People (NAACP)
- Congestion Management System/ITS
- Southwest Florida Workforce Development Board
- FDOT
- CAT



- Collier MPO
- City Everglades City
- City of Marco Island
- Collier County Transportation Planning
- Public Transit Advisory Committee
- Council for Hispanic Business Professionals

The first TDP Review Committee meeting was held on September 10, 2014. Attendees included representatives from the Collier County Pathways Advisory Committee (PAC), NAACP, City of Naples Engineering/Technical Advisory Committee (TAC), Citizens Advisory Committee (CAC), Local Coordinating Board (LCB), Public Transit Advisory Committee, Collier MPO, and CAT. As attendees arrived at the meeting, they were asked to complete a “headliner” exercise by writing down a newspaper heading for CAT 10 years from now depicting their 10-year vision for the future of public transportation in Collier County. The cards were collected and later in the meeting the Review Committee was asked to vote on their favorite vision. Listed below are the Review Committee members’ visions and the number of votes that each vision received from the group. The vision that received the most votes was expanding CAT to have additional routes to the east.

- CAT will have a 60% ridership increase
- CAT routes will expand to the east – 3 votes
- CAT buses will use natural gas – 1 vote
- CAT is recognized for high ridership, innovation, and beach routes – 1 vote
- CAT will have a great safety record – 1 vote
- CAT will have an efficient operation – 1 vote
- CAT services will expand to meet the needs
- A multimodal transportation system facilitating bike and bus together
- Reduced wait time for paratransit users
- Generating local income, including advertising revenue
- Securing as many grants as possible – 1 vote
- Operating as a frequent free flowing network of routes to reach all destinations in Collier County and frequent enough timing to make it the easy choice – 2 votes
- Developing a card system to extend the crossing time at intersections
- Bicycle air stations located throughout the county
- An increase in bike racks throughout the county – 1 vote
- A system with connectivity to parks and facilities connecting without the need for cards and getting workers to and from their jobs and the elderly and disabled to appointments, shopping for groceries, etc. – 2 votes
- Connecting an intercounty system with a Collier Express form Downtown Naples to Downtown Fort Myers and points along the beaches of Lee County – 1 vote



- Consolidate the name of the transit department

The meeting began with a brief overview of the TDP process and the role of the Review Committee members, a discussion on CAT's major accomplishments since the last TDP major update, an overview of the public involvement activities that will be completed as part of the TDP, and the preliminary online transit visioning survey results. Following the overview, Review Committee members were asked to identify what they think are the transit needs and opportunities within the community. Listed below are the key topics that were discussed during the meeting.

- More direct routes are needed, particularly in Golden Gate Estates
- There is a need for improved frequencies
- More bus stops and shelters are needed throughout the county
- There is a need for better access to the existing bus stops
- Additional service should be added to reach the residential communities, particularly gated communities and visitors to those communities
- Credit cards should be accepted on the buses
- Improvements are needed at the existing shelters and bus stops
- Additional travel training opportunities are need (more Try Transit days)
- The trip times should be reduced
- The stigma associated with riding the bus is an issue
- There is a need for increased service hours and add holiday service
- Pathways infrastructure is needed
- Bus should carry more bikes and there should be bike lockers at the bus stops
- The future development permit process needs to include a process for mandating bus access within single access communities
- Foldable bikes and removable seats to accommodate bikes should be further promoted and explored
- A study should be conducted to explore choice riders propensity for use of environmentally friendly buses
- A morning and evening bus should be designated specifically for bike riders to accommodate additional bike storage
- Park and ride lots were brought up during the last TDP major update as a need and Review Committee members requested that the topic be included as a discussion item at the next Public Transit Advisory Committee meeting for consideration as an option for gated communities and bike storage
- There needs to be a vehicle inspection program to avoid having people buy cheap cars and putting lives at risk
- An improved public transit system would mean less elderly and kids on the road; there are more deaths in Collier County due to traffic

- The transit system and the county are both young with limited resources and a wish list. There are a lot of interests in the county and sometimes the squeaky wheel gets the oil
- Immokalee Road is already six lanes; therefore, it cannot be widened much further

The second Review Committee meeting was held on January 14, 2015. Attendees included representatives from Immokalee Community Redevelopment Agency (CRA), Greater Naples Chamber of Commerce, Public Transit Advisory Committee (PTAC), Citizens Advisory Committee (CAC), Collier County Public School District, Goodwill Industries of Southwest Florida, the Collier Metropolitan Planning Organization (MPO), and CAT staff. The meeting began with a short presentation on the TDP development progress and an update on some recent route modifications implemented by CAT. Attendees were asked to provide any comments on Technical Memorandum #1 that was disseminated to the committee via email on November 7, 2014. In addition, paper copies of the document were available at the meeting. No comments were provided on the content of Technical Memorandum #1. The presentation concluded with a discussion on bicycle storage options based on the interest in the topic during the previous Review Committee meeting.

Following the presentation, committee members were asked to participate in an open discussion focusing on updates to the goals and objectives, potential future alternatives, and funding sources. The discussion is summarized in the remainder of this section by subject.

Goals and Objectives

- The goals and objectives need to include language to reduce the risky driver/risky vehicle interactions.
- There needs to be clarification that the goals and objectives relate to fixed-route not paratransit.
- Goal 2 should be reworded to balance between green efficiencies and cost-effectiveness and efficiencies.
- Goal 3 needs clarification of meaningful partnerships (i.e., intergovernmental is different from other types of partnerships).
- Goal 5 should read, "Use the most efficient technologies and innovations" rather than the best. It would not make sense for CAT to purchase a \$500,000 vehicle that is the best, if they did not have the necessary resources for the vehicle and it was not cost-effective.
- Goal 5 should be modified to include objectives:
 - Reload smart cards online
 - Implement an incentive program for local businesses to help reduce the cost of transit for passengers shopping at their businesses
 - Regional acceptance of the fare media card
- Goal 6 should have minimum standards defined. Also, there should be a better word than improve for third objective under Goal 6.
- Goal 7 should be revised to "Maximize the use of all funding sources and services to increase service or to provide better services."

- Other initiatives that need to be considered in the update of the goals and objectives are listed below.
 - CAT staff should go to assisted living facilities to disseminate information and talk to the social directors to find out more information on where people are going.
 - Give out CAT information at high school driver's education classes.

Potential Future Alternatives

- An express route in north Immokalee would be great along SR 82, particularly with the new Wal-Mart.
- An express route from the Collier County Government Center to the Southwest Florida International Airport should stop at Florida Gulf Coast University (FGCU).
- Everglades City currently has access to Transportation Disadvantaged (TD) services and the city is reluctant to use the service. It has been suggested to the Mayor that the residents use the TD service so that the demand for service can be reviewed based on the ridership. Based on the low demand for TD service, it may not be feasible to operate a fixed-route to Everglades City every day of the week, but rather begin with service once a week. Also, implementing a flex route in Everglades City may not be financially feasible within the timeframe of this TDP. The service should begin with trips on limited days of the week to allow CAT to assess the demand and ridership on the route.
- A park and ride lot in East Naples would be beneficial. People from Ave Maria could drive over to the park and ride and use the available transit service, but this will require a good marketing campaign. Park and ride lots located near the front of gated communities should also be reviewed. Verona Walk has included a parking lot at the front of the community. A Review Committee member suggested that CAT staff speak with the various Homeowner Associations.
- An additional bus should be added to Route 13 to reduce the wait time. Currently, passengers who miss the bus are required to wait 1.5 hours for the next bus.
- Frequency should be increased on the LinC.

Funding Sources

- CAT should consider charging different rates for different people (i.e., employees may pay \$1.50 per one-way trip, but seasonal visitors may be charged higher fares).
- A shopper pass could be issued by stores to gain shoppers in Mercato and other areas. The passengers could get the pass stamped at stores including Wal-Mart, if they were willing to participate by paying for the return trip or contributing funding to CAT operations. The merchants should be contacted to assist with the development of a program and establishing implementation.
- Need long term partnerships for the sale of passes.
- A participant asked whether or not the City of Naples provides funding for the CAT system. The local funds are provided by Collier County with the source being gas tax dollars. In addition, because gas tax is collected at the county level municipalities in Collier County indirectly

contribute to funding transit. CAT has tried to approach the city; however, right now limited service is provided in the City of Naples and the system is considered a county-wide service. Comments received through public outreach for the TDP indicate that additional services may be necessary in the City of Naples to further determine the need and potential solutions. A comprehensive study and coordination with city officials should be the next steps.

- A county-wide Municipal Service Taxing Unit (MSTU) may be considered for generating additional local funding to improve and expand transit service. County residents paying the MSTU tax may be given an annual resident CAT pass similar to the county's beach permit program that provides permits to all county property owners. Also similar to the beach permit program, some residents may use the CAT pass while others do not. Generating additional revenue sources will require creativity and there are pros and cons to all of the funding ideas. Some non-proponents of public transportation may be opposed to approving an additional tax for transit service.
- Consideration should be given to establishing a 501(c)(3) that would provide a method for wealthier residents to donate funds to CAT and receive tax benefits for the donation.
- There needs to be a way for people to give gift cards online or to reload smartcards.

Other Discussion

- The buses should be improved for a newer, fresher look rather than green to attract new riders. Southwest Airlines wraps its airplanes regularly to keep the look at the forefront rather than keeping the same red and yellow look on the airplanes. Another Review Committee member commented that the buses are green because some officials chose that specific look and wanted to keep the look of Naples quaint. Some officials also do not want buses in the City of Naples neighborhoods; however, other trucks and buses are allowed within the city.
- CAT should be included in the land use and utility review process. Improvements that affect transit and the operating environment should be communicated to and coordinated with CAT through the planning process. The Immokalee CRA does this already and provides its plans to CAT.
- To achieve the level of outreach suggested during the meetings, CAT may need to hire additional staff members. CAT would like an outreach coordinator/mobility manager to be full-time county personnel not a contract employee to ensure that the priorities and goals of that position are in line with the county. CAT may also consider asking transit users to be volunteer transit ambassadors. One member of the Review Committee has volunteered to assist with an ambassador program, if implemented.
- The Immokalee CRA and the Wives of the Farm Workers Association are both good places for CAT to speak.
- CAT has a Facebook page that is not currently active. The Immokalee CRA has a social media outreach employee and may be able to assist with posting CAT information to its website.
- LeeTran Routes 150 and 600 should be adjusted to have later hours consistent with CAT's route modifications. The last bus on Route 600 leaves Coconut Point at 5:50PM, but the CAT Route 11 connection has been extended to 8:50PM. CAT should coordinate with LeeTran to determine if the connecting route can be extended to better serve customers.

- Transportation for students is difficult in the rural area, particularly at Palmetto Ridge High School. CAT providing service to this area creates an opportunity for student usage and may reduce the need for parents to provide the majority of transportation services.
- An agency representative reported that its agency's disabled clients think that CAT is fantastic and the operators are more than helpful. The Goodwill Industries partners with Lighthouse of Collier and requested another participant to come speak with the students to show them how to use the CAT system.
- More focus should be placed on exposing the needs of residents to be productive and have access to jobs. However, many people on the bus are also going shopping.
- The CAT system was established as a truly transit-dependent service. As the system grows, it should be expanded to accommodate tourists and choice riders in addition to the transit dependent population.
- CAT recently began advertising through radio and television. The new advertisements have been paid for by CAT and CAT will monitor its ridership to determine ridership increases that may be attributed to the commercials.

The third Review Committee meeting was held on April 23, 2015. The meeting focused on reviewing the committee's comments on Technical Memorandum #2 and the remaining elements of the draft TDP, including the situation appraisal, potential alternatives, and financial plan. Key discussion topics and comments from the meeting are listed below.

- Automated transport vehicles should be considered as part of future planning for transit. Some control features for these vehicles occur without direct driver input. The implementation of self-driving vehicles is conceptual at this point; however, if implemented in the future, the new technology will affect operations and policy direction.
- The planning for park and ride lots within the TDP horizon should include the installation of bike racks at the facilities. Additional bike racks are also needed at shelter locations. Further investigation of the specific shelter locations should be conducted to ensure that additional infrastructure can be accommodated within the available right-of-way and other environmental factors.
- New funding sources that are considered should include mobility fees with operational funds for transit. For example, other areas have studied the idea of allowing development along constrained roadways to opt for the funding the operating cost of a bus route for an established number of years. This idea should be further explored in Collier County.
- There may be opportunities for partnerships within Blue Zones that promote healthy living and public transportation.

One of the Review Committee members that was unable to attend the meeting submitted written comments on Technical Memorandum #2. A summary of the comments is presented below.

- Overall the information and conclusions in Technical Memorandum #2 is on target.
- CAT operations are efficient and have been cost effective when increasing ridership and expanding service and should continue to operate and maintain an efficient and attractive transit service within the existing budget restrictions.

- Some of the challenges that CAT faces include operating within a large county and urban areas that are developing with zoning that discourages transit.
- Recommendation to assist with increasing ridership in the rural areas, include reducing headways, implementing park and ride lots, continue route expansions (Immokalee to Fort Myers), analyze the potential for downtown loops and beach loops to service tourism in the season, and wait for the price of gas to increase.
- Investigate the potential for transit to receive tourist development tax and strategies that identify benefits and potential funding from a mix involving employers and land development activities (Transfer of Development Rights).
- There is a need to identify the dollars that transit brings into a community. Like tourism and special events, the benefits of transit are rarely qualified with dollars brought into a community or dollars that stay within the community. This would remind the public that there are economic factors and benefits of transit beyond the cost of transit operating and maintenance.

Following the meeting, the draft TDP was provided to the Review Committee members to review and provide any additional comments.

Visioning Public Workshop

A visioning public workshop was held on September 10, 2014. The beginning of the meeting was open-house style. Attendees were able to view the maps and ask questions. The meeting began with an interactive polling exercise that asked attendees to share their opinions on the existing transit service and the needed improvements for the future. The majority of attendees agreed that more public transit service is needed in Collier County, regional transit service adds economic value in Collier County, regional transit service increases job access, and more east/west connections are needed in Collier County. A dedicated funding source and hotel tax were mentioned as the best alternative funding sources for the county to consider for funding CAT services and adding new service. Respondents also agreed that advertising should be allowed inside the buses and some advertising should be considered at shelter locations.

An overview presentation of the TDP purpose and processes, CAT background and existing conditions, performance evaluation, and visioning survey results followed the interactive polling exercise. Attendees were then asked to identify the needs and opportunities in Collier County and vote on the top two most important needs using sticker dots. The key items discussed at the workshop and the associated votes are listed below. The highest priority indicated during the workshop was improving the frequency of the existing routes, with this need receiving a total of four votes from the attendees at the workshop.

- A study should be conducted to review the intersections for bus route transfers
- CAT should consider partnering with local colleges for the provision of expanded transit service – 1 vote
- Additional routes are needed from Immokalee to Naples and Marco Island
- Better schedule distribution is needed – 1 vote

- New routes with high potential for usage by workers, particularly in the healthcare and construction industries – 2 votes
- CAT should reach out to the business community
- A trip planning/app for information on the next bus should be implemented – 4 votes
- Marketing strategies should be used to overcome the small town stigma of using public transit
- More transit service is needed within the municipalities
- Transit service should go to Vanderbilt Beach
- More bike storage is needed on the buses and foldable bikes should be allowed and encouraged by CAT
- A bike share program should be implemented
- Traffic signal priority for buses is needed
- Next bus technology should be implemented and announced at the bus stops
- More north-south connections are needed
- Service to Everglades Boulevard and Desoto is needed – 1 vote
- The frequency of the routes should be improved – 4 votes

Following the needs and opportunities exercise, attendees were asked to participate in an interactive exercise assigning funding to needs. As part of the exercise, attendees were told that CAT hypothetically received a dedicated funding source that generated an additional 2 million dollars in revenue that could be spent on new projects. The attendees were asked to consider the most important needs within the county and allocate the funds after reaching consensus as a group. Preliminary operating and capital project costs were developed to help guide the discussion and give the attendees an understanding of the challenges that CAT faces with providing the most efficient transit service using limited funding.

During the exercise, the group discussed not only the needs, but also which project they felt had more potential to be funded through grants rather than a new dedicated funding source and eliminated those projects from the discussion. CAT staff explained that they had applied for grants for projects such as the next bus app, but those grants had not been awarded and even after award would require local match. Following the discussion, the group came to consensus and decided to allocate the fictitious funding to increasing the frequencies of the four highest performing fixed routes estimated at \$1.6 million and spend the remaining funding to extend the evening hours on routes that serve the most employees (\$400,000).

The need for additional transit service east of Naples was also discussed in detail during the workshop. It was mentioned that people are walking miles to get home in East Naples. In addition, Grace Place for Children and Families located in Golden Gate offers evening English classes and there is a need for transportation service for class participants.

Discussion Group Meetings

To supplement the information collected during the public workshops and to support the TDP update process, a discussion group meeting was held with local agency representatives and one-on-one discussions were conducted with CAT transit users.

Agency Representative Discussion

An agency discussion group was held on January 14, 2015 at the Collier County Government Center. Representatives were present from the Immokalee CRA, Collier County Public School District, Collier County Tourist Department, Council for Hispanic Business Professionals, Bayshore Gateway Triangle CRA, National Association for the Advancement of Colored People (NAACP), the Florida Department of Health, Ave Maria University, the Collier Metropolitan Planning Organization (MPO), and Collier Area Transit (CAT)



staff. The meeting began with a short presentation on the TDP process. Next, attendees were asked to participate in a discussion focusing on six key areas: impressions of CAT, the role of CAT, barriers to transportation, proposed improvements, funding, and marketing and advertising. The discussion is summarized below by discussion topic areas.

CAT Impressions

- Access to the beach is appreciated as an improvement for the future; however, transportation for the elderly is more of an issue.
- People are not sure how CAT works.
- The bus stop signs are not enticing and do not stand out with tourists; a more attractive sign would be helpful. The signs should be redesigned to be more attractive as a school project.

Role of CAT

- Tourist attractions should be considered in the planning process for CAT. Hospitality workers are using the system and it would be good to see more visitors use CAT.
- CAT's role should be to get employees to work places.
- CAT should be coordinating with Opportunity Naples and the NAACP to discuss the value of the transit service.

Barriers to Transportation

- The City of Naples needs to be encouraged to allow for more bus service within the city limits.
- There is a growing population of seniors that would like to age in place and cannot be accommodated based on the existing transit service. Additional transit routes may help with the issue of aging in place.
- Walking and biking in the community should be better integrated with the CAT service. Immokalee and Ave Maria attract people because they are pedestrian friendly.
- The timing of the Lee County Transit routes and LinC operational hours need to be better coordinated. Employees traveling from Lee County to Naples Community Hospital must leave their houses at 3 AM to arrive at work on time.
- The students at Ave Maria University are unable to access the Target and other areas near I-75. Also, transportation access is needed to get employees to businesses in Ave Maria.

- There is an issue with getting people from the RSW airport to Marco Island and the Naples area.

Proposed Improvements

- More routes are needed on major roadways.
- Routes are needed to connect senior communities in Collier County. Circle routes should be considered to integrate communities and complement the existing fixed bus routes.
- More routes are needed around the schools and recreation centers in Immokalee.
- Immokalee would like to see a different and uniform approach to the design of the bus stop shelters in the area, particularly around Main Street.
- More bus stops are needed for the routes that serve Immokalee Drive.
- There is a need for transportation from Ave Maria University.
- A route is needed from the hotel in Immokalee to North Naples.
- More bus service is needed within the City of Naples for older persons and lower income individuals.

Funding

- The Tourist Development Council should be lobbied to understand the benefits of transit service.
- CAT should be at the table for Opportunity Naples meetings.

Marketing and Advertising

- Advertising opportunities, particularly at shelters, transfer points, and on the buses, should be further explored.
- Parking in the downtown area is unappealing; therefore, marketing efforts should focus on the benefit of not having to park by using Friday night and weekend passes.
- CAT should ask the Collier County School District to post its commercials on the school's website. The CAT commercials should also be advertised on Telemundo and on the Greater Naples Chamber of Commerce website.
- The new smartphone application should include features that include routes, arrival times, and expected delays.

Transit User Discussion



In lieu of a formal discussion group meeting with transit users of the CAT system, staff was present at the CAT Intermodal Transfer Station on January 15, 2015, to discuss the existing service and potential future improvements with riders. Passengers were offered a chance to enter for a free 30-day bus pass in exchange for their input. In addition to discussion on the CAT service, transit users were also asked to provide input relating to features they would like to see included in the programming of an application for smart

phones, any feedback on the new Route 27, and the new advertising radio and television commercials, as well as any additional feedback on the system.

A total of approximately 40 people participated in discussions with staff. The key discussion topics from the outreach conducted at the transfer station are listed below.



- Only a few riders have seen or heard the CAT commercials at this point. Several passengers mentioned that they do not watch or have access to television.
- The CAT operators are extremely helpful and friendly and assist customers because they want to not because they are required to do so.
- The existing routes provide sufficient coverage to the places that the transit users would like to access. However, for people living in Golden Gate Estates, the walk to the nearest bus stop can take 30 minutes or more.
- The most frequently mentioned needed improvements included:
 - More frequent buses (Golden Gate City)
 - Extended hours in the morning and evening
 - Better signage on the buses to determine the route since transferring between buses can be confusing
 - More bike racks
- Features that transit users would like to see included in a new CAT application include:
 - A way to submit a compliment or complaint
 - Real-time bus locator information to determine if the bus will be on-time
 - Customer service information (sometimes the information received on the phone is not accurate)
 - Real-time information on the number of bikes on the bus bike racks
 - “You asked we listened” section
- Some passengers are choosing the time they travel and the location where they get on the bus based on the availability of bike racks (i.e., earliest run times). Sometimes the racks are even full when the bus arrives at the Transfer Station for the first trip of the day and the operator has picked up a passenger and bicycle on the way to the Transfer Station prior to beginning the route.
- Other suggestions from passengers are listed below.
 - More bathrooms are needed at the transfer center
 - Directional arrows on the route maps would be helpful to eliminate confusion related to direction of the routes
 - CAT pass holders should be able to rent bikes with the CAT passes or receive a discount on bike rentals by showing the CAT pass
 - Add barcodes to the bus stop signs that can be scanned with smartphones so passengers know when the next bus will arrive – QR codes

Stakeholder Interviews

To assess the attitudes of key local officials and community leaders regarding the transit system, a series of stakeholder interviews were conducted during the TDP development process. The interview purpose was to assess political and community leaders' views on transit's current and future role in the community, transit funding, and other issues relevant to the transit plan. Stakeholder interviews were conducted with representatives from the Collier County Board of County Commissioners, the Collier County Planning Commission, City of Everglades City, City of Naples, NCH Healthcare System, Greater Naples Chamber of Commerce, Healthcare of Southwest Florida, and Lighthouse of Collier. Key themes that emerged from the interviews are listed below and the pre-scripted interview questions are presented as Appendix C.

- All of the stakeholders were aware of CAT service; however, none of the stakeholders use the CAT system and the majority of stakeholders did not identify any improvements that would encourage them to use the bus service, with the exception of the Everglades City representative that commented that if the service was extended to Everglades City that would be an improvement to encourage use of the transit service. Reasons cited by the stakeholders for not using CAT included the following:
 - Service is not frequent enough to accommodate the stakeholders' schedules
 - Residences and/or businesses are outside of the CAT service area
 - Stakeholders have their own personal automobiles and prefer to drive
- When asked about the primary role of CAT and what the stakeholders believed were the purpose of most transit trips in Collier County, the majority of stakeholders responded that CAT's primary role is to provide transit service to workers, low-income individuals, and older persons without transportation access to employment, shopping, and medical appointments.
- The most frequently mentioned issues facing transit users was the frequency of the service. Most stakeholders commented that the timing and schedule need improvement. Other significant issues that were mentioned included ease of use, availability of information, limited beach access, and no service to Everglades City.
- The majority of stakeholders believe that the public perception of CAT is good with clean and dependable fixed-route bus service. However, one stakeholder commented that the public perception is poor.
- The majority of stakeholders think that CAT could do a better job marketing its services since many people in the community lack general knowledge of the service. Some stakeholders were aware that CAT is working on marketing its service, but believed that more could be done including disseminating information in multiple languages to churches and having more educational materials available to notify the passengers of the stops and routes. One stakeholder commented that if someone wants to find out more and use the bus, all of the tools are available.
- When asked if further branding is needed, most stakeholders thought that additional branding would attract more passengers. Some of the stakeholders' suggestions for how CAT could improve branding of the system are listed below.

- Hire an outside firm to develop and disseminate easy to read and understand materials on how to use CAT. Contact the Tourist Development Council to request funds for contracting with an outside firm.
- Designate a bus to take people to the beach on Sundays as a “Try Transit” campaign.
- Market the system through employers that may be looking for transportation alternatives for employees.
- Do not brand the service using billboards.
- Stakeholders were asked to identify additional steps that could be taken to increase the use of public transit in Collier County. The following are some of the suggestions provided by the stakeholders.
 - CAT staff should present materials during lunch-and-learns at Lighthouse of Collier and other agencies and retirement homes.
 - Develop and disseminate complete system maps on the website and implement Google Transit on the website and mobile phones.
 - Advertise the transit service on the radio, television, and Facebook.
 - Ask the community where they need to go and plan transit service to those areas rather than having the government decide where people are going.
 - Put out more educational materials about the benefits of riding the system.
 - Add shelters to all of the stops. Heat and rain are major issues in southwest Florida that would discourage people from using the bus.
 - Extend the service to Everglades City.
- Most stakeholders commented that improved frequencies are most needed and there is not a need for expanded service coverage. Only two stakeholders identified geographic areas that need transit services and those areas were the beach and Oil Well Road. In addition, one of the stakeholders commented that transit service along Oil Well Road should be located strategically at locations such as Publix to encourage use by students at Ave Maria University.
- Most of the stakeholders would like to see CAT develop an application for smartphones, add Wi-Fi on the buses, and install additional shelters. Features that stakeholders mentioned should be included in the development of a smartphone app included the ability to summons the bus similar to taxi service, bus locator technology, and route information. However, one stakeholder commented that despite having technology available with route information, if the bus will arrive every 90 minutes people will still chose another mode of transportation. One stakeholder mentioned that CAT should install shelters at all of the bus stops before considering adding bicycle lockers to the stop based on the importance of the shelters and any additional costs associated with the bike lockers driving up the overall transportation cost for the passengers. Technology for the visually impaired was also mentioned. One stakeholder commented that passengers have experienced difficulty with the audible announcement boxes at the government center not reading route information when the button is pressed and those boxes and the stop announcements on the buses should be reviewed to ensure they are working.
- The majority of stakeholders do not think that adding and/or improving transit service alone would attract new businesses to the Collier County area. Stakeholders mentioned that it would

also depend on the type of business since executives would not likely use the bus, but businesses trying to attract younger, techie staff may look for the availability of transit services when selecting a location. Other stakeholders commented that transit is a nice amenity and a good option for larger corporations. Only one stakeholder thought that adding transit service could attract businesses and employees to Everglades City based on the need to fill jobs within the National Park.

- Stakeholders do think that Collier County is congested during the seasonal months of December through April and primarily within the Naples area along US 41, Pine Ridge Road, and Airport-Pulling Road. However, the majority of stakeholders are unsure or do not think that the availability of additional and/or improved transit service could help to reduce the congestion.
- Major destinations both inside and outside of the community that stakeholders think should be accessible by public transportation are listed below.
 - Lighthouse Collier
 - YMCA
 - Mercato
 - Social Security office
 - Ritz Carlton
 - Public health unit
 - Government Center
 - Coastland Mall
 - Beach
 - Lorenzo Walker Institute of Technology
 - Major employers
 - Medical complexes
 - Post office
 - Everglades City (City Hall)
- Most stakeholders do not envision rail transit would be needed to improve regional connectivity for Collier County and the surrounding areas. A couple stakeholders who commented that they would not use the fixed-route transit service mentioned that they would use a rail service that had few stops, Wi-Fi, and enabled them to reach Lee County, Tampa, and Miami. Those same stakeholders commented that rail transit would help people living in Lee County access jobs in Collier County, allow people to go further, and the land should be located and planned now for the future. One stakeholder commented that there is no available right-of-way for rail. Another stakeholder thinks that regional paratransit service and improvements to the connections on Bonita Beach Road are more important improvements for regional connectivity.
- When asked if they would be willing to pay increased local taxes for an expanded transit system, the stakeholders' answers varied. Two stakeholders said they would pay additional taxes, three stakeholders would need more information in the form of an actual proposal before answering the question, two stakeholders would not pay additional taxes for transit, and one stakeholder would only pay additional tax in the form of gas tax.

- Most stakeholders were unsure of what types of local funding should be used to increase transit service in the future. The stakeholders that did answer the question believed that grants should be pursued and/or sales tax.
- A few stakeholders were against allowing any form of advertising on the CAT buses, shelters, or benches and thought that advertising would take away from the character of the system; however, a few stakeholders thought that advertising should be allowed if monitored closely and implemented correctly, with suggestions such as allowing inside the bus only.
- The majority of stakeholders think that the current CAT fare of \$1.50 is very reasonable. One stakeholder thinks that the fare should be closer to \$1.25 and should not be increased. One stakeholder commented that the fare should be much higher and closer to the actual cost of service.
- Most stakeholders have not heard of any businesses requesting additional transit service or interested in creating public-private partnerships for increased transit service for their employees and customers. One stakeholder mentioned that in the past non-profit agencies have tried to coordinate to provide their own transportation services, with one agency providing the vehicle and the other agency coordinating to provide the operator. However, it is difficult for non-profits to secure the level of insurance coverage necessary for transportation services, due to costs for liability insurance compared with non-profit agency budgets.
- The majority of stakeholders believe that CAT should be involved in discussion regarding proposed development and how transit service can connect with the future development/redevelopment. Stakeholders do not think that CAT should control development, but should review the plans and coordinate with the various groups. One stakeholder commented that the local plans have references to transit, but the incentives are not there for developers. This stakeholder believes that CAT staff should create developer incentives for funding transit and present those incentives to the Collier County BCC.

Public Transit Advisory Committee Discussion

The technical memorandums that were prepared as part of the TDP development process were presented to the Public Transit Advisory Committee (PTAC) for review and comment. Comments received during the PTAC discussions are listed below.

- The document should be updated to distinguish between Golden Gate City and Golden Gate Estates. The document was revised to indicate where comments were specific to Golden Gate City versus Golden Gate Estates.
- Initiatives under Goal 2 that relate to reducing energy demand and implementing sustainable practices were not viewed as reasonable based on the current operation. Energy efficiency is a valuable objective for CAT; therefore, these initiatives remain as a vision for CAT over the 10-year planning horizon.
- The maps should be updated to include insets of Golden Gate City. The maps presented in this TDP include insets for the Naples area, Immokalee, and Marco Island. Smaller communities are not depicted within individual insets based on the size of the county and the number of developing communities.

Public Meetings

Two public meetings were held to review the draft TDP and receive input and comments from the public. The meetings were held at two locations and geographically dispersed to reach residents across the county. The first meeting was conducted on April 22, 2015 at the Immokalee Community Park. A presentation was available and map boards depicting the proposed alternatives were placed around the room. Comments that were received during the first meeting in Immokalee are summarized below.

- More people would use the Route 19 if the bus went down Oil Well Road instead of Immokalee Road. No one gets on the bus from the Seminole Casino to the fairgrounds. Many people board the bus at the gas station near Wilson Boulevard.
- The green signs located near green shrubbery tend to blend in and are hard to see.
- The bus drivers are great.
- CAT should let people know how much money they can save by using public transportation in an effort to promote the system.
- People who live in Immokalee have family in Fort Myers not Naples. More transportation services between the two counties is needed.
- Route 27 goes to Sun-N-Fun, but there are no routes along Livingston Road. The Route 27 also does not stop at the CAT bus station.
- The time point at the Farm Workers Village needs to be reviewed. The bus often sits and waits until the scheduled departure time with no one boarding.

The second meeting was held at the Golden Gate Community Center on April 23, 2015. This meeting followed the same format as the meeting held in Immokalee. Comments that were received during the second meeting are summarized below.

- Public transportation to the beaches is needed from December through April 2015. Parking at the beach is too limited and almost impossible during those months.

In addition to the comments received at the meetings, the following written comment was submitted via email prior to the meeting by someone who was unable to attend either meeting.

- The existing routes should be modified to accommodate the growth along Immokalee Road. There also needs to be more east-west and north-south routes that connect with the subdivisions and populations. Specifically, there are no direct routes from Orange Tree to NCH Hospital on Immokalee Road; therefore, this trip by bus would require a two hour commute with transfers.

Section 5: Review of Plans, Studies, and Policies

A major component of the TDP update is the review and assessment of relevant local, state, and federal plans, studies, and policies. The results of this effort provide an understanding of transit planning issues in Collier County and the region. The document review also supports the performance of a situation appraisal, which is an assessment of the operating environment of the transit system. For the sake of brevity, the most relevant themes between these documents are summarized below, with a more detailed summary included in Appendix D.

Summary of Policy Context

The compilation of land use data and policies can assist in understanding the extent to which local land use plans are supportive of an efficient provision of transit service within Collier County, identify existing and potential transit ridership generators, and ensure the TDP Major Update is consistent with those local plans. Local plans that are relevant to transit and emphasize land use planning were reviewed. These plans include:

- Collier County Comprehensive Plan
- Golden Gate Area Master Plan
- Immokalee Master Plan
- City of Marco Island Comprehensive Plan
- City of Naples Comprehensive Plan
- City of Naples Evaluation and Appraisal Report (EAR)
- Collier MPO 2035 Long Range Transportation Plan Minor Update
- Collier MPO 2030 Long Range Transportation Plan
- Collier County Rural Land Stewardship Program
- Collier County Transfer of Development Rights Program – Rural Fringe Mixed Use District
- Southwest Florida Regional Planning Council Strategic Regional Policy Plan

The plans reviewed state a common goal for multimodal environments that support transit and bicycle and pedestrian pathways. The goal of implementing transportation demand management (TDM) strategies is prevalent in the stated desire to direct future development.

Other local plans that were reviewed included the Collier County Transportation Disadvantaged Service Plan (TDSP), Collier MPO Transportation Improvement Program, and the CAT 2013 Comprehensive Operations Analysis. From these plans, future transit needs and cost feasible improvements were reviewed. The improvements are dependent on the availability of revenues to cover new and improved services.

Plans and legislation reviewed at the regional and state level include:

- MAP-21 – Moving Ahead for Progress in the 21st Century Act
- State Growth Management Legislation – HB 7207
- Florida Transportation Plan: Horizon 2060

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

The legislation listed above was reviewed in detail and the summaries are presented in Appendix D.

Of the plans reviewed, the most directly relevant is MAP-21, which fundamentally changed funding availability from the prior federal transportation bill. MAP-21 decreased the availability of discretionary grants while placing a greater emphasis on maintaining existing assets and tracking performance. Congress passed the Highway and Transportation Funding Act of 2014, which extended federal transportation programs and funding through May 2015 and continues the existing federal highway programs authorized under MAP-21.

The review of local, state, and federal transportation policies indicates that no conflicts are expected with regard to consistency with other plans and programs.

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Section 6: Situation Appraisal

The TDP Rule requires that TDP Major Updates include a situation appraisal of the environment in which the transit agency operates. Using information obtained through public outreach efforts, a review of CAT trends, and technical analysis, this appraisal documents factors that will help CAT better understand its local environment and the critical issues that could impact programs and services over the TDP planning period. The situation appraisal has been organized in the context of the following elements.

- Regional transportation issues
- Socioeconomic trends
- Travel behavior
- Existing and Future Land use
- Technology
- Service and operational trends
- Trends in revenue and policy environment
- Ridership forecasting

Regional Transportation Issues

Based on the large geographic area and distance between the municipalities and unincorporated areas, access to regional jobs and services has been identified as an issue. The majority of existing fixed-routes are located in the Naples area with connections to Immokalee and Marco Island, with one route to Lee County. However, the public has expressed a need for an additional connection to Lee County along SR 82 from Immokalee. There is also development occurring in the Immokalee area that will increase the future employment densities and potentially bring additional visitors to the area.

Implications – An additional connection to Lee County would eliminate the need for the residents of Immokalee to first travel east to the Naples area before accessing transit service to Lee County. Other regional connections between north Collier County and Lee County have the potential to provide job access between to the two counties. However, based on current funding levels, the implementation of future transit services that support the community and future private development within the 10-year planning period, may require funding through public-private partnerships.

While not outside of the county, connections to the City of Everglades City and Chokoloskee have been identified as a need since these areas are without fixed-route service. Everglades City is approximately 24 miles from the last stop on Route 24 and Chokoloskee is an additional four miles from Everglades City. The Collier Area Paratransit system has been made available to qualifying residents of these areas in an attempt to provide transportation access to Everglades City, but this service requires an eligibility application process and advanced trip reservations. During the public outreach process, input was received indicating a need to provide fixed-route public transportation service to Everglades City, even if only one central stop is established at the City Hall.

Implications – Planning new transit services to Everglades City should be reviewed to determine the most efficient trip times that could both bring visitors to the area and provide job access and

reverse commute to persons seeking employment in Everglades City as well as residents needing access to services in the Naples area.

Socioeconomic Trends

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

- The Collier County population has increased by 28 percent from 2000 to 2010, with another 2 percent increase from 2010 to 2012. According to an analysis of the 2040 LRTP socioeconomic data projections, future growth is expected to occur in Immokalee, North Marco Island, and along US 41 and Collier Boulevard and Airport Pulling Road near Radio Road.
- Existing employment densities are and will continue to be densest in the western portion of the county within the Naples area and Marco Island along the coast. Employment growth is projected to occur in Immokalee east of SR 29 and within Naples along Golden Gate Parkway and Airport Pulling Road.
- Collier County's population above age 65 is approximately 27 percent and the population segment between 45 and 65 years, which will be the next wave of retirees, represents approximately 26 percent of the total population within the county.

Implications – The existing CAT service generally covers the existing areas with higher densities as well as the areas that are projected to increase in density over the 10 year planning period. With a growing number of persons over the age of 65, there may be an increased need for additional transportation services over the next 10 years. Some stakeholders have expressed an opinion that choice riders, seasonal visitors, and individuals with access to automobiles will choose not to use public transportation based on frequency of service, access to bus stops, and inclement weather conditions. In the future, premium services that offer amenities for choice riders may alter opinions regarding usage for choice riders and provide transit dependent users enhanced travel. Improving the existing service or adding coverage to new areas may also meet the transportation needs of other socioeconomic groups in the county.

Travel Behavior

A review of applicable transportation-related trends in travel behavior for Collier County indicated the following:

- The analysis of commuter travel patterns indicated that approximately 17 percent of persons living in Lee County traveled to Collier County for work in 2012. In addition, approximately 11 percent of commuters who live in Collier County traveled to work in Lee County while four percent of the Collier County commuters traveled to Broward County.
- Alternative commuting modes have increased slightly including people working from home, using public transit or means other than driving, and departing at times other than the typical 6 a.m. to 9 a.m. early morning commute times.

- ADA paratransit trips have decreased by 15 percent from 2009 to 2013.
- Transportation Disadvantaged passenger trips have increased by 29 percent from 2008 to 2012.

Implications – Recognizing that there is a need for regional transportation services connecting Collier and Lee County, CAT coordinated with LeeTran in 2011 to begin the LinC route where the two transit systems connect at the Creekside Transfer Center. During the TDP public outreach process, the need for additional transit connections between the two counties and specifically from the Immokalee area have been identified. As additional funding is available, the commuter travel patterns should be considered in planning for future cross county connections. The FDOT Commuter Services program is another resource that should be explored by commuters of both counties looking for alternative transportation modes. Also, while ADA trips are decreasing TD trips on paratransit are increasing indicating that there is consistent demand for paratransit service consistent with the aging and low-income populations throughout the county.

Existing and Future Land Use

One important factor that impacts transit is land use patterns. Higher-density and mixed-use development are more supportive of traditional transit service than lower-density and single-use development. Collier County's existing and future land use plans generally do not reflect development patterns, densities, and intensities that are supportive of transit, with the exception of the Naples area, Marco Island, and Immokalee. During discussions with the public, innovative public transit options were mentioned for the outlying areas, including flex-route service, park-and-ride lots, designated parking areas at the entrances to gated communities, and significant increases in the amount of bicycle storage around the county paired with a bike sharing program.

Implications - CAT has done an excellent job developing a route structure that connects transit dependent populations with the service despite the lower density levels throughout the county. CAT continues to explore ways to improve the existing service levels while operating longer routes that are required to connect the communities. Future transit service may include circulator and flex route options as well as connections that do not require passengers to first travel to the Naples area before connecting to other routes.

Collier County has several developments of regional impact (DRIs) occurring around the county, with some outside of the existing fixed-route service area. As these new communities continue to be developed in the outlying areas, CAT will continue to receive requests for transit services to meet the needs of the residents and students in these areas. In addition, the Rural Estates area continues to experience growth. Changes in growth management legislation has led to some DRIs being grandfathered in the County's plans, while new major developments are not under the same legislative guidelines.

Implications – With limited resources available and some existing areas of Collier County lacking existing fixed-route transit service, CAT will have a challenge providing transit service to the newly developed areas outside of the existing fixed-route system without establishing additional revenue sources or development agreements with funding for transit. This will require additional CAT staff to coordinate closely with the DRIs in the planning stages to ensure that the desire for transit service is

addressed early on with proper funding mechanisms. The changes to the growth management process may also limit staff's ability to require transit resources in new developments.

Technology

During the development of the last TDP major update, CAT was operating without advanced technologies, including Mobile Data Terminals (MDTs) and vehicle locator devices. Since that time, CAT has installed Intelligent Transportation Systems (ITS) technology on its buses and now offers real-time fixed-route bus information on the CAT website. In addition, passengers can now pay to board CAT buses using reloadable smart cards as a result of the electronic farebox upgrades that have been completed. CAT has significantly advanced its technologies and continues to pursue new and innovative ways for customers to obtain information about the transit system. CAT recently was awarded a grant for the planning and implementation of a smart phone application. In addition to the options available and in the planning stages, passengers and stakeholders mentioned that they would like to see a trip planner option on the CAT website.

Implications – The CAT website includes advanced technologies with capabilities to show each route, stop, and scheduled and estimated departure times. CAT should consider reorganizing the content on its website to improve the ease of use and ability to locate the system information. Also, CAT has collected input from the public on features that should be included in the design phase of the smart phone application and should consider including a trip planner on both the app and the website.

According to the US Department of Transportation, automated vehicles are those in which at least some aspect of a safety-critical control function (e.g., steering, throttle, or braking) occurs without direct driver input. The concept of Automated Vehicle Transport technology is being tested and researched by numerous agencies to determine how this new technology will change transportation, the policy impacts associated with automated vehicles, and what new infrastructure will be needed to support automated vehicle transport.

Implications – In the future CAT will need to consider how this new technology will impact public transportation operations from safety and security policies to customer interactions, human resources, and financial impacts. The technology is still in the planning phase; however, as new information is released CAT will have the opportunity to explore the benefits and implications of automated control technology and update the TDP accordingly during the development of annual progress reports and major updates. At this time, the technology is only conceptual and there is not enough data available to comprehensively assess the impacts.

Service and Operational Trends

The CAT fixed-route service began in 2001, with nine routes and has experienced a significant increase in ridership since that time. During the previous TDP major update, CAT's passenger trips trended at nearly a 77 percent increase from 2004 to 2009. A review of passenger trips for the trend analysis conducted as part of this TDP major update, indicates that CAT's ridership continued to increase by nearly 28 percent for the five-year trend period.

Implications – The CAT system has grown efficiently and is meeting a need for its riders. The number of routes have almost doubled since the CAT system was initiated and ridership continues to grow demonstrating that the routes have been planned to provide transportation to necessary origins and destinations despite the large geographic area covered.

While CAT makes an effort to attract more choice riders through new technology, premium transit options, and sustainable practices, additional full-time, permanent staff will be required. The current CAT staff are at capacity and unable to carry out many of the additional tasks that have been identified within this TDP as options for increasing CAT’s visibility in the community.

Implications – The public outreach process implemented as part of the TDP development process, helped to identify many creative and innovative new approaches to address some of the county’s mobility needs; however, CAT will need staff that are specifically tasked with items such as coordinating with homeowner’s associations on future transit presentations and identification of park-and-ride areas, updating social media networks on a regularly basis to share important information, attending economic development meetings, and providing general mobility training to persons interested in learning more about the CAT system.

Public requests have been received for the provision of additional transit services within the City of Naples and providing access to the beaches. CAT has recently added a route from Golden Gate Parkway to Clam Pass Park along Pine Ridge Road. The new route has provided an alternative mode that does not require beach visitors to obtain parking.

Implications – While requested additional service would provide public transportation access to the public beaches and eliminate some of the congestion and need for parking, CAT will need to approach the City of Naples to review the restrictions on transit service in the city limits prior to adding any additional service. Additional marketing efforts to advertise the availability of CAT service to Clam Pass Park may also help meet the need for access to the beaches. If the City approves of future transit service along the beaches, CAT should consider coordinating with businesses and hotels in the area in an effort to establish funding sources for the transit service.

Trends in Revenue and Policy Environment

Based on CAT’s existing revenue sources and projected funding levels, the implementation of future transit services identified in the TDP vision plan will require new revenue sources and continued efforts to improve efficiencies within the existing system. CAT completed a Comprehensive Operational Analysis (COA) to identify areas that could benefit from service modifications and increase overall efficiencies. CAT has been actively reviewing its service planning and modifying routes where feasible to provide the greatest amount of service within the existing operating revenues.

Implications – As a result, CAT has been able to add service to the beach via Pine Ridge Road and implemented a new Route 27 along Collier Boulevard and Immokalee Road. The new Route 27 provides additional transit to the Creekside Transfer Center from Golden Gate City. To continue to meet the needs identified by the existing transit riders and future choice riders, CAT will need

to establish new revenue sources and continue to seek ways to improve operational efficiencies within the existing system and those may be limited based on the county's land area and densities.

The Moving Ahead for Progress in the 21st Century Act (MAP-21) federal transportation bill is set to expire on May 31, 2015. Transportation reauthorization bills, including the Generating Renewal, Opportunity, and Work with Accelerated Mobility, Efficiency, and Rebuilding of Infrastructure and Communities throughout America Act (GROW AMERICA Act) have been proposed, but not passed at this time.

Implication – With the uncertainty of future funding levels and short-term extensions to the existing federal transportation bill, CAT may be unable to plan for the long-term implementation of future transit services and may need to delay any major capital projects until another long-term bill is approved, to ensure consistent levels of federal funding. CAT is also creatively exploring other ideas for generating additional local revenues to help expand and improve the existing transit system. Establishing any programs that may support the transit system would require public outreach campaigns, coordination with other county departments, and approval by the Collier County BCC, at a minimum but offer another revenue stream to support the transit system.

Collier County's policy continues to prohibit the sale of advertising space on the outside of the CAT buses and on the shelters. CAT vehicles are currently wrapped to appear as trolley buses. During the public outreach process, some participants thought that advertising should be allowed and the buses should be rebranded to attract more attention from the public. However, some stakeholders would prefer to see the buses remain wrapped as trolleys consistent with the existing appearance as that look was approved by the community during the initial establishment of the transit system.

Implication – Advertising on the inside and/or outside of the CAT buses and possibly shelter locations is a potential revenue source that should be explored, but would require approval by the Collier County BCC.

Conclusion

The situation appraisal documents the current operating environment and potential implications that should be considered by Collier County as part of the process for developing the 10-year TDP major update.

Section 7: Transit Demand and Mobility Needs

Transit demand and mobility needs were evaluated for the CAT fixed-route system using the Florida Department of Transportation (FDOT)-approved ridership forecasting tool known as the Transit Boarding Estimation and Simulation Tool (TBEST) and a transit market assessment.

The TBEST Model

It has long been a goal of FDOT to standardize the modeling tool for transit demand across the state, similar to the Florida Standard Urban Transportation Model Structure (FSUTMS) that is used by Metropolitan Planning Organizations (MPOs) in developing Long Range Transportation Plans (LRTPs). As such, FDOT developed TBEST, a comprehensive transit analysis and ridership-forecasting model capable of simulating travel demand at the individual route level. The software was designed to provide near- and mid-term forecasts of transit ridership consistent with the needs of operational planning and TDP development. This innovative model provides a statewide standard that allows FDOT to compare Florida transit agencies of various sizes across the state in a consistent way. As such, the model had to be versatile enough to accommodate the various sizes, modes, and configurations of the wide array of transit systems in Florida. The tradeoff for such versatility is that ridership estimates are very high-level and are best used to compare alternatives on concurrent networks against each other; rather than for an investment-grade study of a major capital project or an approximation of future ridership levels.

In producing model outputs, TBEST considers the following factors:

- *Transit network connectivity* – the level of connectivity relates to the number of transfers that are possible between routes within the bus network.
- *Spatial and temporal accessibility* – service frequency and the distance between stops; the larger the physical distance between potential bus riders and bus stops, the lower the level of service utilization; similarly, less frequent service is perceived as being less reliable and therefore is less utilized.
- *Time-of-day variations* – accommodates peak-period travel patterns with greater service utilization forecasts.
- *Route competition and route complementarities* – accounts for competition between routes, like routes that connect to the same destinations or that travel on common corridors; conversely, routes that are synchronized and support each other in terms of schedule and service to major destinations or transfer locations benefit from a complementary relationship.

Data required to update the CAT network included the following:

- Bus schedules with time points and route map
- Operating characteristics for bus transit routes, including route type, headways, route length, days of service, service span, and fares
- Observed average daily ridership by route
- Socioeconomic data in GIS and tabular formats
- GIS bus stop and route layers

The projections use the most recent version of modeling software, TBEST Version 4.2.

Model Inputs, Assumptions, and Limitations

The inputs and assumptions made in modeling the CAT system in TBEST are presented below. Whereas there is flexibility in a number of parameters, some are fixed. For example, the model is not interactive with roadway network conditions. Therefore, ridership forecasts will not show direct sensitivity to future changes in roadway traffic conditions or speeds. Additionally, coefficients that direct the propensity of boardings and transfers on a specific route are coded into the programming language of TBEST and cannot be adjusted.

Demographic Data

The demographics, including population and employment, used as the base input for the TBEST model are derived from the 2013 American Community Survey (ACS) and 2012 Bureau of Labor Statistics data. The data was used to determine a one-year percent change in the annual growth rate. The annual population and employment growth rates used in the model are 1.88 percent and 0.45 percent, respectively.

Results for Maintaining Existing Service

This section includes a description of the TBEST model run and summarizes the ridership forecasts produced by TBEST.

The TBEST method of model calibration is referred to as validation and is required before creating a ridership estimate. Validation uses daily ridership averages for the baseline model to automatically adjust model coefficients so that modeled ridership more closely approximates existing observed behavior. Using the inputs described in this section, assumptions, and fiscal year (FY) 2013 ridership data for CAT, the TBEST model was validated for 2013. Using the validated model, the 2015 and 2025 scenarios were created. Both scenarios represent the existing fixed-route system without any modifications. Based on the TBEST results shown in Table 22, maintaining the existing status quo will result in an average weekday daily ridership increase of 7 percent by 2025, and average Saturday and Sunday daily ridership is expected to increase approximately 5 and 7 percent, respectively.

Table 22: TBEST 2015 and 2025 Status Quo Ridership Projections

Route	Average Daily Ridership, 2015	Average Daily Ridership, 2025	Absolute Change, 2015-2025	Average Growth Rate, 2015-2025
Weekday	4,490	4,803	313	7.0%
Saturday	3,837	4,037	200	5.2%
Sunday	1,983	2,125	142	7.2%

Transit Market Assessment

The transit market assessment for Collier County includes an evaluation from two different perspectives: the discretionary market and the traditional market. Analysis tools used to conduct each market analysis were a Density Threshold Assessment (DTA) and a Transit Orientation Index (TOI). These tools were used to determine whether existing transit routes are serving areas of the county considered to be transit-

supportive for the corresponding transit market. The transit markets and the corresponding market assessment tool used to measure each are described in detail below.

- **Discretionary Market – Density Threshold Assessment**

The discretionary market refers to potential riders living in higher density areas of the county that may choose to use transit as a commuting or transportation alternative. A DTA was conducted based on industry standard relationships to identify those areas of Collier County that will experience transit-supportive residential and commercial density levels in 2025.

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

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

Table 23 presents the density thresholds for each of the noted categories.

Table 23: Transit Density Threshold

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

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

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

The density threshold assessment identifies the levels of density that would be supportive of various modes of public transit. The higher the density in an area, typically the more supportive that area is of advanced transit options; however, in some areas the needs of residents predicate transit usage over the density thresholds. Areas with lower income individuals, zero car households, non-driving aged persons both young and old, and persons with disabilities may have a higher propensity to use transit service regardless of their area’s density. The CAT system has done extremely well in capturing ridership, despite the lower density levels throughout the county based on developing a route structure that connects transit dependent populations with the service. While many areas in Collier County do not meet the densities supportive of higher mode transit, the current bus route system is designed to traverse areas with populations in need of transit service and then connect with areas of higher residential and/or employment density. Increasing densities in Collier County could benefit

transit usage and productivity; but as the CAT system ridership shows, density in itself is not the only determinant of transit need.

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

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

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

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

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

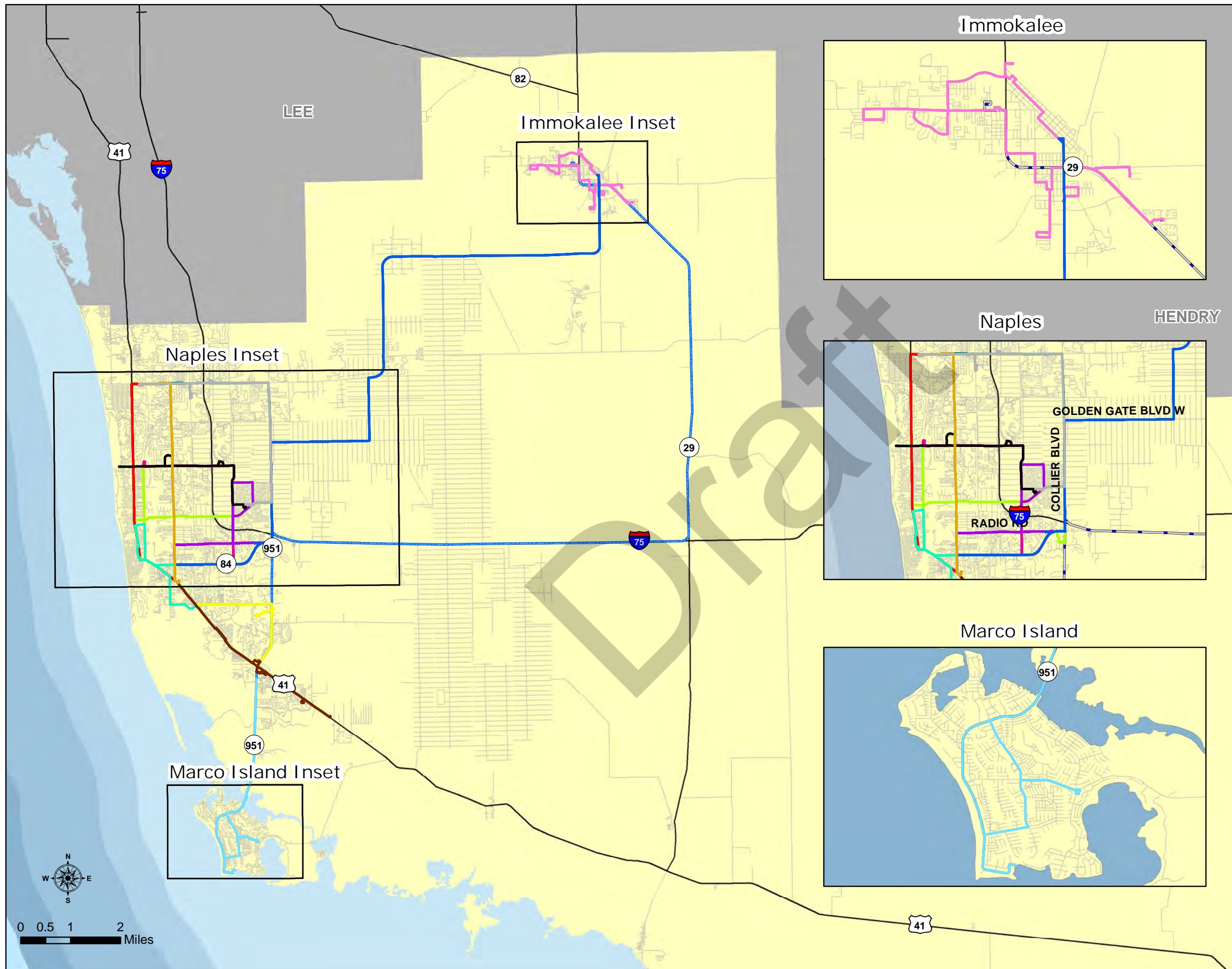
Maps 12 through 14 show the 2012 TOI, and 2015 and 2025 DTA, respectively. The maps also include the existing CAT service network to show how well the existing network covers areas of the county that are considered transit supportive for both market assessments.

The 2012 TOI for the study area shows that the majority of the block groups with a very high transit orientation index are located in Immokalee, the City of Naples near Tamiami Trail and Goodlette-Frank Road and along Gulfshore Boulevard North, Marco Island, and in North Naples west of Tamiami Trail near the Lee County line. The existing CAT transit network covers the majority of very high TOI areas, specifically in Immokalee and along Tamiami Trail. However, there are areas with high TOI areas located in Golden Gate Estates, east of I-75 along Immokalee Road, Naples Manor, and in the south portion of the county near US 41 and Collier Boulevard that have limited or no existing public transit service available.

The 2015 DTA map shows that there are several transit supportive areas in Immokalee, the Naples area along Gulfshore Boulevard north of Harbour Drive, Tamiami Trail, Goodlette-Frank Road, and Airport-Pulling Road near Radio Road and Pine Ridge Road, and Marco Island. There is currently transit service surrounding the majority of these areas, with the exception of Gulfshore Boulevard in the City of Naples.

In 2025, the transit supportive areas shown on the 2015 DTA map continue to support transit services and there is a slight increase in the DTA shown in Immokalee along SR 29 and in the south portion of the county along US 41. The 2025 transit supportive block groups currently are served by transit, with the exception of Gulfshore Boulevard along the beachside in the City of Naples. Based on the city's development growth patterns, Collier County may experience an increase in transit supportive block groups in the eastern portion of the county through future development efforts.

Draft



2016 Collier Area Transit
Transit Development Plan

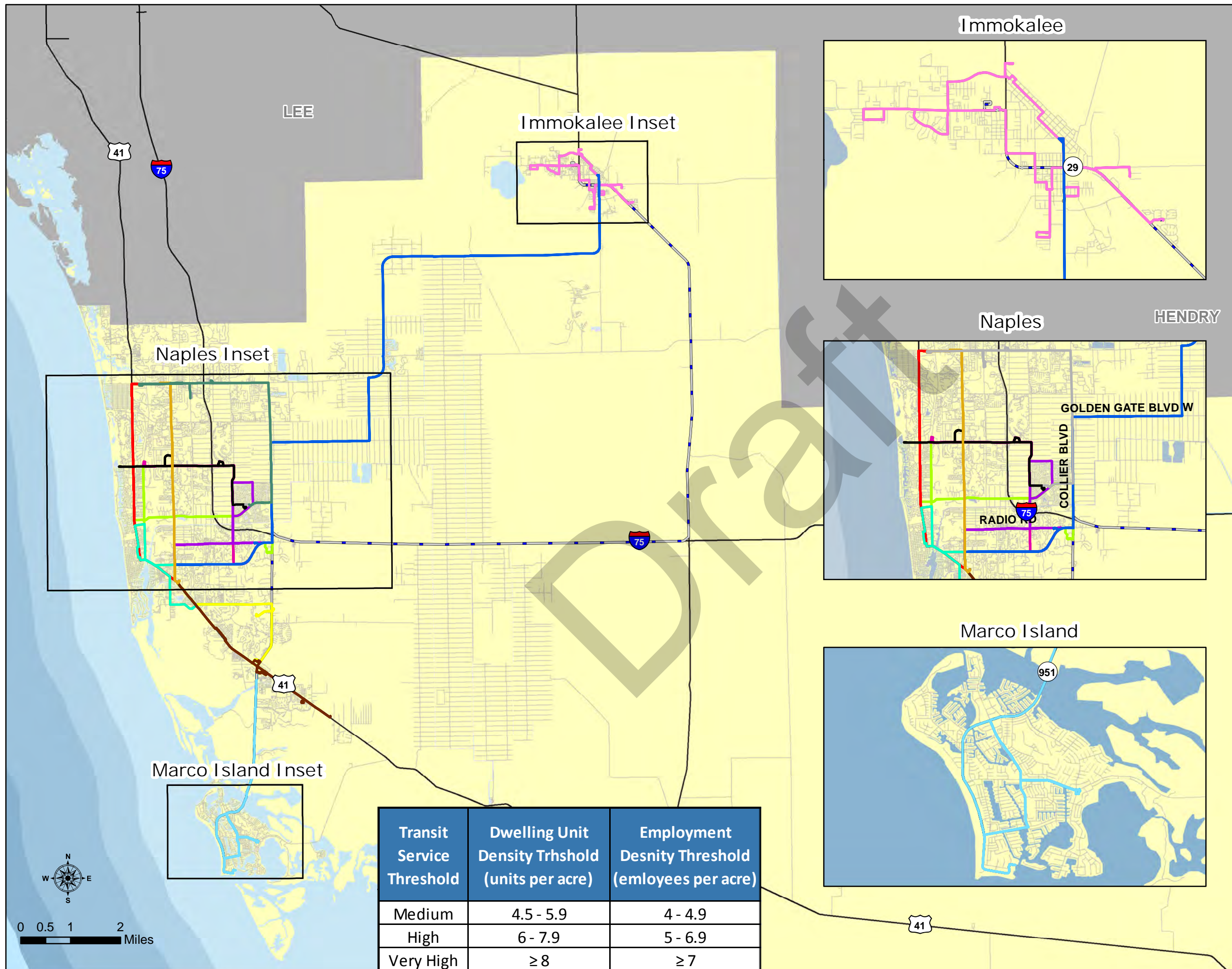
Legend

Transit Orientation Index (TOI)	
Low	
Medium	
High	
Very High	
CAT Routes	
Route 11- Creekside	Route 19- GC Estates/ Immokalee
Route 12- Airport Creekside	Route 20- Pine Ridge
Route 13- NCH/Coastland Mall	Route 21- Marco Island Circulator
Route 14- Bayshore/Coastland Mall	Route 22- Immokalee Circulator
Route 15- Golden Gate City	Route 23- Immokalee Circulator
Route 16- Golden Gate City	Route 24- US 41 East/Charlee Estates
Route 17- Rattlesnake/Edison College	Route 25- Golden Gate Pkwy/ Goodlette-Frank Rd
Route 18- US 41/Naples Manor	Route 26- Clam Pass
	Route 121 - Immokalee Rd - Marco Island
	Route 27- 951 - Immokalee Rd



Map 12
2012 Transit
Orientation Index (TOI)

Sources: Collier County GIS, FGDL, CAT, Collier MPO, & ESRI.

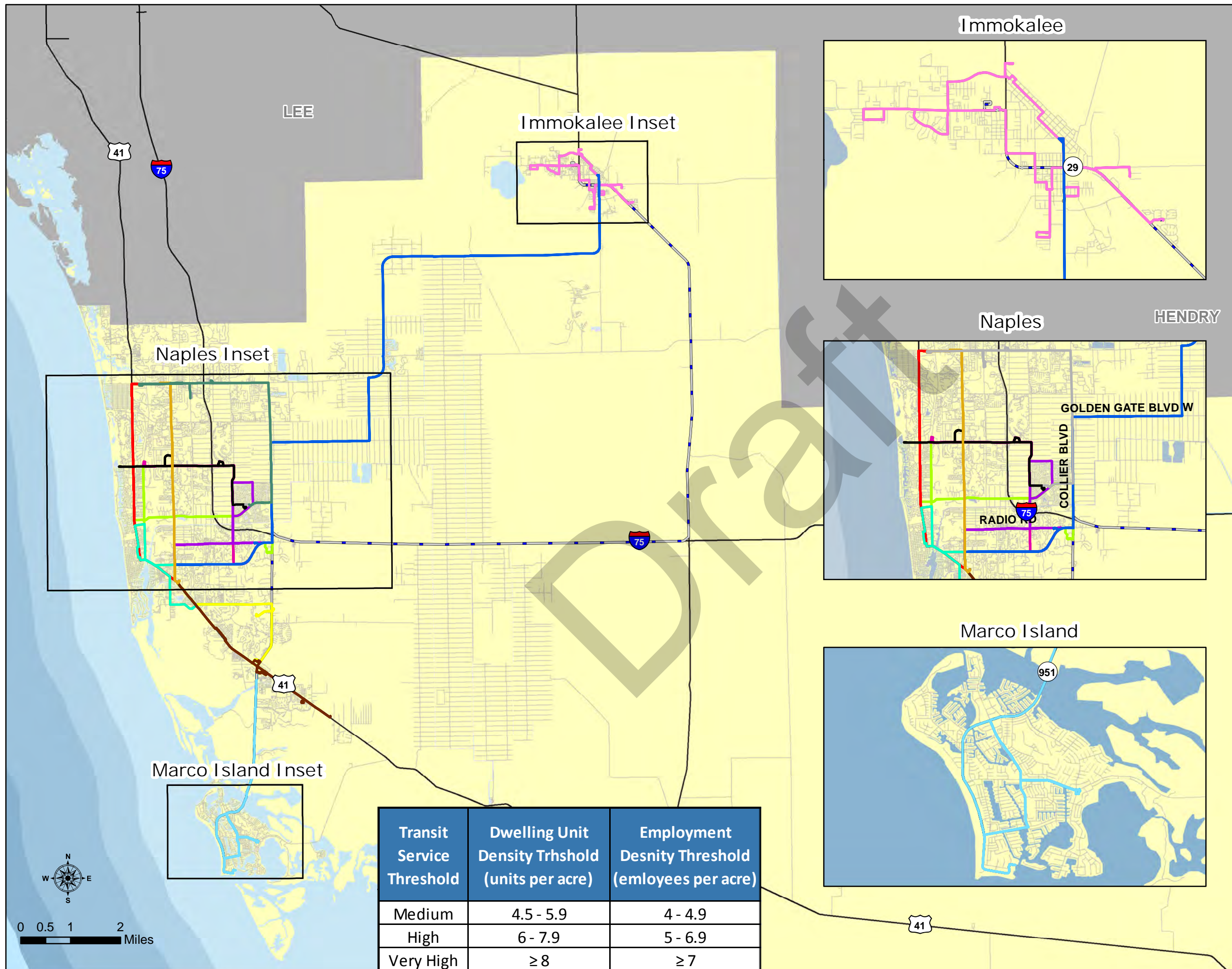


Legend

- Employment Density Threshold**
- Medium
 - High
 - Very High
- Dwelling Unit Density Threshold**
- Medium
 - High
 - Very High
- CAT Routes**
- Route 11- Red Route-Creekside
 - Route 12- Gold Route-Airport Creekside
 - Route 13- Orange Route-NCH/ Coastland Mall
 - Route 14- Teal Route-Bayshore/ Coastland Mall
 - Route 15- Purple Route-Golden Gate City
 - Route 16- Gray Route-Golden Gate City
 - Route 17- Green Route-Rattlesnake/ Edison College
 - Route 18- Yellow Route-US 41/Naples Manor
 - Route 19- Blue Route-GC Estates/ Immokalee
 - Route 20- Magenta Route-Pine Ridge
 - Route 21- Light Blue Route-Marco Island Circulator
 - Route 22- Pink Route-Immokalee Circulator
 - Route 23- Burgundy Route-Immokalee Circulator
 - Route 24- Brown Route-US 41 East/Charlee Estates
 - Route 25- Lime Green Route-Golden Gate Pkwy/ Goodlette-Frank Rd
 - Route 26- Black Route-Clam Pass
 - Route 121- Silver Route-Express Immokalee/ Marco Island
 - Route 27 - 951 Immokalee Rd

Transit Service Threshold	Dwelling Unit Density Trhshold (units per acre)	Employment Desnity Threshold (emloyees per acre)
Medium	4.5 - 5.9	4 - 4.9
High	6 - 7.9	5 - 6.9
Very High	≥ 8	≥ 7

Sources: Collier County GIS, FGDL, CAT, Collier MPO, & ESRI.



Legend

- Employment Density Threshold**
- Medium
 - High
 - Very High
- Dwelling Unit Density Threshold**
- Medium
 - High
 - Very High
- CAT Routes**
- Route 11- Red Route-Creekside
 - Route 12- Gold Route-Airport Creekside
 - Route 13- Orange Route-NCH/ Coastland Mall
 - Route 14- Teal Route-Bayshore/ Coastland Mall
 - Route 15- Purple Route-Golden Gate City
 - Route 16- Gray Route-Golden Gate City
 - Route 17- Green Route-Rattlesnake/ Edison College
 - Route 18- Yellow Route-US 41/Naples Manor
 - Route 19- Blue Route-GC Estates/ Immokalee
 - Route 20- Magenta Route-Pine Ridge
 - Route 21- Light Blue Route-Marco Island Circulator
 - Route 22- Pink Route-Immokalee Circulator
 - Route 23- Burgundy Route-Immokalee Circulator
 - Route 24- Brown Route-US 41 East/Charlee Estates
 - Route 25- Lime Green Route-Golden Gate Pkwy/ Goodlette-Frank Rd
 - Route 26- Black Route-Clam Pass
 - Route 121- Silver Route-Express Immokalee/ Marco Island
 - Route 27 - 951 Immokalee Rd

Transit Service Threshold	Dwelling Unit Density Trhshold (units per acre)	Employment Desnity Threshold (employees per acre)
Medium	4.5 - 5.9	4 - 4.9
High	6 - 7.9	5 - 6.9
Very High	≥ 8	≥ 7

Sources: Collier County GIS, FGDL, CAT, Collier MPO, & ESRI.

Section 8: Goals and Objectives

This section provides the transit vision, mission, goals, objectives, and initiatives for the CAT TDP (2016-2025). The goals and objectives presented in this section were prepared based on the review and assessment of existing conditions, feedback received from the public involvement process including the Review Committee, and the review of local transportation planning documents. These goals are also consistent with the name of the department carrying them out – Collier County Public Transit & Neighborhood Enhancement.

CAT Fixed-Route Public Transit Vision

To be an integral part of Collier County’s multimodal network providing effective and efficient fixed-route transportation options that meet the needs of residents and visitors for economic and environmental reasons and benefits.

CAT Fixed-Route Public Transit Mission

To provide safe, accessible, and courteous public transportation services to its customers.

CAT Fixed-Route Public Transit Goals, Objectives, and Initiatives

Goal 1: Operate a cost effective and sustainable public transportation system that safely and efficiently meets the needs of Collier County’s residents and visitors.

Objective 1.1: Improve efficiency, quality, and level of service to adequately serve residents and visitors while increasing the economic vitality of transit in the county.

Initiatives for Objective 1.1:

Initiative 1.1.1: Establish east/west corridor service, as funding allows, by 2025 to provide alternative access to jobs, education, and recreation.

Initiative 1.1.2: Establish north/south corridor service, as funding allows, by 2025 to provide alternative access to jobs, education, and recreation.

Initiative 1.1.3: Improve the frequency of peak weekday service to 45 minutes or better on all existing CAT routes, as funding allows, by 2025.

Initiative 1.1.4: Evaluate the feasibility of premium transit services, such as bus rapid transit (BRT) within the TDP planning horizon.

Objective 1.2: Improve and maintain the existing transit infrastructure and bus stop accessibility within Collier County.

Initiatives for Objective 1.2:

Initiative 1.2.1: Continue to pursue funding for improvements to existing bus stops.

Initiative 1.2.2: Develop a Passenger Amenities Program by 2016.

Initiative 1.2.3: Install a minimum of 10 covered, ADA-compliant, accessible bus stop shelters per year.

Initiative 1.2.4: Preserve the existing transit infrastructure throughout the CAT service area.

Initiative 1.2.5: Coordinate with the Collier County to include bus stop shelters design and installation during roadway construction projects.

Initiative 1.2.6: By 2025, implement the phased recommendations from the CAT Bus Stop ADA Assessment report.

Objective 1.3: Service all current and future transit users with a focus on providing job access and allowing for a cost-effective, greener alternative to the private automobile.

Initiatives for Objective 1.3:

Initiative 1.3.1: Improve transit service within areas with the highest transit orientation index, as identified in the TDP Major Update, by 2025.

Initiative 1.3.2: Provide efficient transit access to major employment centers, development corridors, and other significant activity centers, as funding allows.

Initiative 1.3.3: Expand transit services to areas with high employment and dwelling unit densities, including Golden Gate Estates and other areas located in the eastern portion of the county, by 2025.

Initiative 1.3.4: Increase transit ridership by one percent each year.

Initiative 1.3.5: Continue coordination with groups including the Immokalee CRA and the Bayshore Gateway Triangle CRA on projects, including land development code updates, the development of master plans, and community improvements that would affect transit service.

Initiative 1.3.6: Coordinate with Opportunity Naples and the Greater Naples Chamber of Commerce to be an integral part of the future economic development implementation plan.

Initiative 1.3.7: Continue to coordinate with county and city departments to be an important part of future development and redevelopment plans.

Objective 1.4: Create an interconnected transit network using multimodal transportation elements.

Initiatives for Objective 1.4:

Initiative 1.4.1: Work with Commuter Services to identify properties for park-and-ride lots in priority areas as identified within the TDP Major Update and as funding is available.

Initiative 1.4.2: CAT should review and propose additional regional public transportation connections along future transit corridors, as appropriate.

Initiative 1.4.3: Encourage local governments to provide accessible sidewalks, bus stops, and other bus stop improvements.

Initiative 1.4.4: Coordinate public transportation connections with existing and planned pedestrian and bicycle pathways.

Initiative 1.4.5: Continue to explore opportunities for additional bicycle storage facilities around the county.

Initiative 1.4.6: Encourage passengers to travel with foldable bicycles that may be transported on the fixed-route buses.

Initiative 1.4.7: Continue to explore new and innovative concepts to accommodate bicycles on the fixed-route buses.

Objective 1.5: Coordinate transportation services to provide cross county connections to Lee County as appropriate based on the regional transportation and economic benefits that can be derived.

Initiatives for Objective 1.5:

Initiative 1.5.1: Continue to evaluate how regional services can add economic value to Collier County by increasing job access and creating alternative routes to access goods and services.

Initiative 1.5.2: Coordinate with LeeTran and FDOT to identify funding sources for the expansion of cross county public transportation services.

Initiative 1.5.3: Expand transportation services to Lee County with connections to LeeTran near Immokalee.

Objective 1.6: Enhance the availability of transit services for tourists and seasonal residents.

Initiatives for Objective 1.6:

- Initiative 1.6.1: Designate a CAT representative to attend Collier County Tourist Development Council (TDC) meetings.
- Initiative 1.6.2: Coordinate with the TDC to explore the potential for using tourist development tax revenue to expand and improve transit service for Collier County's tourists and visitors.
- Initiative 1.6.3: Coordinate with the TDC to market CAT services.
- Initiative 1.6.4: Encourage the private market segment benefiting from tourist in Collier County to help fund transit services to this population and employees servicing the tourist population.
- Initiative 1.6.5: Continue to broadcast CAT television commercials and radio advertisements.
- Initiative 1.6.6: Monitor ridership in coordination with marketing and advertising efforts to determine increases attributable to additional marketing efforts.
- Initiative 1.6.7: Proceed with developing a smartphone application to support real-time fixed-route bus locator information.

Objective 1.7: Enhance access and availability of transit information and schedules.

Initiatives for Objective 1.7:

- Initiative 1.7.1: Add numbers to bus stops to assist passengers and CAT representatives in determining bus stop locations and providing accurate information.
- Initiative 1.7.2: Partner with the Chamber of Commerce to develop and disseminate a route map that depicts the locations of major destinations, including employment centers, apartments, and attractions.
- Initiative 1.7.3: Conduct a Travel Training Day with CAT representatives riding the buses to share information with passengers and teach non-users how to use the transit system.
- Initiative 1.7.4: Develop outreach activities to teach children how to use public transportation.
- Initiative 1.7.5: Proceed with developing a smartphone application to enable the greater dissemination of CAT information.

Initiative 1.7.6: Update the CAT webpage with user-friendly features to provide easier access to route maps, trip planning, and real-time bus location information.

Goal 2: Reduce energy demand, implement green initiatives and sustainable processes, and protect Collier County's natural resources using cost-effective and efficient technologies.

Objective 2.1: Implement innovative programs to reduce vehicle miles traveled within Collier County.

Initiatives for Objective 2.1:

Initiative 2.1.1: Continue coordination with FDOT's District One Commuter Services program for the implementation of additional commuter programs.

Initiative 2.1.2: Coordinate with public and private entities to establish new park-and-ride locations for commuters.

Initiative 2.1.3: Coordinate with the Naples Pathway Coalition, the MPO Pathways Advisory Committee, and local non-profit and/or for-profit groups to explore the potential for implementing a bicycle share program.

Initiative 2.1.4: Determine how Collier County can leverage additional funding to promote and provide green alternatives including federal funds for transit in parks.

Initiative 2.1.5: Coordinate with Collier County Driver License and Motor Vehicle Service Centers to promote CAT fixed-route services to persons unable to obtain a driver's license or with an unsafe and/or inoperable vehicle.

Objective 2.2: Implement environmentally-friendly operating procedures.

Initiatives for Objective 2.2:

Initiative 2.2.1: Explore potential to transition the fleet to alternative fuel vehicles for economic and environmental benefits.

Initiative 2.2.2: Where appropriate, consider the potential to purchase smaller vehicles to match the capacity requirements of the new service areas.

Initiative 2.2.3: Reduce fuel consumption by one percent each year, as service, new sources to power vehicles, and funding allows.

Initiative 2.2.4: Construct future CAT facilities utilizing environmentally-friendly materials, where feasible.

Goal 3: Build meaningful partnerships that increase the visibility of CAT, promote livability, and enhance economic and social well-being.

Objective 3.1: Develop marketing strategies to increase ridership and improve the visibility of CAT.

Initiatives for Objective 3.1:

Initiative 3.1.1: Participate in local job fairs to increase knowledge about the transit system and encourage use.

Initiative 3.1.2: Develop marketing materials and programs to demonstrate the value and role of transit in regional carbon emissions reduction.

Initiative 3.1.3: Distribute transit service information and user-friendly brochures to at least 25 percent of businesses within ¼-mile of existing transit routes prior to initiating the next TDP Major Update.

Initiative 3.1.4: Continue the CAT public relations campaign, including commercial and radio advertisements, designed to promote transit ridership and sustainability.

Initiative 3.1.5: Create a Transit Ambassador Program using volunteer transit users to spread the word about CAT and how to use the services.

Initiative 3.1.6: Hire a full-time Mobility Manager/Social Media Specialist responsible for updating the CAT Facebook page and Twitter account with the latest news and information.

Initiative 3.1.7: Conduct one presentation each month to an agency, including the NAACP, assisted living facilities, driver's education classes, CRAs, Wives of the Farm Workers, Good Will Industries, Homeowners Associations, pending the hire and availability of a full-time staff person at CAT designated to perform outreach functions.

Objective 3.2: Build partnerships for participation in discussions relating to proposed future development and redevelopment.

Initiatives for Objective 3.2:

Initiative 3.2.1: Coordinate with the Immokalee Seminole Casino on their future and recent developments to explore the potential for partnering to provide additional service in Immokalee and other areas.

Initiative 3.2.2: Develop Transit Development Guidelines to provide the development community with guidelines on bus stop siting and design, land use and

roadway design factors that affect transit design, and when to coordinate with CAT for transit services during the development process.

Initiative 3.2.3: Participate in Opportunity Naples meetings and other discussions regarding future development in Collier County, pending the availability of CAT staff.

Objective 3.3: Establish intergovernmental relationships to improve and expand existing and future transit service.

Initiatives for Objective 3.3:

Initiative 3.3.1: Participate in quarterly meetings with Lee Tran to identify ways to improve service, including coordinating the fixed-route bus schedules between Lee County and Collier County routes connecting with the LinC.

Goal 4: Coordinate public transportation services with local, regional, and state planning efforts.

Objective 4.1: Coordinate integrated land use planning efforts to incorporate transit needs into the development review process.

Initiatives for Objective 4.1:

Initiative 4.1.1: Work with county and city planners to evaluate and consider the impacts of development on transit and how that could be translated into funding options for transit.

Initiative 4.1.2: Participate in planning and development review meetings to ensure that county and city policies support transit services and funding needs.

Initiative 4.1.3: Ensure that CAT comments on all major development regarding the provision of transit services and the capital and operational impact on transit and associated funding for these impacts.

Initiative 4.1.4: Work with county and city planners to incorporate transit oriented development design into the planning process.

Initiative 4.1.5: Develop a list of recurring annual meetings where transportation and land use will be topics and designate a representative to attend.

Initiative 4.1.6: Meet quarterly with staff from the Collier County Transportation Engineering and Planning departments to identify upcoming utilities, roadway, and /or stormwater projects, planning studies, and site developments that will affect the provision of transit services.

Goal 5: Use the most efficient technologies and innovations available for transportation system operations.

Objective 5.1: Implement and expand Intelligent Transportation System (ITS) improvements.

Initiatives for Objective 5.1:

Initiative 5.1.1: Continue to improve customer information systems (including website) for scheduling information to encourage and increase system use.

Initiative 5.1.2: Develop an Intelligent Transportation Systems (ITS) plan that includes evaluation criteria for potential and proposed ITS projects.

Initiative 5.1.3: Implement a trip planner by September 2016.

Initiative 5.1.4: Implement technology to allow for customers to reload smart cards online by 2017.

Initiative 5.1.5: Coordinate with Lee County Transit to implement technologies that support regional acceptance of smart cards for fare payment.

Initiative 5.1.6: Explore technology that would allow merchants to reduce the fixed-route fare for patrons using smart cards.

Goal 6: Monitor and maintain service quality and standards.

Objective 6.1: Develop ongoing processes to measure and monitor service quality.

Initiatives for Objective 6.1:

Initiative 6.1.1: Use the performance measures established in the 2016-2025 TDP Major Update to monitor fixed-route services on a quarterly basis. Make revisions to low-performing services and if improvements are not seen after the changes discontinue the service.

Initiative 6.1.2: Conduct a survey at least every two years to obtain passenger information including user demographics, travel behavior characteristics, and user satisfaction.

Initiative 6.1.3: Maintain an ongoing public involvement process to solicit input through discussion groups, interviews, surveys, and public workshops.

Objective 6.2: Efficiently and cost-effectively upgrade and maintain the CAT fleet.

Initiatives for Objective 6.2:

Initiative 6.2.1: Operate a fleet of fixed-route vehicles with an average age of less than five years by 2025, as funding permits.

Initiative 6.2.2: Perform scheduled maintenance activities for all transit vehicles to keep them operable and reduce overall vehicle costs.

Initiative 6.2.3: Develop a process for operators to communicate potential vehicle maintenance problems that feed into an ongoing preventative maintenance program and address actual maintenance problems immediately.

Goal 7: Maximize the use of all funding sources to increase services or to provide better services.

Objective 7.1: Increase and expand revenue sources.

Initiatives for Objective 7.1:

Initiative 7.1.1: Review the potential for advertising inside the buses.

Initiative 7.1.2: Educate the general public and local decision-makers on the importance of public transportation and the need for financial support.

Initiative 7.1.3: Submit grant applications available through federal, state, local, and private sources.

Initiative 7.1.4: Annually seek to identify and obtain available alternative revenue sources for the provision of new and improved transit services.

Initiative 7.1.5: Work with the County Attorney's office to explore the possibility of establishing a 501(c)(3) that allows persons to donate funds to CAT for the purpose of "adopting a shelter" or "adopting a rider" by September 2016.

Initiative 7.1.6: Establish a citizen campaign by January 2016 to educate on the benefits of creating a sales tax initiative or Municipal Services Taxing Unit (MSTU) for transit and gauge citizen support for the establishment of either an MSTU or sales tax that would provide transit service at reduced or no cost to the residents paying taxes within the boundaries.

Section 9: Transit Alternatives

The purpose of this section is to summarize the potential transit improvements developed as part of the 10-year planning horizon of this TDP Major Update. Recommended improvements to a transit system can include items such as the implementation of new routes, improved frequency on a route, or can be more administrative in nature, such as improving marketing or purchasing technology. The improvements presented in this section are part of CAT's transit vision for the 10-year planning horizon. These improvements in no way establish a financial commitment for Collier County; they have been developed only for transit planning purposes and do not reflect the actual budget or expenses of CAT.

Section 10 presents the financial plan, identification of the shortfall if all improvements are implemented, and revenue sources. The revenue streams identified in the financial plan are also for planning purposes and may not reflect actual funding levels.

Development of Alternatives

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

- **Workshops and Stakeholder Discussions** – Public workshops and stakeholder discussions have been an effective technique for obtaining substantive public input on transit needs throughout the TDP development process. Public workshops, interviews, and discussions with passengers at the CAT intermodal transfer station helped to gather input from the public and stakeholders regarding what alternatives should be considered for the next 10 years.
- **Discussions with Public Agency Staffs** – Meetings were held with the TDP Review Committee, CAT, and MPO staff to review and discuss the existing and future transit needs.
- **Situation Appraisal** – An assessment of the CAT operating environment was completed to identify the needs of the community, including a review of the county's planning efforts.
- **Visioning Surveys** – An onboard and online survey was conducted as part of the planning process to obtain additional input from the entire community, including business owners, agency staff, transit users, and others.
- **Coordination with the Collier MPO Long Range Transportation Planning Process** – The LRTP and TDP planning process have been conducted concurrently and allowed for an opportunity to coordinate on projects and ensure consistency between the two planning documents. Input from both public outreach processes, including the LRTP Steering Committee was used to develop the 10-year TDP alternatives.
- **Transit Demand Assessment** – As presented in Section 7 of this report, an assessment of transit demand and needs was conducted for Collier County. These technical analyses, together with the baseline conditions assessment and performance reviews conducted previously, were also used in developing the list of transit alternatives by identifying areas that have characteristics shown to be supportive of transit.

Several alternatives were developed and grouped into the following three main categories: Service, Capital/Infrastructure, and Policy/Other. Improvements in each of these categories are summarized below along with an evaluation of how each improvement addresses the needs that have been identified during the TDP development process and situation appraisal.

10-Year TDP Service Alternatives

The following local and regional service alternatives were developed for the CAT 10-year TDP major update. The alternatives provide the most viable services to be provided to existing and potential transit users. The potential service improvements are summarized below and presented in Map 15.

Local Service Priorities

Service priorities include new bus routes, enhancements to exiting routes, service expansion, and other significant needs identified as part of the TDP development process. The service priorities for the 2016-2025 TDP are summarized below.

- **Continue operating the existing bus routes and maximize existing service efficiency** – The existing fixed routes should continue to operate in coordination with any service improvements and modifications that can be implemented resulting from the COA or other planning efforts.
- **Improve existing service** – A number of improvements are recommended for existing services to accommodate current demand, to include: increasing hours of service later in the evening, adding Sunday service, and increasing frequency on most routes to 45 minutes or better, with the exception of Route 21 and Route 19. The Route 21 and 19 frequencies are recommended to be increased to 50 and 75 minutes, respectively to reduce the current headway by half over the 10-year period.
 - Increase weekday and Saturday frequency to 45 minutes on Routes 11, 12, 15, 16, 17, 18, 20, 22, 23, 24, 25, 26, and 27.
 - Increase weekday and Saturday frequency to 30 minutes on Routes 13 and 14.
 - Increase weekday and Saturday frequency to 50 minutes on Route 21.
 - Increase weekday and Saturday frequency to 75 minutes on Route 19.
 - Extend weekday and Saturday evening hours to 10 p.m. on all routes.
 - Increase Sunday frequency to 90 minutes on Routes 20 and 25.
 - Increase Sunday frequency on Route 19 from a morning and afternoon peak trip to 150 minutes.
 - Extend Sunday hours on Route 19 to 7:25 p.m.
 - Extend Sunday hours on Route 22 from 5:50 a.m. to 7:55 p.m.
 - Add Sunday service with 90 minute frequency on Routes 16, 18, and 23.
- **Existing Route Realignments** – Based on the proximity of some of the existing fixed-routes to areas that are developing or have indicated a need for transit service, the following route realignments and extensions are recommended to serve those areas using the existing resources.
 - *Extend Routes 17 and 18 to Rattlesnake Hammock Road*
 - *Realign Route 19 to the Town of Ave Maria*

- **Implement new circulator routes** – Two new circulator routes were identified through the public involvement process and discussions with CAT and MPO staff. The new services are designed to circulate providing more frequent service and connectivity within a smaller defined area. Both services are planned to operate Monday through Saturday from 6 a.m. to 10 p.m., with 30 minute frequencies and Sunday from 7 a.m. to 6:30 p.m., with 30 minute frequencies.
 - *Downtown Naples Loop* – The Downtown Naples Loop would provide access to shops and other attractions in the area, including the beach and pier.
 - *Beach to Seagate via Goodlette-Frank* – This route provides additional access to the beach from two access points: Gulfshore Boulevard and Immokalee Road and Seagate Drive. The need for beach access was mentioned throughout the TDP development process. This service will also help with congested parking in these areas.
 - *Seasonal Beach Access Route* – This route provides enhanced beach access during the traditional tourist season from December to April. The route will operate seven days a week, from 9 a.m. to 3 p.m., using a “park and ride” concept. The route will deliver tourists from potential overflow parking areas to beach park destinations, including North Collier Regional Park, Cochohatchee River Park, Connor Park, Vanderbilt Beach, and Bluebill Beach Access/Delnor Wiggins State Park. Also, “park and boat” opportunities at specific locations where water shuttle services are available will be coordinated in the planning of this route.
- **Implement new fixed bus routes** – Seven new fixed bus routes were identified through the transit demand assessment, public involvement activities, and discussions with CAT and MPO staff. These new services are designed to capture transit-dependent and choice transit rider markets and provide improved connectivity in Collier County.
 - *CAT Operations Center to Creekside Transfer Station Route* – New route from the CAT operations center on Radio Road to the Creekside Transfer Station providing an alternative route along Livingston Road. This route will operate Monday through Saturday from 6 a.m. to 10 p.m., with 60 minute frequency and Sunday from 6 a.m. to 6:30 p.m., with 120 minute frequency.
 - *Immokalee Road (Everglades to the Beach)* – New route from Everglades Boulevard to the beach along Immokalee Road. This route will provide connectivity for the east portion of the county to the beaches. The need for additional services near Oil Well Road, Ave Maria, and Orange Tree were mentioned many times during the public outreach process. There is also future development planned for this area and this route would provide a more direct connection with the Creekside Transfer Station; therefore, more access to the regional LinC route connecting Collier and Lee counties. This route will operate Monday through Saturday, from 6 a.m. to 10 p.m., with 60 minute frequency and on Sunday from 6 a.m. to 6:30 p.m., with 120 minute frequency.
 - *Immokalee-Vineyards (via Vanderbilt)* – New route providing access from Vineyards to the beach access point on Immokalee Road. This route will operate along Vanderbilt Beach Road with 60 minute frequency, from 6 a.m. to 10 p.m., Monday through Saturday.

- *County Barn/Santa Barbara* – New route connecting the CAT Operations Center and the Government Center along Radio Road and Davis Boulevard, with a loop on County Barn Road and Santa Barbara. The route will operate Monday through Saturday, from 6 a.m. to 10 p.m., with 45 minute frequency and on Sunday from 6 a.m. to 6:30 p.m., with 90 minute frequency. This route will provide transit service in south Collier and connections to a number of the existing fixed-routes.
- *Everglades Boulevard/Golden Gate* – New route providing connectivity from the Orangetree/Oil Well Road area through Golden Gate Estates along Golden Gate Boulevard to a potential future transfer point in Golden Gate City. The area covered by this route has been identified as needing transit service throughout the public outreach process. This route would operate Monday through Saturday from 6 a.m. to 10 p.m., with 60 minute frequency.
- *Mercato/5th Avenue* – New route would provide connectivity from the City of Naples to major retail centers and attractors along Tamiami Trail. Transportation options that provide access to goods and services was discussed during the discussion group workshop. Participants would like to have access to the attractors in coordination with a program that offers discounts to passengers that use CAT and shop at participating retail stores. The route would operate Thursday through Saturday only from 6 a.m. to 10 p.m., with 60 minute frequency.
- *Vanderbilt Beach Road Extension* – New route extending from Everglades Boulevard to a potential park and ride lot that may be located on Immokalee Road. If implemented, this route may connect with the Golden Gate Flex offering greater connectivity to residents living on the east side of the county. This route would operate Monday through Saturday from 6 a.m. to 10 p.m., with 60 minute frequency.
- ***Implement new flex routes*** – In the progression of transit services, flex routes may be used to begin a service within a new area and evaluate the demand prior to operating a fixed-route or as a viable transit mode within a rural or lower density area. Flex routes operate as door-to-door service during a portion of the service span and also connect with fixed-route services at specific time points. This service requires scheduling; therefore, passengers must make reservations in advance. Three new flex routes were identified during the development of the alternatives. The flex routes, locations, and operational characteristics are listed below.
 - *South Naples Flex* – The boundaries for this flex route area are Rattlesnake Hammock Road to the north, US 41 to the west, and Collier Boulevard to the east. There are several DRIs in this area and several of the roadways are projected to be at Level of Service F in 2025. The public outreach process has also indicated a need for transit service in this area. The route would operate Monday through Saturday from 7 a.m. to 7 p.m., with 30 minute frequency.
 - *North Naples Flex* – The boundaries for this flex route area are Immokalee Road to the south, Interstate 75 to the east, the Lee County line to the north, and extending all the way west to the beachside. There are a number of DRIs in this area and Transportation Disadvantaged trips may be reduced with the addition of a flex route option. Public

comment has also indicated a need for additional transit services in North Naples. This services would operate Monday through Saturday from 7 a.m. to 7 p.m., with 60 minute frequency.

- *Golden Gate Estates Flex* – The boundaries for this flex route area are just east of Collier Boulevard, Vanderbilt Beach Road on the north side, Desoto Boulevard North on the east, and Interstate 75 to the south. The Golden Gate Estates Flex route would provide new service to an area currently without fixed-route transit and connect with the other fixed-routes, if the new services and realignments recommended in this 10-year plan move forward based on funding availability. The Golden Gate Estates area has been mentioned as a transit need throughout the outreach process. This flex route would operate Monday through Saturday from 7 a.m. to 7 p.m., with 120 minute frequency.
- **Implement new express routes** – Express route service has fewer stops than traditional fixed-route service and may be used to connect areas that are greater distances apart. Based on Collier County’s land area, the needs expressed through the public outreach process, and the commuter flow patterns, four express bus service alternatives are recommended and described below.
 - *Government Center to Everglades City* – New express route connecting the Naples area with Everglades City. A need has been expressed to provide transit service to the residents of Everglades City for access to jobs and services and to visitors for access to Everglades City. This route would operate Monday through Saturday during the peak hours with 60 minute frequency.
 - *Immokalee to Lehigh Acres* – New express route providing a regional connection between Collier and Lee County from Immokalee. This route would offer another option for accessing Lee County without having to travel from Immokalee to the Naples area. Through the public outreach process, this service along SR 82 was identified several times to connect residents of Immokalee with major attractors in the Lehigh Acres area, including Wal-Mart. This route would operate Monday through Saturday during the peak hours with 60 minute frequency.
 - *Government Center to the airport (RSW) and Florida Gulf Coast University (Lee County)* – New express route from Collier to Lee County terminating at the airport with a stop at FGCU. Regional connections with airport access as well as transportation for students have been identified as needs during this process. This route would operate Monday through Saturday during the peak hours with 60 minute frequency.
 - *Government Center to Park and Ride Lot at Collier – Lee County Line* – New express route to the proposed park and ride lot at the Lee County line. If recommended alternatives in this plan are implemented, this express route may potentially connect with the North Naples Flex, providing a more direct connection between North and South Naples. This route would operate Monday through Saturday during the peak hours with 60 minute frequency.

Capital/Infrastructure Alternatives

The following capital and infrastructure alternatives were developed for the 2016-2025 TDP major update.

- **Vehicle replacement** – Vehicle replacement is the most important component of transit infrastructure for CAT. A total of 20 fixed-route buses have been identified to maintain the existing service over the 10-year period; however, following an increase in service frequency or the implementation of any new alternatives, CAT should evaluate its vehicle replacement and acquisition plan. Expansion vehicles have been included in this needs plan to accommodate for new service as funding becomes available. Vehicles should be purchased equipped with technology employed by CAT, such as electronic fareboxes and vehicle locators. Additional paratransit and support vehicles will also be needed over the 10-year period for both maintaining existing transit service and expanding service.
- **Expand and improve bus stop infrastructure** – Input received during the public outreach process indicates a need for improvements to transit stop infrastructure and amenities. CAT should continue to improve infrastructure at bus stops, including benches, shelters, bicycle storage facilities, trash receptacles, and other infrastructure needed to improve the rider experience at bus stops and the potential for attracting new riders.
- **Establish new park-and-ride lot** – Park-and-ride facilities provide collection points for travelers to transfer from auto to transit or between autos (from a single-occupant vehicle to a carpool or vanpool). When conveniently located and carefully planned and implemented, park-and-ride facilities integrated into the overall transportation network can encourage a shift from single-occupant vehicles to transit or other alternative modes. Park and ride locations will connect with bus service. The following potential park and ride locations have been included in the TDP to begin the planning phase, with possible implementation. The list below includes possible locations and not all of the park and ride lots will move beyond the planning phase during the 10-year TDP planning period; therefore, the park and ride lots are also included in the Collier MPO 2040 LRTP long-term planning process. Also, without the addition of new services in areas where CAT currently does not operate, there would not be a need for some of the park and ride locations presented in this alternative.
 - US 41 & Collier-Lee County Line
 - I-75 & Collier-Lee County Line
 - Collier Boulevard & Immokalee Rd
 - Golden Gate Boulevard & Wilson Boulevard
 - Ave Maria & Camp Keais Road
 - Immokalee Drive & Adams Avenue
 - US 41 & Collier Boulevard
 - Tamiami Trail & SR 29
 - Vanderbilt Beach
 - US 41 & Golden Gate Pkwy
 - Logan Blvd N & Golden Gate Pkwy
 - I-75 & Immokalee Rd
- **Establish new and upgrade existing transfer points** – Transfer points are larger bus staging areas used at locations where multiple services come together at a point in the system. The transfer

point should serve as a community focal point in the system and a transit destination/transfer station. Amenities that are essential to transfer points include:

- Transit signage
- ADA access compatibility
- Seating area
- Lighted passenger shelter
- Trash receptacle
- Landscaping
- Bicycle storage
- Bus bay
- Information kiosks

The new transfer points recommended in this section should be established concurrent with the identification of funding for new services over the 10-year period. Without the addition of new services in areas where CAT currently does not operate, there would not be a need for additional transfer points. The following potential new locations have been identified for construction of a transfer point during this TDP timeframe as new services are established.

- I-75 & Immokalee Rd (Future)
- Golden Gate Pkwy & Sunshine Blvd (Future)
- Two additional future locations to be identified when services are implemented

The following transfer points have been identified for upgrades:

- Creekside (Existing)
- US 41 & Golden Gate Pkwy (Existing)

- **Intelligent Transportation Systems (ITS)** – ITS improvements included in the capital alternatives are listed below.
 - *CAT ITS Phase III* – Live camera feed from the buses to the CAT operations office and installation of Wi-Fi onboard the fixed-route buses.
 - *CAT ITS Phase IV* – Transit signal priority equipment and implementation, electronic fareboxes on paratransit vehicles, additional installation of Wi-Fi onboard the fixed route buses.
 - *Transit Communication System* – ITS warranty for years 3, 4, and 5, Interactive Voice Response (IVR) implementation (next bus information via touch tone phone), and additional LED signage.
- **ADA Compliance Improvements** – Implementation of the phased ADA bus stop compliance improvements and priorities identified in the 2014 CAT ADA Bus Stop Assessment

Policy/Other Alternatives

- **Major TDP Update** – FDOT requires that a TDP undergo a major update for the fifth year. In addition, FDOT requires that TDP progress reports are submitted annually. It is anticipated that this effort will be undertaken and funded in coordination with state and local requirements.
- **Evaluate Fare Policy** – The present fare structure should be reviewed in 2017 and every 5th year thereafter to ensure that CAT is maintaining its farebox recovery and that passenger fares are consistent with transit agencies that coordinate service with CAT.
- **Bus Stop Inventory and Assessment** – CAT completed an ADA bus stop assessment in 2014 and will be improving existing stop through a phased-implementation plan over the TDP planning

period. CAT should conduct assessments every five years to reassess the bus stops in coordination with the addition of new services and service modifications, with the next assessment occurring in 2019.

- **Staff Position** – A full-time mobility manager position has been included in the recommendations. This staff person will be needed to carry out the goals and objectives outlined in this TDP major update and should be secured in the first year of the TDP.

Based on the analysis above, Table 24 presents the Operating Needs Plan, including funded and unfunded needs and the corresponding year of proposed implementation. New service alternatives and associated capital alternatives that have been identified are considered unfunded at this time based on the current CAT budget. The services will remain unfunded unless additional revenue streams are identified. Therefore, 2025 is the corresponding year for all unfunded alternatives. Table 25 presents the capital and infrastructure alternatives and phasing plan that was identified through the same process as the operating improvements. In addition, many of the capital alternatives, including park and ride lots, transfer points, and new vehicles are only needed when associated with the newly proposed service alternatives. It is important to note that the priorities listed in Tables 24 and 25 are subject to the availability of funding. If alternative revenue sources are identified for the implementation of any improvement, regardless of the implementation year identified in this TDP that improvement may be advanced for implementation in an earlier year.

The priorities listed in Tables 24 and 25 do not exactly mirror, but are consistent with the goals, objectives, and initiatives in this report. Map 15 displays the facility and service-based transit alternatives visually.

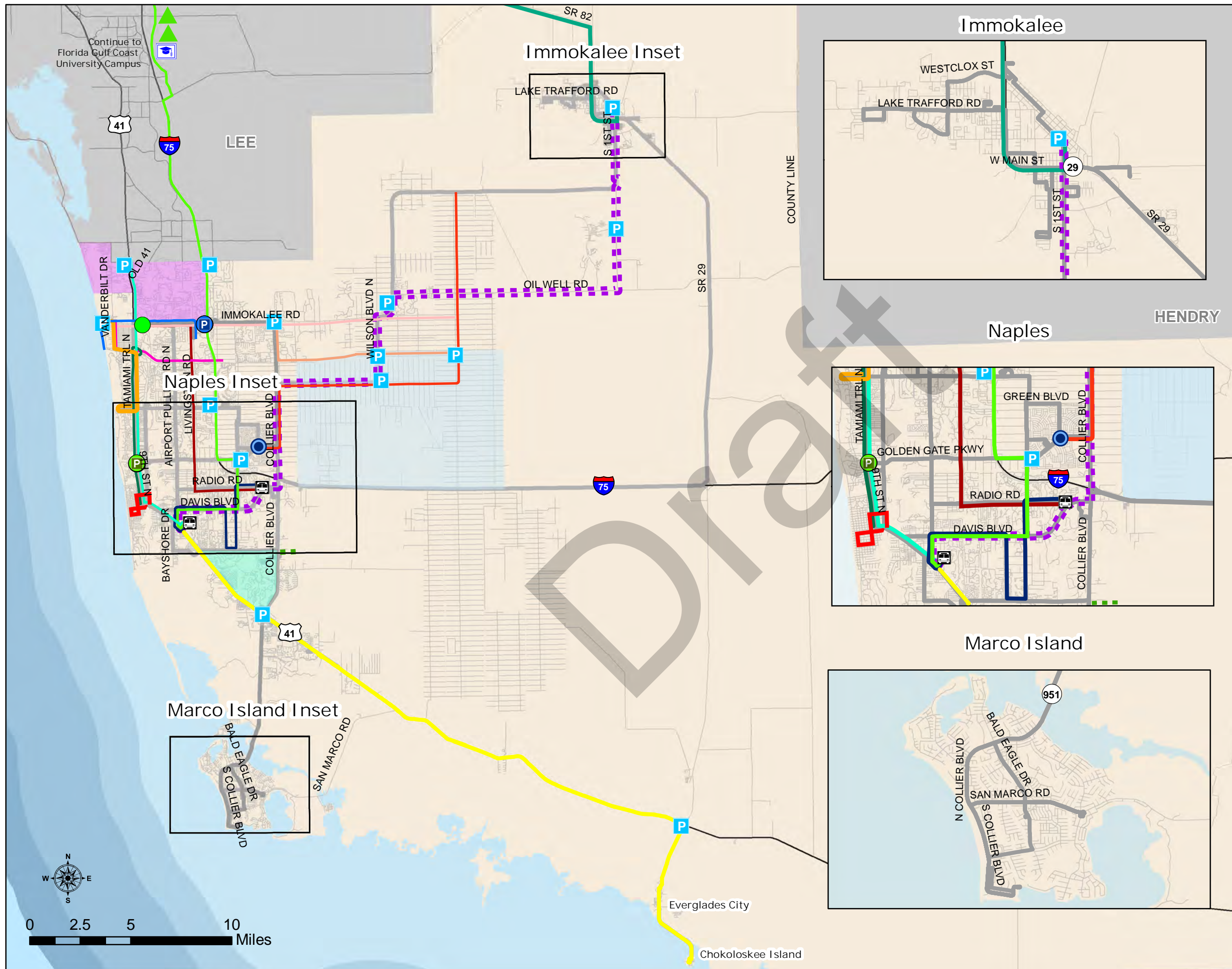
Table 24: 10-Year TDP Operating Needs Plan

Service Type/Mode	Description	Implementation Year	Annual Operating Cost 2016
Maintain Existing Fixed Route/Fixed Guideway			
Existing Bus	Maintain Existing Fixed Route Service	2016	\$6,320,997
Existing Paratransit	Maintain Existing Paratransit	2016	\$3,609,147
Fixed Route/Fixed Guideway Improvements			
11	Red Route-US 41/Creekside	2025	\$511,756
12	Gold Route-Airport/Creekside	2025	\$595,468
13	Orange Route-NCH/Coastland Mall	2025	\$567,564
14	Teal Route-Bayshore/Coastland Mall	2025	\$637,324
15	Purple Route-Golden Gate City	2025	\$544,125
16	Gray Route-Golden Gate City	2025	\$761,014
17	Green Route-Rattlesnake/Edison College (Rattlesnake-Hammock Ext.)	2025	\$605,513
18	Yellow Route-US 41 East/Naples Manor (Rattlesnake-Hammock Ext.)	2025	\$693,055
19	Blue Route/GG Estates/Immokalee (Realigned via Ave Maria)	2025	\$940,432
20	Pine Ridge	2025	\$1,032,442
21	Marco Island Circulator	2025	\$181,375
121	Express Immokalee/Marco	2025	\$120,824
22	Immokalee Circulator 1	2025	\$578,019
23	Immokalee Circulator 2	2025	\$591,482
24	US 41 East/Charlee Estates	2025	\$599,933
25	Golden Gate Pkwy/Goodlette Road	2025	\$674,157
26	Pine Ridge/Clam Pass (No full day service)	2025	\$679,179
27	CR 951/Immokalee Rd	2025	\$567,564
301	Downtown Naples Loop	2025	\$500,638
302	Beach to Seagate via Goodlett-Frank	2025	\$500,638
30	CAT Ops Center to Creekside (via Livingston)	2025	\$505,349
31	Immokalee Road (Everglades to Beach)	2025	\$505,349
32	Immokalee-Vineyards (via Vanderbilt)	2025	\$446,461
33	County Barn/Santa Barbara	2025	\$505,349
34	Corkscrew/Golden Gate	2025	\$446,461
35	Mercato/5th Ave (Thursday-Saturday Only)	2025	\$446,461
301	Vanderbilt Beach Rd Extension	2025	\$446,461
202	South Naples Flex	2025	\$334,846
203	North Naples Flex	2025	\$334,846
204	Golden Gate Flex	2025	\$334,846
122	Gov Center to Everglades City (US 41)	2025	\$446,461
123	Immokalee to Lehigh Acres	2025	\$334,846
124	Gov Center to Florida Gulf Coast University Lee County Campus	2025	\$334,846
125	Collier-Lee County Connector	2025	\$446,461
126	Seasonal Beach Access Route	2016	\$81,537
Paratransit	Proposed New Service Paratransit	2025	\$4,437,887

Service Type/Mode	Description	Implementation Year	Annual Operating Cost 2016
Other Operating Expense Priorities			
Planning Priorities	Staff Position - Mobility Management	2016	\$64,000
Planning Priorities	Major TDP Update	2019	\$150,000
Planning Priorities	Evaluate Fare Policy	2017	\$30,000
Planning Priorities	Bus Stop Inventory Assessment, COA, Etc.	2018	\$150,000
Miscellaneous	Miscellaneous Planning Studies	2016	\$20,000
Marketing	Seasonal Beach Access Route	2016	25,000

Table 25: 10-Year TDP Capital Implementation Plan

Capital Needs	Unit Cost 2015	10-Year Need	Total Cost
Vehicle Requirements			
Fixed-Route/Fixed Guideway			
Replacement Buses - Maintain Existing Fixed-route	\$429,000	20	\$ 8,580,000
Replacement Buses - Maintain Existing Paratransit	\$130,000	31	\$ 4,030,000
New Buses - Expansion and New Services	\$429,000	42	\$ 18,018,000
New Vehicles - Paratransit to Complement Expansion	\$130,000	3	\$ 390,000
Total		96	\$ 31,018,000
Support Vehicles			
Support Vehicles - Maintain Existing Service	\$30,000	3	\$ 90,000
Support Vehicles - New Service	\$30,000	2	\$ 60,000
Total		5	\$ 150,000
Other Transit Capital			
Amenities Program (Stop Signs, Benches, Shelters, Trash Receptacles)	\$35,000	10	\$ 350,000
ITS Improvements	\$452,773	4	\$ 1,697,898
Park-and-Ride Lots	\$396,000	2	\$ 792,000
Existing Transfer Point Upgrade	\$100,000	2	\$ 200,000
New Transfer Point	\$200,000	4	\$ 800,000
ADA Compliance Improvements	\$25,000	10	\$ 250,000
Miscellaneous Capital	\$15,000	10	\$ 150,000
Seasonal Beach Access Route Infrastructure	\$97,087	2	\$ 145,631
Total 10-Year Capital Cost (Without Inflation)			\$35,553,528



Existing Services

- Existing Transfer Center
- Existing Transfer Point/Future Park-N-Ride
- Existing Transfer Point
- Existing CAT Routes

Circulator Needs

- Beach to Seagate via Goodlett-Frank
- Naples Downtown Loop

Express Service Needs

- Gov Center to FGCU
- Gov Center to Everglades City
- Collier-Lee County Connector
- Immokalee to Lehigh Acres

Fixed-Route Service Needs

- CAT Ops to Creekside (via Livingston)
- Immokalee Road (Everglades to Beach)
- Immokalee-Vineyards (via Vanderbilt)
- County Barn/Santa Barbara
- Everglades Blvd/Golden Gate
- Mercato/5th Ave
- Vanderbilt Beach Rd Extension
- Route 17/18 Extension
- Route 19 Realignment Ave Maria
- Seasonal Beach Access Route

Flex Service Needs

- Golden Gate Flex
- South Naples Flex
- North Naples Flex

Future Services

- Future/Potential Transfer Point/Park-N-Ride
- Future/Potential Transfer Point
- Future/Potential Park-N-Ride
- Seasonal Beach Access Route

Sources: Collier County GIS, FGDL, CAT, Collier MPO, & ESRI.

Ridership Projections

As mentioned previously, T-BEST is required by legislation and is the FDOT-approved transit demand forecasting tool for TDPs. T-BEST was used to project ridership for the 2025 transit needs plan. T-BEST uses network connectivity, spatial analysis, temporal accessibility, time-of-day variations, and route competition to project ridership. While T-BEST is a useful tool, it is important to note that its strength lies in comparative projections, not absolute projections. As a result, caution and professional judgment should be used when considering the absolute ridership projections resulting from the T-BEST model. In addition, as service levels increase or new service is introduced some routes may experience ridership decreases because patrons have more service options. T-BEST continues to be a work in progress and will become more useful as its full limitations are addressed in future updates.

Using the validated model, the Collier County scenario was created for 2025. The scenario represents the proposed route system with modifications. A model run was performed for the scenario, and the results are shown in Tables 26 through 28, which present the projected number of average weekday, Saturday, and Sunday riders by route in 2025 with new route modifications. New service will show 100 percent growth and a ridership change consistent with the 2025 projection in each alternative because it is the provision of an item that did not previously exist.

Table 26: TBEST 2015 and 2025 Needs Plan Ridership Projections - Weekday

Route Name	Weekday Total Boardings		
	2015	2025	% Change
Route 11	104,644	308,090	194.4%
Route 12	117,636	321,672	173.4%
Route 13	79,457	199,398	151%
Route 14	80,276	191,261	138.3%
Route 15	121,443	273,917	125.6%
Route 16	77,489	195,644	152.5%
Route 17	63,806	168,230	163.7%
Route 18	50,066	144,024	187.7%
Route 19	116,755	NA	-100%
Route 19 Realignment	NA	126,739	100%
Route 20	32,217	249,348	674%
Route 21	36,255	79,302	118.7%
Route 121 Express	16,426	28,029	70.6%

Route Name	Weekday Total Boardings		
	2015	2025	% Change
Route 22	57,258	153,419	167.9%
Route 23	50,070	128,502	156.6%
Route 24	62,227	206,057	231.1%
Route 25	44,509	160,144	259.8%
Route 26	35,329	176,824	400.5%
Route 27		107,049	100%
Route 17/18 Extension	NA	270	100%
Beach to Seagate via Goodlette-Frank	NA	203,929	100%
CAT Operations to Creekside via Livingston	NA	51,080	100%
Collier Lee County Connector	NA	23,372	100%
County Barn/Santa Barbara	NA	225,732	100%
Everglades Blvd/Golden Gate	NA	27,094	100%
Golden Gate Flex	NA	21,482	100%
Government Center to SWFL Airport	NA	16,601	100%
Government Center to Everglades City	NA	4,626	100%
Immokalee Road (Everglades Beach)	NA	47,745	100%
Immokalee to Lehigh Acres	NA	1,827	100%
Immokalee-Vineyards (Via Vanderbilt)	NA	30,465	100%
Mercato/5th Ave	NA	139,615	100%
Naples Downtown Loop	NA	85,999	100%
North Naples Flex	NA	27,884	100%
South Naples Flex	NA	70,527	100%
Vanderbilt Beach Road Extension	NA	12,213	100%
Totals	1,145,863	4,208,110	267.2%

Table 27: TBEST 2015 and 2025 Needs Plan Ridership Projections - Saturday

Route Name	Total Saturday Boardings		
	2015	2025	% Change
Route 11	17,007	50,546	197.2%
Route 12	18,248	54,462	198.5%
Route 13	14,898	39,077	162.3%
Route 14	16,500	46,842	183.9%
Route 15	19,308	48,729	152.4%
Route 16	11,118	29,963	169.5%
Route 17	9,473	25,134	165.3%
Route 18	8,225	26,336	220.2%
Route 19	19,954	NA	-100%
Route 19 Realignment	NA	22,424	100%
Route 20	5,984	43,443	626%
Route 21	5,978	27,052	352.5%
Route 121 Express	3,189	17,249	440.9%
Route 22	8,469	22,597	166.8%
Route 23	7,529	20,099	167%
Route 24	11,937	35,748	199.5%
Route 25	10,732	40,395	276.4%
Route 26	11,001	53,592	387.2%
Route 27	NA	29,976	100%
Route 17/18 Extension	NA	122	100%
Beach to Seagate via Goodlette-Frank	NA	62,555	100%
CAT Operations to Creekside via Livingston	NA	15,492	100%
Collier Lee County Connector	NA	3,896	100%
County Barn/Santa Barbara	NA	25,215	100%

Route Name	Total Saturday Boardings		
	2015	2025	% Change
Everglades Blvd/Golden Gate	NA	7,121	100%
Golden Gate Flex	NA	4,336	100%
Government Center to SWFL Airport	NA	2,768	100%
Government Center to Everglades City	NA	782	100%
Immokalee Road (Everglades Beach)	NA	17,464	100%
Immokalee to Lehigh Acres	NA	250	100%
Immokalee-Vineyards (Via Vanderbilt)	NA	11,738	100%
Mercato/5th Ave	NA	46,946	100%
Naples Downtown Loop	NA	16,803	100%
North Naples Flex	NA	6,918	100%
South Naples Flex	NA	16,709	100%
Vanderbilt Beach Road Extension	NA	4,139	100%
Totals	199,550	876,918	339.4%

Table 28: TBEST 2015 and 2025 Needs Plan Projections - Sunday

Route Name	Sunday Total Boardings		
	2015	2025	% Change
Route 11	13,184	16,218	23%
Route 12	11,629	14,284	22.8%
Route 13	15,800	15,451	-2.2%
Route 15	14,799	13,151	-11.1%
Route 16	7,420	6,601	-11%
Route 17	7,971	8,672	8.8%
Route 18	0	6,286	100%
Route 19	3,203	NA	-100%
Route 19 Realignment	NA	5,802	100%

Route Name	Sunday Total Boardings		
	2015	2025	% Change
Route 20	1,096	3,558	224.6%
Route 21	4,872	6,565	34.7%
Route 121 Express	3,083	12,729	312.9%
Route 22	0	10,099	100%
Route 23	0	5,406	100%
Route 24	11,174	13,886	24.3%
Route 25	3,318	6,189	86.5%
Route 26	5,456	9,189	68.4%
Route 27		8,699	100%
Route 17/18 Extension	NA	17	100%
Beach to Seagate via Goodlette-Frank	NA	18,020	100%
CAT Operations to Creekside via Livingston	NA	6,239	100%
County Barn/Santa Barbara	NA	9,644	100%
Immokalee Road (Everglades Beach)	NA	7,954	100%
Naples Downtown Loop	NA	5,228	100%
Totals	103,005	209,887	103.8%

Section 10: 10-Year Implementation Plan

This section of the TDP presents the financial plan consisting of the capital and operating costs and revenues associated with maintaining the existing system (status quo) and with implementation of the 10-year Needs Plan. The financial plan is a planning tool utilized to quantify cost of service and related capital enhancements, but does not represent a commitment of funding or a requirement to provide any identified service/project in the year shown.

There have been no commitments from local, state, federal, or other sources to increase transit funding levels over the proposed amounts identified in the Collier County Fiscal Year (FY) 2015 Adopted Budget. Based on currently identified funding, existing service levels and capital improvements are planned through the first nine years of this TDP, with needs-based improvements being added to the tenth year, with exception of regularly occurring planning and marketing activities, a mobility management position, and the introduction of a pilot seasonal beach access route. All improvements included in the tenth year related to addressing the transit needs will require new revenue sources, along with additional revenue sources for the mobility management position and the seasonal beach access route pilot. A listing of additional revenue sources that may be considered for funding the proposed transit needs are included later in this section. While the revenue sources do not represent an exhaustive list, they include sources utilized by other areas and/or suggested through the TDP development process.

Table 29 displays the status quo financial plan with service and funding continuing at existing levels with inflation and minor planning or capital improvements occurring. The status quo financial plan has a balanced operating budget, but results in a \$2.3 million dollar surplus for capital over the 10-year planning horizon. The surplus is not additional funding that CAT will have available, but results based on the programming of capital funding and scheduling of capital projects. In FY 2026, immediately following this TDP planning horizon CAT will need to purchase replacement vehicles that will utilize the surplus funding and require additional capital funding. It is important to note that in previous years maintaining the current level of service resulted in the need for use of Reserve funding from Collier County. Any future year deficits in funding that may result for the provision of existing service would need to be covered through Collier County Reserve funding, an increase in fares, service reductions, or new funding sources. Table 29 provides a balanced status quo operating budget based on the best financial data available to project future year costs and revenues. Table 30 identifies the needs-based financial plan incorporating in the tenth year service improvements and major capital investments as identified in Section 9 of this TDP. The needs-based financial plan includes a deficit of \$50.9 million dollars, comprised of \$28.1 million of operating cost and \$22.8 million of capital cost. New funding would be required to realize any service or improvement beyond maintaining the current level of service. Nevertheless, operating and capital costs for the Needs Plan have been prepared in the event that additional funding is identified.

Ten-Year TDP Financial Plan

Numerous assumptions were made to project public transportation costs and revenues for this TDP planning timeframe of FY 2016 through FY 2025. The assumptions made for operating and capital costs and revenues are based on a variety of factors, including NTD data, trend data, operating characteristics, planning documents, the FDOT Work Program FY 2016 - 2020, the Collier MPO Transportation

Improvement Program (TIP) FY 2015 - 2019, staff correspondence, and the Collier County FY 2015 Adopted Budget. These assumptions are summarized below.

Cost Assumptions

- Cost are computed based on the federal fiscal year assuming CAT operating all but six days of service. The pilot route providing seasonal beach access was calculated with 150 days of service per year.
- Based on the Consumer Price Index (CPI) data for the last 10 years, from 2005 to 2014, the average annual inflation rate is 2.3 percent. Therefore, an annual inflation rate of 2.3 percent is used for all operating cost projections.
- Annual operating cost for fixed-route service is based on the revenue hours for each route multiplied by the revenue cost per hour. The cost per hour was determined using the FY 2013 National Transit Database cost per revenue hour of \$84.62 for fixed-route and \$63.09 for paratransit service escalated by 2.3 percent annually to a 2015 cost per revenue hour of \$88.56 and \$66.03, respectively. Each year service is in operation the inflation rate is applied to the costs of service.
- Additional expenses included in the operating costs are planning level studies that CAT may undertake directly or in coordination with the Collier MPO and the addition of a mobility management staff position proposed to be funded with competitively secured Federal 5310 Program funding. Marketing costs are also included for promoting the pilot seasonal beach access route. Some of the planning costs may be diverted within funding constraints and as necessary for marketing activities.
- Capital cost are increased based on a 3 percent annual inflation rate based on recent Florida TDPs.
- The number of replacement buses is determined based on FTA guidelines for vehicle retirement of twelve years or 500,000 miles for larger vehicles (fixed-route) and seven years or 110,000 miles for smaller vehicles (paratransit). Cost for fixed-route and paratransit vehicles is based on recent vehicle purchase data from CAT and consistent with other Florida transit agency vehicle costs. This plan utilizes an average unit cost of \$429,000 for fixed-route replacement and expansion vehicles for local bus service and \$130,500 for replacement and expansion of paratransit vehicles. The cost of the vehicle includes all technological upgrades and operating components such as bike racks, fareboxes, video cameras, Automatic Passenger Counters (APCs), and Automatic Vehicle Locators (AVLs). Also a unit cost of \$30,000 has been assumed for support vehicles that provide supervisory and oversight transportation. The vehicle costs are in FY2015 dollars and are assumed to increase 3.0 percent annually.
- Infrastructure costs for the pilot seasonal route have been estimated at \$100,000 for initial infrastructure in 2016 and \$25,000 plus annual inflation every other year through 2020 for additional improvements as the service becomes more popular.
- The capital costs also include a unit cost of \$35,000 in annual infrastructure improvements for bus passenger amenities (bike racks, shelters, signs and benches), ITS improvements periodically throughout the planning timeframe based on projects in the work program, two park-and-ride lot

studies that are developed into capital projects at a unit costs of \$396,000 based on recent TDPs and the 2012 FDOT Park-and-Ride Guide, \$25,000 annually for ADA compliance related improvements, upgrades to the existing transfer points totaling approximately \$229,000, and the addition of four new transfer points excluding land purchases in the tenth year to accommodate the proposed new services. These unit costs also were inflated by 3 percent annually.

Revenue Assumptions

- Revenues are based on varying sources including the FY 2015 Collier County Adopted Budget and the FDOT Adopted FY 2016 - 2020 Work Program and the Collier TPO FY 2015 - 2019 TIP.
- Federal Section 5307 Urban Area Formula operating assistance is based on the Collier County FY 2015 Adopted Budget, with a constant amount through FY 2019. A 3.0 percent increase is assumed each year thereafter. Federal Section 5307 capital funding is assumed as the FY 2015 FTA apportionment minus the funding used for operations each year, to include 3.0 percent escalation.
- Federal Section 5310 Elderly and Enhanced Mobility of Seniors funding is assumed to cover the costs of the Mobility manager position, which will have to be submitted and selected for funding through a competitively bid grant process. Revenues are assumed to equal the position cost annually.
- Federal Section 5311 Rural Area funding is based on the FDOT FY 2016 – 2020 Work Program, with 3.0 percent escalation added each year after FY 2020.
- State Block grant revenues are based on the Collier MPO TIP through FY 2019 and escalated by 3.0 percent thereafter. The Collier MPO TIP was consistent with the revenue identified in the Collier County Adopted FY 2015 Budget.
- State Transportation Disadvantaged Grant funding is based on the Collier County FY 2015 Adopted Budget and escalated by 3.0 percent beginning with FY 2015.
- Service Development Grant funding is based on the Collier County FY 2015 Adopted Budget for Route 11. Funding is only available for three years and due to funds being included in the FY 2015 budget, revenue is only assumed for FYs 2016 and 2017.
- County funding is the net remaining funds necessary to cover the expenses for operating costs with the exception of farebox revenues. Based on the Collier County FY 2015 Adopted Budget, County revenues are comprised of gas taxes, general fund, interest, Reserves, and other miscellaneous revenues. The County's capital contribution is based on the Collier MPO TIP through FY 2019 and escalated by 3.0 percent each year thereafter. The County's capital contributions may be met through the use of toll revenue credits, in-kind sources, or offset by additional state or federal participation that can be secured to support capital improvements.
- Farebox revenues are based on maintaining the farebox recovery ratio of 21.04 percent for fixed-route and 7.43 percent for paratransit consistent with the FY 2013 NTD percentages; therefore all years include farebox revenues that total 21.04 percent of local and 7.43 percent of paratransit service costs.

Additional revenue sources will be required to balance the funding needs with the costs of the improvements. Potential funding has been identified for the pilot seasonal beach access route; however, the funds have not been secured at this time. Staff will continue to work on securing grants, local dollars, and other funding to implement this route in the near term. This route is not included in the status quo financial plan due to the unsecured funding status. Actual revenue to fund the alternatives may be secured for these activities from any individual or combination of local, state, and federal sources, private contributions, or innovative financing techniques. When revenue is secured, staff can proceed with implementation of any listed service or improvement.

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Table 29: Status Quo Financial Plan

Cost/Revenue	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
Costs											
Operating Costs											
Maintain Existing Service	\$ 9,930,144	\$ 10,158,538	\$ 10,392,184	\$ 10,631,204	\$ 10,875,722	\$ 11,125,864	\$ 11,381,758	\$ 11,643,539	\$ 11,911,340	\$ 12,185,301	\$ 110,235,594
Other Operating Expense Priorities*	109,000	142,197	271,051	277,285	152,236	94,115	268,207	309,552	100,759	103,077	1,827,478
Total Operating Costs	\$ 10,039,144	\$ 10,300,735	\$ 10,663,235	\$ 10,908,489	\$ 11,027,958	\$ 11,219,978	\$ 11,649,965	\$ 11,953,091	\$ 12,012,099	\$ 12,288,378	\$ 112,063,072
Capital Costs											
Replacement Vehicles	\$ 1,687,140	\$ 137,917	\$ 2,334,065	\$ 2,370,322	\$ 301,411	\$ 931,361	\$ 2,638,079	\$ 1,026,084	\$ 2,968,359	\$ 564,445	\$ 14,959,183
Other Transit Capital (Infrastructure, Amenities, Technology, Misc.)	77,250	666,004	1,009,431	466,613	86,946	89,554	702,258	95,008	97,858	1,784,415	5,075,337
Total Capital Costs	\$ 1,764,390	\$ 803,921	\$ 3,343,496	\$ 2,836,934	\$ 388,357	\$ 1,020,915	\$ 3,340,337	\$ 1,121,092	\$ 3,066,217	\$ 2,348,860	\$ 20,034,519
Total Operating and Capital Costs	\$ 11,803,534	\$ 11,104,656	\$ 14,006,731	\$ 13,745,424	\$ 11,416,315	\$ 12,240,893	\$ 14,990,303	\$ 13,074,182	\$ 15,078,316	\$ 14,637,238	\$ 132,097,592
Revenues											
Operating Revenues											
Federal											
Section 5307 for Operating	1,383,200	1,383,200	1,383,200	1,383,200	1,424,696	1,467,437	1,511,460	1,556,804	1,603,508	1,651,613	14,748,318
Section 5310 for Operating**	64,000	65,472	66,978	68,518	70,094	71,706	73,356	75,043	76,769	78,535	710,471
Section 5311 for Operating	295,600	295,600	295,600	295,600	404,500	416,635	429,134	442,008	455,268	468,926	3,798,872
State											
FDOT State Block Grant	931,202	930,775	954,837	986,360	1,015,951	1,046,429	1,077,822	1,110,157	1,143,462	1,177,765	10,374,760
TD Funding	895,997	922,877	950,563	979,080	1,008,453	1,038,706	1,069,867	1,101,963	1,135,022	1,169,073	10,271,601
FDOT Service Development Grant	140,000	140,000	-	-	-	-	-	-	-	-	280,000
Local											
Existing Local Funds	4,731,129	4,928,040	5,339,686	5,484,896	5,354,080	5,388,626	5,656,707	5,793,370	5,681,228	5,781,536	54,139,298
Other											
Existing Farebox Revenues	1,598,017	1,634,771	1,672,371	1,710,835	1,750,184	1,790,439	1,831,619	1,873,746	1,916,842	1,960,929	17,739,752
Total Operating Revenues	\$ 10,039,144	\$ 10,300,735	\$ 10,663,235	\$ 10,908,489	\$ 11,027,958	\$ 11,219,978	\$ 11,649,965	\$ 11,953,091	\$ 12,012,099	\$ 12,288,378	\$ 112,063,072
Capital Revenues											
Section 5307 Funds	836,110	902,689	971,266	1,041,900	1,073,157.07	1,105,352	1,138,512	1,172,668	1,207,848	1,244,083	10,693,585
Section 5339 Funds	220,977	220,977	220,977	220,977	228,393	235,244	242,302	249,571	257,058	264,770	2,361,242
Existing Local Capital Contributions	813,221	837,618	862,746	888,629	915,287	942,746	971,028	1,000,159	1,030,164	1,061,069	9,322,668
Total Capital Contributions	\$ 1,870,308	\$ 1,961,284	\$ 2,054,989	\$ 2,151,505	\$ 2,216,837	\$ 2,283,342	\$ 2,351,842	\$ 2,422,398	\$ 2,495,070	\$ 2,569,922	\$ 22,377,496
Total Operating and Capital Revenues	\$ 11,909,452	\$ 12,262,018	\$ 12,718,224	\$ 13,059,995	\$ 13,244,795	\$ 13,503,320	\$ 14,001,808	\$ 14,375,488	\$ 14,507,169	\$ 14,858,299	\$ 134,440,568
Total Operating and Capital Costs	\$ 11,803,534	\$ 11,104,656	\$ 14,006,731	\$ 13,745,424	\$ 11,416,315	\$ 12,240,893	\$ 14,990,303	\$ 13,074,182	\$ 15,078,316	\$ 14,637,238	\$ 132,097,592
Total Operating and Capital Revenues	\$ 11,909,452	\$ 12,262,018	\$ 12,718,224	\$ 13,059,995	\$ 13,244,795	\$ 13,503,320	\$ 14,001,808	\$ 14,375,488	\$ 14,507,169	\$ 14,858,299	\$ 134,440,568
Annual Surplus/Shortfall	\$ 105,918	\$ 1,157,363	\$ (1,288,507)	\$ (685,429)	\$ 1,828,480	\$ 1,262,427	\$ (988,495)	\$ 1,301,306	\$ (571,147)	\$ 221,061	\$ 2,342,976

*The costs included in this line include a grant-funded full-time mobility coordinator position for activities that CAT should pursue undertaking.

**The revenue included in this line would cover the costs of the grant-funded full-time mobility coordinator position for CAT and has not been secured to date, but as appropriate efforts will be made to secure a new budgeted position.

Table 30: Needs-Based Financial Plan

Cost/Revenue	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
Costs											
Operating Costs											
Maintain Existing Service	\$ 9,930,144	\$ 10,158,538	\$ 10,392,184	\$ 10,631,204	\$ 10,875,722	\$ 11,125,864	\$ 11,381,758	\$ 11,643,539	\$ 11,911,340	\$ 12,185,301	\$ 110,235,594
New Service & Service Improvements	81,537	83,413	85,331	87,294	89,301	91,355	93,457	95,606	97,805	27,328,759	28,133,857
Other Operating Expense Priorities	109,000	142,197	271,051	277,285	152,236	94,115	268,207	309,552	100,759	103,077	1,827,478
Total Operating Costs	\$ 10,120,682	\$ 10,384,147	\$ 10,748,566	\$ 10,995,783	\$ 11,117,259	\$ 11,311,334	\$ 11,743,422	\$ 12,048,697	\$ 12,109,904	\$ 39,617,136	\$ 140,196,930
Capital Costs											
Replacement Vehicles	\$ 1,687,140	\$ 137,917	\$ 2,334,065	\$ 2,370,322	\$ 301,411	\$ 931,361	\$ 2,638,079	\$ 1,026,084	\$ 2,968,359	\$ 564,445	\$ 14,959,183
Expansion Vehicles	-	31,827	-	-	-	-	36,896	-	-	24,738,813	24,807,536
Other Transit Capital (Infrastructure, Amenities, Technology, Misc.)	177,250	666,004	1,035,954	466,613	115,083	89,554	702,258	95,008	97,858	1,784,415	5,229,996
Total Capital Costs	\$ 1,864,390	\$ 835,748	\$ 3,370,019	\$ 2,836,934	\$ 416,494	\$ 1,020,915	\$ 3,377,234	\$ 1,121,092	\$ 3,066,217	\$ 27,087,673	\$ 44,996,715
Total Operating and Capital Costs	\$ 11,985,071	\$ 11,219,895	\$ 14,118,585	\$ 13,832,718	\$ 11,533,754	\$ 12,332,248	\$ 15,120,655	\$ 13,169,788	\$ 15,176,121	\$ 66,704,809	\$ 185,193,645
Revenues											
Operating Revenues											
Federal											
Section 5307 for Operating	1,383,200	1,383,200	1,383,200	1,383,200	1,424,696	1,467,437	1,511,460	1,556,804	1,603,508	1,651,613	14,748,318
Section 5310 for Operating	64,000	65,472	66,978	68,518	70,094	71,706	73,356	75,043	76,769	78,535	710,471
Section 5311 for Operating	295,600	295,600	295,600	295,600	404,500	416,635	429,134	442,008	455,268	468,926	3,798,872
State											
FDOT State Block Grant	931,202	930,775	954,837	986,360	1,015,951	1,046,429	1,077,822	1,110,157	1,143,462	1,177,765	10,374,760
TD Funding	895,997	922,877	950,563	979,080	1,008,453	1,038,706	1,069,867	1,101,963	1,135,022	1,169,073	10,271,601
FDOT Service Development Grant	140,000	140,000	-	-	-	-	-	-	-	-	280,000
Local											
Existing Local Funds	4,731,129	4,928,040	5,339,686	5,484,896	5,354,080	5,388,626	5,656,707	5,793,370	5,681,228	5,781,536	54,139,298
Other											
Existing Farebox Revenues	1,598,017	1,634,771	1,672,371	1,710,835	1,750,184	1,790,439	1,831,619	1,873,746	1,916,842	1,960,929	17,739,752
Total Operating Revenues	\$ 10,039,144	\$ 10,300,735	\$ 10,663,235	\$ 10,908,489	\$ 11,027,958	\$ 11,219,978	\$ 11,649,965	\$ 11,953,091	\$ 12,012,099	\$ 12,288,378	\$ 112,063,072
Capital Revenues											
Section 5307 Funds	836,110	902,689	971,266	1,041,900	1,073,157.07	1,105,352	1,138,512	1,172,668	1,207,848	1,244,083	10,693,585
Section 5339 Funds	220,977	220,977	220,977	220,977	228,393	235,244	242,302	249,571	257,058	264,770	2,361,242
Existing Local Capital Contributions	713,221	837,618	836,224	888,629	887,150	942,746	971,028	1,000,159	1,030,164	1,061,069	9,168,008
Total Capital Contributions	\$ 1,770,308	\$ 1,961,284	\$ 2,028,466	\$ 2,151,505	\$ 2,188,699	\$ 2,283,342	\$ 2,351,842	\$ 2,422,398	\$ 2,495,070	\$ 2,569,922	\$ 22,222,836
Total Operating and Capital Revenues	\$ 11,809,452	\$ 12,262,018	\$ 12,691,701	\$ 13,059,995	\$ 13,216,657	\$ 13,503,320	\$ 14,001,808	\$ 14,375,488	\$ 14,507,169	\$ 14,858,299	\$ 134,285,908
Total Operating and Capital Costs	\$ 11,985,071	\$ 11,219,895	\$ 14,118,585	\$ 13,832,718	\$ 11,533,754	\$ 12,332,248	\$ 15,120,655	\$ 13,169,788	\$ 15,176,121	\$ 66,704,809	\$ 185,193,645
Total Operating and Capital Revenues	\$ 11,809,452	\$ 12,262,018	\$ 12,691,701	\$ 13,059,995	\$ 13,216,657	\$ 13,503,320	\$ 14,001,808	\$ 14,375,488	\$ 14,507,169	\$ 14,858,299	\$ 134,285,908
Annual Surplus/Shortfall	\$ (175,619)	\$ 1,042,123	\$ (1,426,883)	\$ (772,723)	\$ 1,682,904	\$ 1,171,072	\$ (1,118,848)	\$ 1,205,700	\$ (668,952)	\$ (51,846,510)	\$ (50,907,736)

*The costs included in this line include a grant-funded full-time mobility coordinator position for activities that CAT should pursue undertaking.

**The revenue included in this line would cover the costs of the grant-funded full-time mobility coordinator position for CAT and has not been secured to date, but as appropriate efforts will be made to secure a new budgeted position.

Potential Revenue Sources

For CAT to move forward with the 10-year needs plan, additional revenue sources will be necessary to address unfunded needs. The following list provides revenue sources that CAT may be eligible for during FY 2016 - 2025. It is important to note that during the planning horizon, additional sources of funding may surface that are not currently available. Therefore, it is vital that all agencies supporting public transit improvements continue to review funding opportunities and exhaust all available sources to support public transit enhancements.

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

- **Private Partnerships** – Collier County and its municipalities should work with FDOT to continue to support transit services through new development. As new development occurs, the cities should ensure that the appropriate contributions are being secured for capital and operating costs related to providing public transit service to development. Partnerships should be sought with major employers to create employee pass programs or make donations to support transit service to their workplaces.
- **Service Development Grants (SDGs)** – These grants are made available through FDOT to assist with new and innovative public transit operating and capital expenses when state funding is available for this program.
- **Bed Tax** – A bed tax could be a potential revenue source to provide operating funds to increase frequency of service to tourist destinations from hotel and other rental locations. The improved service frequency may reduce the need for private hotel shuttles, which could be a potential point to garner support from the industry for such a tax increase. While it is suggested that this service would allow visitors to get around it would also provide access to employees of the hospitality industry.
- **Transit permit** – Similar to a beach permit, the County could implement a transit permit program where all development accessible to transit is assessed a fee. The fee would entitle those paying free transit access. This option would have to be scaled based on the type of development and the number of passes allotted for free transit access.
- **Increase parking fees** – Increasing the parking fees within the County, especially near beach locations could generate additional revenue that could be utilized for transit service.
- **Land rental, value capture, and air rights** – Vacant County owned property can be rented with funding supporting transit service. In addition, air rights over shelters and facilities can be sold, properties benefitting from transit service may be taxed based on their benefit, and public-private agreements can be executed to rent for additional development around stations.

Conclusion

Based on the public input, review of plan consistency, and transit needs and mobility assessment, it is clear that CAT is doing a great job with the services being provided, but that expansion of service and information dissemination efforts are necessary. Positive steps are being taken to communicate current services to the public and increase the availability of service, and to improve access to technology in an effort to increase transit patronage while becoming more integrated into the local community.

Building on the information collected during the TDP development process, CAT has revised its goals and objectives to more closely set standards reflective of the expressed needs and identified mobility strategies. In addition, CAT has developed service alternatives and a capital plan with estimated funding levels in an effort to establish the vision for transit services over the TDP planning horizon.

Appendix A: Private Transportation Operators

Draft

List of Licensed / Active Vehicles for Hire Companies

Licensee Number	Status	Name / Company	Mailing Address				Contact Number
			Address	City	State	Zip	
LCCTO20110002289	A	365 Taxi Cab, Inc.	1918 40 Terr SW #3	Naples	FL	34116	2392226384
LCCTO20130000837	A	5th Ave Limousine Company	1280 Verde Drive #3	Naples	FL	34105	2394650267
LCCTO20090002266	A	A 1 on 1 Professional Limousine Service, Inc.	1012 Anglers Cove D308	Marco Island	FL	34145	2393890004
LCCTO20130001075	A	A Blue Ribbon Transportation Services Co.	PO Box 111377 Naples, FL 34108	Naples	FL	34109	2399636237
LCCTO20100000426	A	A Carr Transportation Inc	224 Seahorse Ct.	Marco Island	FL	34145	2393894405
LCCTO20110001390	A	A On Time Taxi	8670 WEIR DR APT 302	Naples	FL	34104	2392006434
LCCTO20120001005	A	AAA WELLING CAR SERVICE	1275 Solana Rd	Naples	FL	34103	2396018600
LCCTO20120001305	A	Aaron Airport Transportation Inc	13233 Greywood Cir	Ft Myers	FL	33966	2397681898
LCCTO20100001573	A	Above All Airport Rides LLC	3887 Mannix Dr #625	Naples	FL	34114	2393849563
LCCTO20120001530	A	ABRARAM TAXI INC	2565 54 St SW	Naples	FL	34116	2396923063
LCCTO20090002215	A	Airport Express Shuttle, LLC	10600 Chevrolet Way #250	Estero	FL	33928	2399617100
LCCTO20120002503	A	Airport, Limo & RV Transportation Services	18011 Tamiami Tr 16 115	Fort Myers	FL	33908	2398505466
LCCTO20120001563	A	Alvi's Taxi	11049 Windsong Cir Apt 101	Naples	FL	34109	2396925195
LCCTO20080000103	A	American Comfort Limousines, Inc.	4084 Arnold AVE, Unit 1	Naples	FL	34104	2392625466
LCCTO20110000175	A	Anderson's Driving Service	3918 Recreation LN	Naples	FL	34116	2398770109
LCCTO20130000298	A	Anytime Taxi SWFL	5060 24 Ave SW	Naples	FL	34116	2392343393
LC2007000002	A	A-OK Transportation, Inc.	710 Elkcam Circle East	Marco Island	FL	34145	2393941113
LCCTO20110004009	A	AOL Taxi	495 Goodlette Rd N	Naples	FL	34102	2394003333
LC2007000015	A	Aristocrat Luxury Transportation, Inc.	1985 Timberline DR	Naples	FL	34109	2395130545
LC2007000108	A	Arkway Taxi, Inc	222 Industrial Blvd #169	Naples	FL	34104	2397770777
LC2007000146	A	Atlantis Cars & Limousines, Inc	2840 Cypress Trace CIR, Unit 1913	Naples	FL		2395131828
LCCTO20100002215	A	Barbara Galasso	120 Cypress Way E B1	Naples	FL	34110	2395949001
LCCTO20110004172	A	Black Diamond Limo L.L.C.	3611 15 Ave SW	Naples	FL	34117	2392507569
LCCTO20120000917	A	Blue Taxi, Inc.	11273 Tamiami Trl	Naples	FL	34113	2392340058
LCCTO20130001032	A	Bluebird Mobility Inc.	3252 Palm Ave	Fort Myers	FL	33901	2397904201
LCCTO20080000676	A	Bluebird Taxi Of Lee County Inc	3252 Palm Ave	Ft. Myers	FL	33901	2392429383
LCCTO20110000432	A	Bluebird Taxi of Lee County Inc, (DBA) Bluebird Executive Sedan Transportation	3252 Palm Ave	Fort Myers	FL	33901	2392429383
LCCTO20080000079	A	Bonita Bee Airport Express Service, LLC	25820 Hickory Blvd D102	Bonita Springs	FL	34134	2399485001
LCCTO20130003572	A	Call Saul - Your Personal Driver, LLC	PO Box 10783	Naples	FL	34101	2397772918
LC2007000062	A	Callatran Chauffeured Services of Florida	2080 River Reach DR, Unit 49	Naples	FL	34104	2394048322
LC2007000103	A	Canary Transportation, Inc	1069 N Collier Blvd #212	Marco Island	FL	34145	2393257207
LC2007000029	A	Carway Town Car	5040 Yacht Harbor CIR, Unit 201	Naples	FL	34112	2397933148
LCCTO20110000416	A	Checker Airport Transportation Inc	3252 Palm Ave	Fort Myers	FL	33901	2393374005
LCCTO20120003073	A	City Taxi of Naples	6161 Waxmyrtle Way	Naples	FL	34109	2395925555
LCCTO20120003757	A	Collier Coach LLC	2084 Painted Palm Dr	Naples	FL	34119	2399615059

List of Licensed / Active Vehicles for Hire Companies

Licensee Number	Status	Name / Company	Mailing Address				Contact Number
			Address	City	State	Zip	
LCCTO20110000470	A	Comfort Luxury Transportation LLC dba Naples Royal Transportation	2560 Davis Blvd	Naples	FL	34104	8644150195
LCCTO20130003428	A	Consider It Done Consulting, LLC DBA My Driver	12935 Violino LN #202	Naples	FL	34105	2396537882
LCCTO20110001870	A	Cookie Fast Transportation Services Inc	5526 Laurel Ridge LN 85	Naples	FL	34116	2394652372
LCCTO20090001703	A	Crown Taxi & Limo Services LLC	4320 56th Ave NE	Naples	FL	34120	2396920713
LCCTO20110003784	A	CSP Associates, Inc (DBA) Ambassador Transportation	2437 Jasper Ave	Fort Myers	FL	33907	2392040783
LC2007000149	A	David's Livery	4670 St Croix Ln 624	Naples	FL	34109	2398251399
LCCTO20120005088	A	Discount Transportation	26729 LITTLE JOHN CT #21	Bonita Springs	FL	34135	2392138179
LC2007000136	A	Doino Classic Transportation, Inc. dba Classic Transportation	960 Chalmers Dr #106	Marco Island	FL	34145	2393941888
LC2007000122	A	Dolphin Transportation Specialist, Inc.	3963 Progress Ave	Naples	FL	34104	2395300100
LCCTO20080000684	A	Dorian Limousine	619 92 Ave N.	Naples	FL	34108	2393988051
LCCTO20100000396	A	Doug's Transportation	190 N Collier Blvd V-3	Marco Island	FL	34145	2396924285
LCCTO20080000622	A	Eagle Taxi Inc	222 Industrial BLVD, Unit 166	Naples	FL	34104	2396924596
LC2007000076	A	Easy Come Easy Go Limousine Service	441 Pheasant CT	Marco Island	FL	34145	2392504612
LCCTO20120003384	A	El Catrachito Taxi Inc	4078 Green Blvd 4	Naples	FL	34116	2393840308
LC2007000042	A	Elite Limousine Service of SW Florida, Inc.	11910 Palomino Lane	Ft. Myers	FL	33912	2394987577
LCCTO20100000022	A	Ellsworth Limousine LLC, (DBA) Diamond Limousine	15304 Fiddlesticks Blvd	Fort Myers	FL	33912	2392755898
LCCTO20130003323	A	Epic Florida Photo Tours LLC	6580 Beach Resort Dr. #14	Naples	FL	34114	2397325313
LCCTO20120000574	A	European Gourmet Connection Inc (DBA) Home & Office Wizard	1224 Commonwealth Cir N103	Naples	FL	34116	2398603280
LCCTO20120000433	A	Excellent Transportation LLC	4724 Golden Gate Parkway C	Naples	FL	34116	2394658777
LCCTO20100002333	A	Executive Diamond Limos Inc	1829 Tamiami Trail N	Naples	FL	34102	2392001010
LCCTO20090000040	A	EZ Journey Inc	1852 40Th Terrace #B	Naples	FL	34116	2396822819
LCCTO20120002602	A	Fallon Transport, LLC	8252 Quaker PL	Naples	FL	34104	2392812083
LCCTO20120000794	A	First Call Taxi Inc.	1951 48th St SW	Naples	FL	34116	2392077227
LCCTO20110001120	A	Five Star Enterprises of Southwest Florida, Inc.	509 Avellino Isles Cir #37101	Naples	FL	34109	2398215639
LCCTO20110000739	A	Flamingo Transportation, Inc.	2900 14th St. N.	Naples	FL	34103	2392739238
LC2007000067	A	Florida Airport Transportation Corp.	27499 Riverview Center Blvd	Bonita Springs	FL	34134	2393902440
LCCTO20090002235	A	Florida Garden Cab	2125 Scrub Oak CIR APT 203	Naples	FL	34112	2396922067
LCCTO20130000541	A	Florida Taxi Inc	4220 Wilson Blvd N	Naples	FL	34120	2393046408
LCCTO20130002093	A	Flying Eagles Transportation, Inc.	1865 Senegal Date Dr	Naples	FL	34119	2392607950
LCCTO20080000415	A	Freedom Taxi, Inc	2445 Thomasson Drive C	Naples	FL	34112	2394658861
LCCTO20110003121	A	Global Vision Web LLC DBA Global Limo Service	3573 Arnold Ave Unit A	Naples	FL	34104	2392505466
LCCTO20130001857	A	Go Native Adventure Tours, LLC	2820 White Blvd.	Naples	FL	34117	2392345850
LCCTO20090002265	A	Go Platinum Transportation, LLC	13891 Jetport Loop #8	Ft. Myers	FL	33913	2392671816

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Licensee Number	Status	Name / Company	Mailing Address				Contact Number
			Address	City	State	Zip	
LCCTO20090000552	A	Golden Gate Taxi, Inc	4731 25 PL SW #B	Naples	FL	34116	2396018447
LCCTO20130000519	A	Good Deal Taxi, Inc.	4543 Coral Palm Ln	Naples	FL	34116	2396925153
LCCTO20120001587	A	Green Travel Taxi, LLC	1839 40 TER SW APT A	Naples	FL	34116	2393840016
LCCTO20080000988	A	Guiampu Corp dba Naples Premium Transport	7791 Ionio CT	Naples	FL	34114	2393315261
LCCTO20120000799	A	Gulf Coast Metro Cab, LLC (DBA) Checker Cab	3047 Terrace Ave Unit B	Naples	FL	34104	2394444444
LCCTO20120000802	A	Gulf Coast Metro Cab, LLC (DBA) Metro Cab	3047 Terrace Ave B	Naples	FL	34104	2394444444
LCCTO20130003420	A	Gulf Shore Transportation Inc	2079 44 St SW	Naples	FL	34116	2394042904
LCCTO20120001777	A	Hello Taxi LLC	11073 Windsong Cir 207	Naples	FL	34109	2392444444
LC2007000034	A	Hollywood Limos of Naples LLC	4001 Santa Barbara Blvd 374	Naples	FL	34104	2395925466
LC2007000111	A	Ion Transportation, LLC	21560 Windham Run	Estero	FL	33928	2392895800
LC2007152565	A	J. Poelker Transportation Services, Inc, DBA APPLE Transportation	15501 6 Old McGregor Blvd.	Fort Myers	FL	33908	2394821200
LCCTO20120004251	A	Jalero Transportation Inc	133 Redwood LN	Naples	FL	34114	4077619467
LCCTO20120004353	A	Jet-Up Transportation Inc	6925 Log Jam Ct	Ocoee	FL	34761	2398260736
LCCTO20130003433	A	Jose Taxi	5111 17th Ave SW	Naples	FL	34116	2864883456
LCCTO20130001754	A	JYM'S KAREE-B-N-TAXI SERVICES	PO Box 12072	Naples	FL	34101	2396010138
LCCTO20090001860	A	K&K Worldwide Trading Co., (DBA) A Class Transportation	557 East Elkcam	Marco Island	FL	34145	2393946616
LCCTO20080000454	A	KCR & SONS, INC, (DBA) TAXI MAN	1790 40th TER SW #1	Naples	FL	34116	2393841978
LCCTO20120003198	A	Kreider Enterprises LLC (DBA) Bobby's Airport Transportation	3243 Horse Carriage Way #9	Naples	FL	34105	2392333273
LC2007000051	A	L.A. Limousine Service, Inc.	3280 17 Ave SW	Naples	FL	34117	2393549199
LCCTO20120000250	A	Lako's Taxi	4700 Saint Croix LN APT 338	Naples	FL	34109	2396921147
LCCTO20090000353	A	Limotions Inc	641 SW 4 ST Unit 4	Cape Coral	FL	33991	2396454878
LCCTO20120003103	A	Lous Taxi Of SW FL Inc	1502 Edgewater Circle	Fort Myers	FL	33919	2399361923
LCCTO20090002079	A	Lucy Taxi	245 Manor BLVD, Unit 1808	Naples	FL		2394652988
LCCTO20120001416	A	Luis Transportation LLC	768 94th Ave N	Naples	FL	34108	2395983634
LCCTO20120004953	A	LUXURY CAB	56 Nora Ct	Lehigh Acres	FL	33976	2392653012
LCCTO20080000021	A	Luxury Taxi Service of SWFL Inc, dba Luxury Taxi Service	884 Hampton Cir	Naples	FL	34105	2392004115
LCCTO20090001990	A	M & J Transportation	662 109 AVE N	Naples	FL	34108	
LCCTO20110003359	A	Maintain Domain Etc. Inc.	9912 Colonial Walk N.	Estero	FL	33928	2393941971
LC2007000050	A	Majestic Transportation Services Inc	15501-5 Old Mc Gregor Blvd	Ft. Myers	FL	33908	2394894473
LCCTO20130003132	A	MANNY SCHOOL TRANSPORT L.L.C	4920 21ST PL SW	NAPLES	FL	34116	2399610968
LCCTO20100002455	A	Mario's Taxi	870 109 Ave N	Naples	FL	34108	2392982666
LCCTO20120004832	A	Marko's Taxi	3250 10th ST N APT C2	Naples	FL	34103	2392009175
LC2007000049	A	Maxi-Taxi of Florida, Inc.	4355 Mercantile AVE, Unit 3	Naples	FL	34104	2395982600

List of Licensed / Active Vehicles for Hire Companies

Licensee Number	Status	Name / Company	Mailing Address				Contact Number
			Address	City	State	Zip	
LCCTO20080000080	A	MBA Airport Transportation LLC	15501-5 Old McGregor Blvd	Ft Myers	FL	33908	2394822777
LCCTO20110003266	A	Meco Taxi	737 99TH AVE N	Naples	FL	34108	2395983592
LCCTO20120004542	A	Men In Black Town Car Service, LLC	8 A Bobolink Ct	Naples	FL	34105	2392000900
LCCTO20130000890	A	Mercury Enterprises	7340 Glenmoor LN 107	Naples	FL	34104	4193767905
LCCTO20090001629	A	Moon Light Taxi	8625 SADDLEBROOK CIR #1203	Naples	FL	34113	2398218637
LC2007000048	A	Naples Airport Shuttle, Inc.	5051 Castello DR, Unit 28	Naples	FL	34103	2394304747
LCCTO20110000633	A	Naples Car Service LLC	3485 DOMESTIC AVE UNIT A-31	NAPLES	FL	34104	2397774887
LC2007000038	A	Naples Chauffeur Service, Inc.	675 Wiggins Lake Dr 201	Naples	FL	34110	2392727448
LCCTO20130001100	A	Naples Elite Transportation, LLC	3315 Bermuda Island Cir Apt 131	Naples	FL	34109	2392800178
LC2007000093	A	Naples Limousine Service, Inc. dba Naples Limousine	4962 Ventura Ct	Naples	FL	34109	2394351320
LC2007000046	A	Naples Shuttle, Inc	4436 18 Ave SW	Naples	FL	34116	2394556780
LC2007000045	A	Naples Taxi & Limousine Service Inc, dba Naples Taxi	149 SAINT JAMES WAY	Naples	FL	34104	2394350000
LCCTO20130001697	A	NAPLES TAXI ALBERTO'S	3176 SUN DANCE CIR	NAPLES	FL	34109	2392005113
LCCTO20130001203	A	Naples Taxi Inc (DBA) Naples Taxi	PO Box 9206	Naples	FL	34101	2394003333
LCCTO20090000069	A	Naples Transportation & Tours, LLC	1010 6th Ave South	Naples	FL	34102	2392621914
LCCTO20120001435	A	Naples VIP Limo L.L.C	3016 54 Terr SW	Naples	FL	34116	2393841162
LCCTO20120004639	A	Naples-Luxury Taxi-Transportation	12355 Collier Blvd #F	Naples	FL	34116	2393523333
LCCTO20120002323	A	Nice Taxi LLC	2641 Airport Rd S 104A	Naples	FL	34104	2394657070
LCCTO20120005054	A	NON STOP TAXI, INC	11415 Whistlers Cove Apt. 1125	Naples	FL	34113	2394947181
LCCTO20130002543	A	Ocean Drive Travel And Tours, Inc.	625 South Shore Drive	Miami Beach	FL	33141	7863997100
LCCTO20090000284	A	Ocean Line Transportation Inc.	6561 Taylor Road #1	Naples	FL	34109	2392498039
LCCTO20100002358	A	On Time Limousine Service, LLC.	27499 Riverview Center Blvd 258	Bonita Springs	FL	34134	2394441777
LCCTO20120000819	A	P J Transportation	26272 Charlotte Drive	Bonita Springs	FL	34135	2399618040
LC2007000124	A	PALM-AIR TRANSPORTATION LLC	13968 AVON PARK CR	FORT MYERS	FL	33912	2399893881
LCCTO20130001150	A	Paradise Taxi Services	4496 28 PL SW	Naples	FL	34116	2396870783
LCCTO20130002941	A	Poly Taxi Inc	4265 18Th PL SW	NAPLES	FL	34116	2392008564
LCCTO20100001647	A	Preferred Shuttle LLC	2800 Riverview Dr	Naples	FL	34112	2397327370
LC2007000056	A	Prestige Transportation Inc	768 Commercial Blvd	Naples	FL	34104	2393040904
LCCTO20130003467	A	Prince Giovanni's A Lovewell Family LLC	218 Manatee St	Fort Myers	FL	33913	2395377488
LCCTO20100001518	A	Princess Cab	5340 Floridan Ave.	Naples	FL	34113	2394657740
LCCTO20130002737	A	Priority Care Transit LLC	2740 NE 52 CT	Lighthouse Point	FL	33064	9545882475
LC2007000055	A	Private Car Luxury Transportation, Inc.	3838 Tamiami Trl N 282	Naples	FL	34103	2397749600
LCCTO20130001251	A	Quality City Taxi Inc.	12092 Sitterley Ln	Naples	FL	34113	2396921428
LCCTO20130001030	A	Quality Taxi	5388 Carolina Ave	Naples	FL	34113	2392005212
LCCTO20120001074	A	Red Rover of SW FL Inc	3220 68 Street SW	Naples	FL	34105	2398775352

List of Licensed / Active Vehicles for Hire Companies

Licensee Number	Status	Name / Company	Mailing Address				Contact Number
			Address	City	State	Zip	
LC2007000030	A	Regency Executive Services & Transportation, Inc dba Marino Global Transportation	6561 Taylor RD, Unit 1	Naples	FL	34109	2395965517
LCCTO20120004403	A	RF Sedan Services Inc.	14870 Pleasant Bay Lane	Naples	FL	34119	2395951076
LCCTO20120002085	A	Rick's Taxi Inc	7705 Tara CIR APT 103	Naples	FL	34104	2399616742
LC2007000047	A	Roger's Limo Service, Inc.	4093 Skyway DR	Naples	FL	34112	2392980689
LC2007000053	A	Royal Floridian Transportation, Inc	10490 Deer Run Farms Rd	Ft. Myers	FL	33906	2396434382
LCCTO20090000141	A	S.A.W. Business Ventures, LLC. (DBA) R.E.A.L. Transportation	1141 Cooper DR	Naples	FL	34103	2397770801
LCCTO20120002741	A	Sansone Enterprises (DBA) Naples Limo And Car Services	4100 Corporate Square Suite 154	Naples	FL	34104	2394382437
LCCTO20090000450	A	Scenic Enterprises Inc (DBA) Call Me A Cab	1910 Oakes Blvd (mailing)	Naples	FL	34119	2396014322
LCCTO20110000903	A	Senior Solutions Concierge Services Inc, dba Concierge Solutions	3263 Potomac Ct	Naples	FL	34120	2395914814
LCCTO20130002904	A	Shaden-D L.L.C.	8192 New Jersey Blvd.	Ft. Myers	FL	33967	7652154882
LCCTO20100000480	A	Shalom Transportation	2665 47 Ave NE	Naples	FL	34120	2393005611
LCCTO20120002904	A	Sivelis Marrero	2381 55 TER SW APT B	NAPLES	FL	34116	2398779765
LCCTO20130002067	A	Smoky Enterprises LLC (DBA) Naples Private Car Service	4185 Lakewood Blvd.	Naples	FL	34112	2397773654
LCCTO20120001082	A	Southwest Florida Limousine Inc (DBA) Island Coast Transportation	1609 Beachwood Drive	North Fort Myers	FL	33903	2392183888
LCCTO20130001755	A	Sunlight Transportation, LLC (DBA) Sunlight Limo	205 N. Collier Blvd.	Marco Island	FL	34145	2393931000
LCCTO20100001562	A	Sunshine Transportation And Limo Services Inc.	2900 14 St N. #14	Naples	FL	34116	2392850505
LC2007000052	A	Superior Airport Shuttle LLC	7342 Lake Dr	Ft Myers	FL	33908	2392674777
LCCTO20100001280	A	Taxi Go Go Gooo	2200 42nd St SW	Naples	FL	34116	2398775759
LCCTO20110000345	A	Taxi Hispano SW, Inc	4185 HERITAGE CIRCLE 107	NAPLES	FL	34116	2396013335
LCCTO20120000516	A	Taxi Latino Inc	5115 Hemingway Cir 3603	Naples	FL	34116	7708954444
LCCTO20100001340	A	Taxi Pam, Inc.	2900 14 ST N #1	NAPLES	FL	34103	2399610754
LCCTO20120000508	A	Taxi Time Inc	2669 Davis Blvd	Naples	FL	34104	2392000000
LCCTO20120004635	A	Tere Taxi of Naples	3054 44 St SW	Naples	FL	34116	2396922034
LCCTO20120004347	A	The Best Transportation In Naples	3235 La Costa Circle #105	Naples	FL	34105	2398778323
LC2007000003	A	The Nellie Group Inc, dba A-Action Transportation Service	870 Bald Eagle DR, Unit 3A	Marco Island	FL	34145	2398600002
LCCTO20110001112	A	Time for Taxi Inc	PO Box 16	Naples	FL	34106	2394653793
LCCTO20080000086	A	TLC Non-Emergency Medical Transport, Inc.	3899 Mannix DR, Unit 415	Naples	FL	34108	2396597083
LCCTO20130003356	A	TLC Transport Company of Southwest Florida Inc.	PO Box 110808	Naples	FL	34108	2396597083
LCCTO20120003652	A	Turbo Cab	7665 Tara Cir #107	Naples	FL	34104	2396017922
LCCTO20100001139	A	Union Taxi Corporation	5252 Warren ST	Naples	FL	34113	2396925023

List of Licensed / Active Vehicles for Hire Companies

Licensee Number	Status	Name / Company	Mailing Address				Contact Number
			Address	City	State	Zip	
LCCTO20130003271	A	Valet Pros LLC	4605 Bayshore Drive G9	Naples	FL	34112	2395373075
LCCTO20090001958	A	Vanderbilt Transportation Company	411 Emerald Bay CIR, Unit A-2	Naples	FL	34110	2392931336
LCCTO20120003378	A	Victor Fast Transportation LLC	1356 Woodridge Ave	Naples	FL	34103	2398212143
LCCTO20080000556	A	Wheelchair Transport Service, Inc.	7381 114 Ave N. #3401 B	Largo	FL	33773	7275877775
LC2007000168	A	Yellow Cab of SW FL, Inc	6100 Adkins Ave	Naples	FL	34112	2396590800
LCCTO20110000435	A	Yellow Cab Transportation of Lee County Inc dba Yellow Cab Transportation of Collier County	2101 S.E. 19TH LN.	CAPE CORAL	FL	33990	2392429383

Draft

Appendix B: CAT Public Involvement Program

Draft



Florida Department of Transportation

RICK SCOTT
GOVERNOR

801 North Broadway Avenue
Bartow, FL 33830

ANANTH PRASAD, P.E.
SECRETARY

June 30, 2014

Ms. Michelle Arnold, Director
Alternative Transportation Modes Department
3299 Tamiami Trail East, Suite 103
Naples, Florida, 34112-5746

**RE: Review of the Collier Area Transit FY 2015 - FY 2024 Transit Development Plan's
Public Involvement Plan**

Dear Ms. Arnold:

This letter pertains to the Department's review of the Public Involvement Plan for Collier Area Transit's Transit Development Plan update process. The Department received the Public Involvement Plan on June 16, 2014. The Department completed its review on June 27, 2014 based on Rule Chapter 14-73.001 Florida Administrative Code (F.A.C.). The rule requires that Transit Development Plans must include an approved public involvement process and documentation of the plan's use.

The Department concurs with Collier Area Transit's FY 2015 –FY 2024 Transit Development Plans Public Involvement Plan based on Chapter 14-73, F.A.C. which governs the content of Transit Development Plans.

Sincerely,

Debi W. Stephens
Transit Project Coordinator
Modal Development Office

Cc: Trinity Scott, Transit Manager, Alternative Transportation Modes
Brandy Otero, Associate Project Manager, Alternative Transportation Modes
Richard Shine, District One Public Transit Administrator, FDOT

Collier Area Transit (CAT) Public Participation Plan



Collier County Alternative Transportation
Modes

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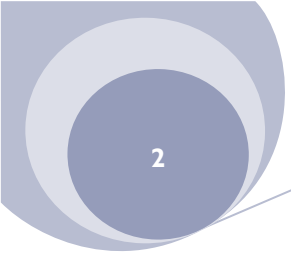


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Acronyms

ATM – Alternative Transportation Modes
BCC – Board of County Commissioners
CAT – Collier Area Transit
CFR – Code of Federal Regulations
COA – Comprehensive Operational Analysis
DBE – Disadvantaged Business Enterprise
DOT – Department of Transportation
FDOT – Florida Department of Transportation
FHWA – Federal Highway Administration
FTA – Federal Transit Administration
FY – Fiscal Year
ISTEA – Intermodal Surface Transportation Efficiency Act of 1991
LEP – Limited English Proficiency
MAP-21 – Moving Ahead for Progress in the 21st Century
MPO – Metropolitan Planning Organization
POP – Program of Projects
PPP – Public Participation Plan
SAFETEA – Safe, Accountable, Flexible and Efficient Transportation Equity Act
SAFETEA-LU – Safe, Accountable, Flexible and Efficient Transportation Equity Act, a legacy for users
TAN – Transit Advisory Network
TDP – Transit Development Plan
TDSP – Transportation Disadvantaged Service Plan
TEA-21 – Transportation Equity Act for the 21st Century

Purpose

The Public Participation Plan (PPP) identifies a proactive public involvement process for the development of plans and programs of the Collier Area Transit (CAT) system. This process provides for complete information, timely public notice, full access to key decisions and early and continuing involvement of the public.

The obligation to provide information and consider public input in decision-making was made explicit by the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA). This strong federal emphasis on public involvement was continued in the Transportation Equity Act for the 21st Century (TEA-21) in 1998, continued in the Safe, Accountable, Flexible and Efficient Transportation Equity Act (SAFETEA), sustained in the Safe, Accountable, Flexible and Efficient Transportation Equity Act, a legacy for users (SAFETEA-LU) and finally through Moving Ahead for Progress in the 21st Century (MAP-21). The true test of a successful public involvement plan is the level of public awareness and feedback. Too often, public participation does not occur until after the community-at-large becomes aware of an unpopular decision, at which point large citizen efforts become necessary to change decisions after the fact. A planning process that involves the average citizen early makes the public a participant in any decision that is ultimately made.

CAT previously adopted the Collier Metropolitan Planning Organizations (MPO) Public Participation Plan. However, with recent amendments of the MPO Plan to remove the transit component, it became necessary for CAT to establish its own plan.

Background

Public transportation services for the over 333,000 citizens living in Collier County, Florida are provided through Collier Area Transit (CAT). The Collier County Alternative Transportation Modes (ATM) Department is responsible for planning, operating, and managing CAT public transportation services through a contract operator. CAT currently operates ten fixed-route bus routes as well as paratransit service within unincorporated Collier County, the City of Naples, Marco Island, and Immokalee. Since inception in 2001, CAT's annual ridership has increased from just fewer than 100,000 trips in 2001 to over 1.2 million trips in FY2012. Over roughly the same time period, from 2000 to 2010, the population in the county has grown by approximately 28 percent.

Public Participation Goals and Public Involvement Tools Evaluation

The effectiveness of any program and policy plan depends upon its success in meeting the expectations of the public. Further, plans and programs need to be reassessed periodically to determine if the public's evolving needs and expectations are adequately provided for through the plan. In order to ensure that this occurs, the public must be kept informed of activities, and

must be given a meaningful opportunity to participate in the development and review of public policy. Thus it is important to have an ongoing program to involve citizens through the use of the public transit ad hoc advisory committee, public workshops, press releases and other public outreach activities.

The public participation goal of CAT is to provide complete information, timely public notice, and full access to key decisions during the planning process; and to support early and continuing involvement of the public.

PUBLIC INVOLVEMENT TOOL	EVALUATION CRITERIA	PERFORMANCE GOAL(S)	METHODS TO MEET GOAL(S)
Public Participation Plan	Annual report to indicate if the PPP reflects the practices and effectiveness of CAT.	Statistical increase in overall PPP evaluation score.	Update the PPP as needed to incorporate the improvement strategies resulting from the public involvement evaluations.
Transit Advisory Network	Number of returned items	Maximum of 2% return rate per mailing.	Make immediate corrections when items are returned.
Developing Community Knowledge of CAT	Number of community meetings attended	Increase number of community meetings attended.	Attend festivals, special events, lectures, etc.
Press Releases	Number of press releases submitted per year	Minimum of 15 advertisements per year.	Encourage publication of press releases in order to keep the public and media informed of CAT activities.
Small Group Meetings	Calls, letters, etc.; Meet the expectations of the group	N/A. These meetings are held at the request of affected groups.	ATM & CAT staff will be available in a timely manner to hold small group meetings regarding any CAT activity or issue. The meeting should be formatted to provide specific information requested by the group and should highlight issues that are interest to the group.

Public Transit Ad Hoc Advisory Committee	Calls, letters, etc.; Attendance	Monitor committee member attendance and contact the BCC for direction if members do not meet the specific attendance requirements of the adopted bylaws.	ATM staff will encourage appointed members to attend committee meetings. Lack of attendance may indicate the need to replace that committee member.
CAT Logo	Call, letters, etc.	Recognition of the logo.	The CAT logo should be used on all CAT products and publications and materials for all CAT sponsored activities.
Take Ones	Number of Take Ones Posted on Buses	100% of all releases posted on buses.	ATM & CAT staff shall post the releases to ensure that the riders are informed of CAT activities.

Public Outreach Techniques

Collier County ATM staff uses several different techniques for public outreach. Listed below are the techniques currently being pursued:

Limited English Proficiency Plan (LEP)

The intent of the CAT Limited English Proficiency Plan is to ensure access to the planning process and information published by CAT where it is determined that a substantial number of residents in the planning area do not speak or read English proficiently. The production of multilingual publications and documents and/or interpretation at meetings or events will be provided to the degree that funding permits based on current laws and regulations. The LEP is included in Appendix 1.

Transit Advisory Network (TAN)

The Collier County ATM staff maintains a Transit Advisory Network (TAN) which includes, but is not limited to the following individuals:

1. Elected officials
2. Local Government staff
3. Individuals expressing an interest in transportation planning activities.
4. Local media
5. Minority publications and/or other media outlets, when and where available
6. Homeowner's Associations
7. Civic groups
8. Collier County Libraries

Collier ATM staff shall, when feasible, electronically distribute announcements/invitations to the TAN for upcoming activities.

Website

Collier County staff shall maintain a website for the transit system. The website shall, at a minimum, contain the following information:

1. Contact information (mailing address, phone, fax and email)
2. Meeting calendar
3. Routes & Schedule
4. Work products and publications
5. Comment/Question Forms

Media Coverage

Collier County ATM staff submits legal ad notices as required for plans and programs. Legal ads are submitted to the Naples Daily News, the newspaper of general circulation in Collier County. When applicable, legal ads are also submitted to Nuevos Ecos, a bi-weekly publication.

Public Hearings

Public hearings will be held as required by Federal, State or local laws. The public hearing may be held as part of a regularly scheduled Board of County Commissioners (BCC), Metropolitan Planning Organization (MPO) Board or Public Transit Ad Hoc Advisory Committee meeting.

Public Workshops

Public workshops may be held prior to the adoption of a plan or program or may be held to gain input on the transit system.

Brochures

Collier County ATM staff distributes information brochures about the transit system to local jurisdictions, local libraries, Chambers of Commerce, etc.

Public Transit Ad-Hoc Advisory Committee and Advertisement Requirements

On February 26, 2013, the Collier County Board of County Commissioners (BCC) adopted a resolution creating the Public Transit Ad-Hoc Advisory Committee. The purpose of this committee is to provide input to staff to assist in identifying ways to improve the transit system, serve as advocates for the system and make recommendations to the Board of County Commissioners in matters related to transit policies, issues, programs and plans to provide mass transit services to the citizens of Collier County. The duration of this advisory committee is one year from the date of its first meeting. The committee consists of:

- 9 voting members
 - 8 representatives from large employers, health care related services, social services, and transportation and planning professionals. A minimum of 2 of the representatives must be passengers of the system.
 - 1 representative appointed by the Collier County School Board

Staff will strive to have a press release published a minimum of seven days prior to the meeting. The press releases will also be posted on all buses. Agendas will be mailed or emailed to committee members and interested parties a minimum of 7 days prior to the meeting.

Public Participation Plan

The Public Participation Plan (PPP) will be reviewed annually by the Collier County Alternative Transportation Modes (ATM) staff to ensure the CAT planning process provides full and open access to the general public. The PPP shall also be reviewed as part of the triennial certification process conducted by the Federal Transit Administration (FTA).

A public comment period of 45 days shall be provided prior to the adoption or amendment of the PPP. Notice of the 45 day comment period shall be published in a newspaper of general circulation in Collier County and a notification will be mailed out to the TAN.

A copy of the proposed amendments will be published on the Collier Area Transit website.

The specific public involvement process for the public participation plan is included in Appendix 2 (45 Day Public Involvement Process for Transit Plans & Programs).

The following programs and plans will utilize the 30 Day Public Involvement Process for Transit Plans & Programs included in Appendix 3.

Title VI Program

As required by the Federal Transit Administration, CAT must review and update a Title VI Program every 3 years. This plan ensures that the level and quality of public transportation service is provided in a nondiscriminatory manner; promote full and fair participation in public transportation decision-making without regard to race, color or national origin; and ensure meaningful access to transit-related programs and activities by persons with limited English proficiency.

Fare Modifications

Fare increases are increases to the base full adult fare. When the full adult fare is increased, discount fares and fare media may also be increased at the same time. Fare decreases are decreases to the base full adult fare. When the full adult fare is decreased, discount fares and fare media may also be decreased at the same time. Fare modifications are adopted by the Collier County BCC and implement by Collier Area Transit.

Service Reductions

Service reductions occur when CAT does the following to an individual route or to set of routes:

1. Reduce the span of service hours (hours in a day when service operates) and/or
2. Reduce the days in which service operates and/or
3. Reduce the frequency of service and/or
4. Eliminate a route in its entirety or major portion thereof, unless that route was a planned service development or experimental services that has been in existence less than two years.

Service Expansions

Service expansions occur when CAT does the following to an individual route or to set of routes:

1. Increase the span of service hours (hours in a day when service operates) and/or
2. Increase the days in which service operates and/or
3. Increase the frequency of service and/or
4. Add a new route.

Disadvantaged Business Enterprise Program and Goal Setting

Collier County BCC has established a Disadvantaged Business Enterprise (DBE) program in accordance with regulations of the U.S. Department of Transportation, 49 Code of Federal Regulations (CFR) Part 26 applicable to all federally funded transit projects. It is the policy of the BCC to ensure that DBEs as defined in Part 26, have an equal opportunity to receive and participate in Department of Transportation (DOT) assisted contracts. Every three years a goal must be established. The methodology for determining the goal is contained in the DBE program.

Program of Projects

A program of projects (POP) is a list of projects proposed by a designated recipient to be funded from urbanized area formula FTA funds. The POP includes a brief description of the projects, total project costs and federal share for each project. The POP is developed on an annual basis.

Comprehensive Operational Analysis

A comprehensive operational analysis (COA) is an in-depth study of a transit system designed to identify strengths and weaknesses, and development recommendations for improvement.

Transit Development Plan (Major Update)

A transit development plan (TDP) is a Florida Department of Transportation (FDOT) required; 10 year horizon plan intended to support the development of an effective multi-modal transportation system. The TDP serves as the basis for defining public transit needs which is a prerequisite to receive state funds. Collier County is required to develop and adopt a TDP major update every 5 years. This document is produced in coordination with the Collier Metropolitan Planning Organization (MPO). Collier County ATM staff will coordinate the public involvement requirements identified in the CAT PPP, while the MPO staff shall be responsible for completing the public involvement requirements identified in their adopted PPP.

The following programs and plans will utilize the 15 Day Public Involvement Process for Transit Plans & Programs included in Appendix 4. Also, all documents and activities not specifically listed otherwise in this document will follow the standard process included in Appendix 4.

Transit Development Plan (Minor Update)

The FDOT requires annual updates in the form of a progress report on the TDP. The minor update must include the following elements:

1. Past year accomplishments compared to the original recommendations from the last major update;

2. Reasons for any discrepancies between the plan and its implementation for the past year;
3. Revisions to the coming year's recommendations, as appropriate;
4. Added detail to recommendations for the final years of the updated plan; and
5. A revised standardized financial plan, including revised financial tables.

Collier County ATM staff will coordinate the public involvement requirements identified in the CAT PPP, while the MPO staff shall be responsible for completing the public involvement requirements identified in their adopted PPP.

Transit Priorities

Annually the FDOT requests priorities that they consider for funding in the development of their work program. Transit priorities are usually coordinated with the Collier MPO. Collier County ATM staff will coordinate the public involvement requirements identified in the CAT PPP, while the MPO staff shall be responsible for completing the public involvement requirements identified in their adopted PPP.

Appendix 1

Limited English Proficiency Plan

Draft

Collier Area Transit (CAT) operates under the supervision of the Collier County Department of Alternative Transportation Modes (ATM) for the Collier County Transportation Services Division. CAT serves as the public transit provider for Collier County, serving the Naples, Marco Island, and Immokalee areas. CAT funds the transit program with the use of local, state and federal dollars. Involving our citizens in the transit planning process including the utilization of funds, communicating the program of projects, and more importantly communicating our level of service standards to the community are all vital processes that CAT undertakes as part of ensuring that services are provided in accordance with Title VI.

Reaching all parts of our population and providing language assistance to persons with limited English proficiency in a competent and effective manner will help ensure that our services are safe, reliable, convenient, and accessible to everyone in our community including LEP persons. The **Limited English Proficiency (LEP) Plan** plays an integral role in this process. This document will detail the LEP Plan, developed in conjunction with best practice standards for public involvement.

Background Information

Limited English proficient or LEP” are individuals who have a limited ability to read, write, speak, or understand English, who speaks a language at home other than English as his/her primary language, **and** who speaks or understands English „not well“ or „not at all“.

According to the 2000 U.S. Census, more than 10 million people reported that they do not speak English at all, or do not speak English well. The number of persons reporting that they do not speak English at all or do not speak English well grew by 65 percent from 1990 to 2000. Among limited English speakers, Spanish is the language most frequently spoken, followed by Chinese (Cantonese or Mandarin), Vietnamese, and Korean.

Public transit is a key means of achieving mobility for many LEP persons. According to the 2000 Census, more than **11% of LEP persons** aged 16 years and over reported use of public transit as their primary means of transportation to work, compared with about 4% of English speakers.

Catering to LEP persons will help increase and retain ridership among the agency’s broader immigrant communities in two important ways:

Agencies that reach out to recent immigrant populations in order to conduct a needs assessment and prepare a language implementation plan (pursuant to the DOT LEP Guidance) will send a positive message to these persons that their business is valued.

Community outreach designed to identify appropriate language assistance measures can also assist the agency in identifying the transportation needs of immigrant populations and ensuring

that an agency's transit routes, hours and days of service, and other service parameters are responsive to the needs of these populations.

Introduction

Title VI of the Civil Rights Act of 1964, 42 U.S.C. 2000d et seq., and its implementing regulations provide that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity that receives Federal financial assistance. The Supreme Court, in *Lau v. Nichols*, 414 U.S. 563 (1974), interpreted Title VI regulations promulgated by the former Department of Health, Education, and Welfare to hold that Title VI prohibits conduct that has a disproportionate effect on LEP persons because such conduct constitutes national origin discrimination.

Executive Order 13166: Improving Access to Service for Persons with Limited English Proficiency was signed in year 2000 to clarify Title VI of the Civil Rights Act of 1964. Its purpose was to ensure accessibility to programs and services to eligible persons who are not proficient in the English language.

This executive order stated that individuals who do not speak English well and who have a limited ability to read, write, speak, or understand English are entitled to language assistance under Title VI of the Civil Rights Act of 1964 with respect to a particular type of service, benefit, or encounter. It reads in part,

“Each Federal agency shall prepare a plan to improve access to its federally conducted programs and activities by eligible LEP persons. Each plan shall be consistent with the standards set forth in the LEP Guidance, and shall include the steps the agency will take to ensure that eligible LEP persons can meaningfully access the agency's programs and activities.”

Not only do all federal agencies have to develop LEP Plans, as a condition of receiving federal financial assistance, but also state and local recipients are required to comply with Title VI and LEP guidelines of the federal agency from which they receive funds.

Federal financial assistance includes grants, training, use of equipment, donations of surplus property and other assistance. Recipients of federal funds range from state and local agencies to nonprofits and other organizations. Title VI covers a recipient's entire program or activity. This means all components of a recipient's operations are covered. **Simply put, any organization that receives federal financial assistance is required to follow this Executive Order.**

The US Department of Transportation (DOT) published “Policy Guidance Concerning Recipients’ Responsibilities to Limited English Proficient Person” in the December 14, 2005 Federal Register. The guidance explicitly identifies local transit operators as organizations that must follow this guidance:

*The guidance applies to all DOT funding recipients, which include state departments of transportation, state motor vehicle administrations, airport operators, metropolitan planning organizations, and regional, state, and **local transit operators**, among many others. Coverage extends to a recipient's entire program or activity, i.e., to all parts of a recipient's operations. This is true even if only one part of the recipient receives the Federal assistance. For example, if DOT provides assistance to a state department of transportation to rehabilitate a particular highway on the National Highway System, all of the operations of the entire state department of transportation—not just the particular highway program or project—are covered by the DOT guidance.*

The intent of this **Limited English Proficiency Plan** is to ensure access to the planning process and information published by Collier Area Transit where it is determined that a substantial numbers of residents in Collier County do not speak or read English proficiently. The production of multilingual publications and documents and/or interpretation at meetings or events will be provided to the degree that funding permits based on current laws and regulations.

Laws and Policies Guiding Limited English Proficiency Plans

The FTA references the DOT LEP guidance in its Circular 4702.1A, "Title VI and Title VI-Dependent Guidelines for FTA Recipients," which was published on April 13, 2007. Chapter IV part 4 of this Circular reiterates the requirement to take responsible steps to ensure meaningful access to benefits, services, and information for LEP persons and suggests that Federal Transit Administration (FTA) recipients and sub recipients develop a language implementation plan consistent with the provisions of Section VII of the DOT LEP guidance.

As part of the DOT and FTA requirements, the *LEP Plan* will be assessed and evaluated. The following matrix illustrates these laws, policies and considerations:

Title VI of the Civil Rights Act of 1964	Limited English Proficiency Executive Order 13166
Federal Law	Federal Policy
Enacted in 1964	Enacted in August 2000
Considers all persons	Considers eligible population
Contains monitoring and oversight compliance review requirements	Contains monitoring and oversight compliance review requirements

Factor criteria is required, no numerical or percentage thresholds	Factor criteria is required, no numerical or percentage thresholds
Provides protection on the basis of race, color, and national origin	Provides protection on the basis of national origin
Focuses on eliminating discrimination in federally funded programs	Focuses on providing LEP persons with meaningful access to services using four factor criteria
<i>Annual Accomplishment and Upcoming Goals Report to FHWA</i>	<i>Annual Accomplishment and Upcoming Goals Report to FHWA</i>

Who is an LEP individual?

As defined in the 2000 United States Census, it is any individual who speaks at home other than English as his/her primary language, and who speaks or understands English “not well” or “not at all”.

Determining the need

As a recipient of federal funding, Collier Area Transit must take reasonable steps to ensure meaningful access to the information and services it provides. As noticed in the Federal Register/ Volume 70, Number 239/ Wednesday, December 14, 2005/ Notices, there are **four factors** to consider in determining “reasonable steps”.

Factor 1 - The number and proportion of LEP persons served or encountered in the eligible service population

Factor 2 - The frequency in which LEP persons encounter Transit Programs, Activities and Services

Factor 3 - The nature and importance of the program, activity, or service provided by the recipient to people’s lives

Factor 4 - The resources available to the recipient and cost

The DOT Policy Guidance gives recipients of federal funds substantial flexibility in determining what language assistance is appropriate based on a local assessment of the four factors listed above. The following is an assessment of need in Collier County in relation to the four factors and the transit planning process.

LEP Assessment for Collier Area Transit

For the purposes of conducting this assessment, Collier Area Transit is utilizing information derived from the 2000 census in addition to charts, maps and other demographic information and documents prepared by Collier Metropolitan Planning Organization.

Factor 1 – The Number and proportion of LEP persons served or encountered in the eligible service population

The first step towards understanding the profile of individuals who could participate in the transit planning of services process is a review of Census data. Tables 1 and 2 displays the primary language spoken and number of individuals that are LEP.

For our purposes, we are considering people that speak English „not well“ or „not at all,“ and only the top four language groups are included in the analysis.

Table 1, derived from the 2010 US Census, shows the number and percent of the population, with regard to their English language skills, for the cities and the unincorporated portions of the County. As indicated, over 15% of the area population 5 years of age or older is not proficient in English; that is, they speak English less than “very well”.

Tables 1: Limited English Proficient Persons in Collier County 2010 Census Data and 2007-2011 American Community Survey 5 year estimates				
Jurisdiction	Population	Population 5 years and over	Number of LEP Persons (5 years and over)	Percentage of LEP Persons (5 years and over
Everglades City	334	310	0	0.00%
City of Naples	20,091	19,667	724	3.68%
City of Marco Island	16,573	16,172	1,199	7.41%
Naples Area (Including the unincorporated County)	320,087	302,602	48,895	16.49%
Total Area (includes all cities and unincorporated County)	357,085	338,751	51,818	15.30%

Table 2 shows the number and percent of LEP persons by language spoken at the individual's home. Of the LEP persons with the area, 12.12% speak Spanish at home making this the most significant percent of the area's population. The second most common language of the area's LEP population is Other Indo-European languages, with 2.79%. Asian and Pacific Islander languages represents 0.32% and 0.06% speak "other" languages at home.

LEP Persons	Spanish Language	Other Indo-European Languages	Asian & Pacific Islander Languages	Other Languages
5 Years and over – Everglades City	0	0	0	0
5 Years and over – City of Naples	363	292	10	54
5 Years and over – Marco Island	903	259	37	0
5 Years and over – Naples Area (including the unincorporated County)	39,806	8,906	1,041	142
5 Years and over – Total	41,072	9,462	1,088	196
Percent of Total Populations 5 Years and over	12.12%	2.79%	0.32%	0.06%

Factor 2 – The frequency in which LEP Persons encounter transit programs, activities and services

Based on the 2010 census information there is a small, but growing size of the LEP population in this region that will likely increase the probability of future contact with the CAT program, services and activities. In recognition of a growing LEP population CAT has taken proactive steps to ensure that communication about transit services, meetings, activities, surveys and other important information is provided in the three main spoken languages: English, Spanish and Creole. In addition to providing literature in these three languages, we also ensure to have available persons (mostly staff members) to serve as language interpreters in public meetings in addition to a sign language person.

Factor 3 – The nature and importance of the program, activity, or service provided by the recipient to people’s lives

Collier Area Transit provides an essential service to the community during emergency evacuation such as hurricanes, fires and other disasters. We also help disseminate information to the public on security awareness, emergency preparedness and the importance of the modes and type of services we provide. If this information is not accessible to people with limited English proficiency, or if language services in these areas are delayed, the consequences to these individuals could be life threatening. It is precisely because of this that CAT ensures that all segments of the population, including LEP persons, have been involved or have had the opportunity to be involved in the transit planning of services process to be consistent with the goal of the Federal Environmental Justice program and policy.

The impact of proposed transit projects and investments on underserved and under-represented population groups is part of the evaluation process in use of federal funds during the preparation of our program of projects and two essential transit documents:

- The Transit Development Plan (TDP)
- The Transportation Disadvantaged Service Plan (TDSP)

Inclusive public participation is a priority consideration in all transit plans, studies and programs. The impacts of transit improvements resulting from these planning activities have an impact on all residents. Understanding and continued involvement are encouraged throughout the process. Collier Area Transit is concerned with input from all stakeholders, and makes every effort to ensure that the planning process is as inclusive as possible.

Factor 4 - The resources available to the recipient and cost

Given the current financial constraints, full multi-language translations of large transit planning documents such as the TDP, TDSP and other large planning documents are not considered to be warranted at this time. However, Collier Area Transit ensures that all vital communication information of programs, activities and services are made available to the LEP population in English, Spanish and Creole, which are the three main spoken languages in the area.

Collier Area Transit will continue efforts to provide language translation and interpretation services taking into account the available funding. As new 2010 Census data becomes available, Collier Area Transit will monitor LEP population and adjust its LEP policy accordingly. If warranted in the future, CAT will consider new techniques to reach the LEP population, such as (1) the translation of executive summaries for key documents, such as the TDP and TDSP (2) the translation of document summaries, which are designed to capture all of the significant points of the full document

Collier Area Transit has translated many essential documents such as:

- Bus Schedules and route maps
- Riders Guide
- Notice of right to language assistance
- Fare Announcements
- Service Change announcement
- Notices pertaining to upcoming events
- Power Point Presentations
- Title VI language in English, Spanish and Creole
- Public Notices
- Information on website
- Prohibited behavior signage

Meeting the Requirements

Engaging the diverse population within the Collier County area is important. Collier Area Transit is committed to providing quality services to all citizens, including those with limited English proficiency. All language access activities detailed below will be coordinated in collaboration with the CAT staff.

Safe Harbor Stipulation

Federal law provides a „safe harbor“ stipulation so recipients of federal funding can ensure compliance with their obligation to provide written translations in languages other than English with greater certainty. A „safe harbor“ means that as long as a recipient (CAT) has created a plan for the provision of written translations under a specific set of circumstances, such action will be considered strong evidence of compliance with written translation obligations under Title VI.

However, failure to provide written translations under the circumstances does not mean there is noncompliance, but rather provides for recipients a guide for greater certainty of compliance in accordance with the four-factor analysis.

Evidence of compliance with the recipient’s written translation obligations under „safe harbor“ includes providing written translations of vital documents for each eligible LEP language group that constitutes 5% or 1,000 persons, whichever is less of eligible persons served or likely to be affected. Translation also can be provided orally. The „safe harbor“ provision applies to the translation of written documents only. It does not affect the requirement to provide meaningful access to LEP individuals through competent oral interpreters where oral language services are needed and reasonable to provide.

Providing Notice to LEP Persons

US DOT guidance indicates that once an agency has decided, based on the four factors, to provide language services, it is important that the recipient notify LEP persons of services

available free of charge in a language the LEP persons would understand. Example methods for notification include:

- Signage that indicates when free language assistance is available with advance notice;
- Stating in outreach documents that language services are available;
- Working with community-based organizations and other stakeholders to inform LEP individuals of CAT services and the availability of language assistance;
- Using automated telephone voice mail or menu to provide information about available language assistance services;
- Including notices in local newspapers in languages other than English;
- Providing notices on non-English-language radio and television about MPO services and the availability of language assistance; and
- Providing presentations and/or notices at schools and community based organizations (CBO).

Collier Area Transit will publicize the availability of interpreter services, free of charge, if requested at least 7 days prior to meetings, workshops, forums or events. These events will be publicly advertised via web site, onboard our buses, newspaper, etc. We will also continue to use additional tools as appropriate such as:

- Signage
- Flyers
- Take-ones
- Handouts available in vehicles and at stations
- Announcements in vehicles and at stations
- Agency website
- Newspaper and radio advertisements
- community-based organizations
- Collier County library systems
- Announcements and community meetings.
- Surveys

An interpreter is a person who translates spoken language orally, as opposed to a translator, who translates written language and transfers the meaning of written text from one language into another. CAT will provide language interpreter and translating services as needed.

As covered under Title VI requirements for nondiscrimination, CAT will include Title VI language in all Public Notice material as applicable.

Language Assistance

A goal of the Collier Area Transit is to provide user-friendly materials that will be appealing and easy to understand. CAT will continue to provide materials to the LEP population in alternative formats, such as schedules, flyers, user's guide, depending on the work product.

CAT Staff Training

What the Guidance Says:

“Staff members should know their obligations to provide meaningful access to information and services for LEP persons, and all employees in public contact positions should be properly trained. An effective LEP plan would likely include training to ensure that:

Staff knows about LEP policies and procedures.

Staff having contact with the public (or those in a recipient's custody) is trained to work effectively with in-person and telephone interpreters.

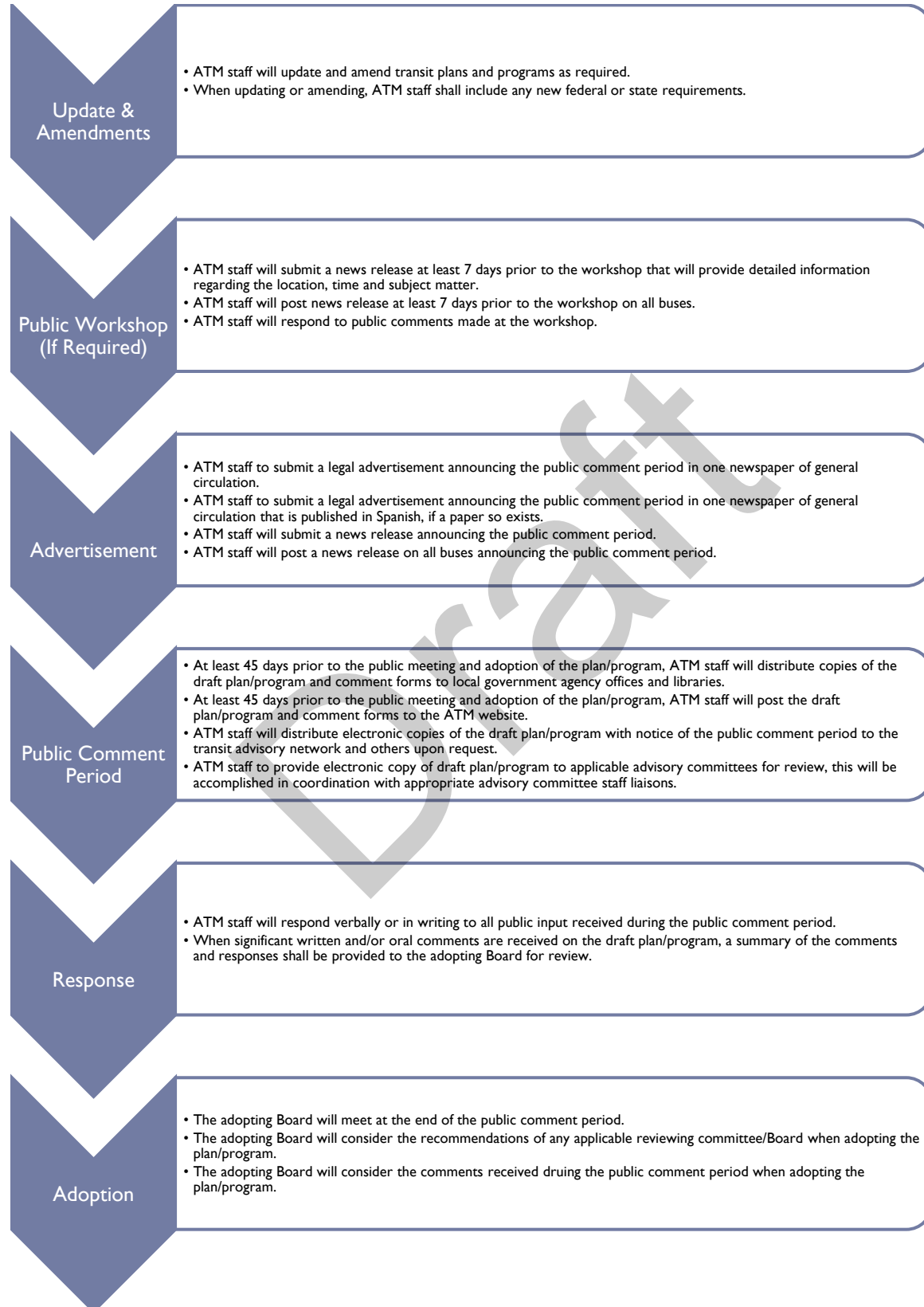
In order to establish meaningful access to information and services for LEP individuals, CAT will continue to train its employees and will include LEP training as part of the new employee orientation. In addition, CAT will make a list of staff identifying the different languages that they can assist with. This list will be kept in the front desk in case an LEP person request language assistance, the staff member will be able to promptly locate an interpreter for public assistance.

Appendix 2

45 Day Public Involvement Process for Transit Plans & Programs

Draft

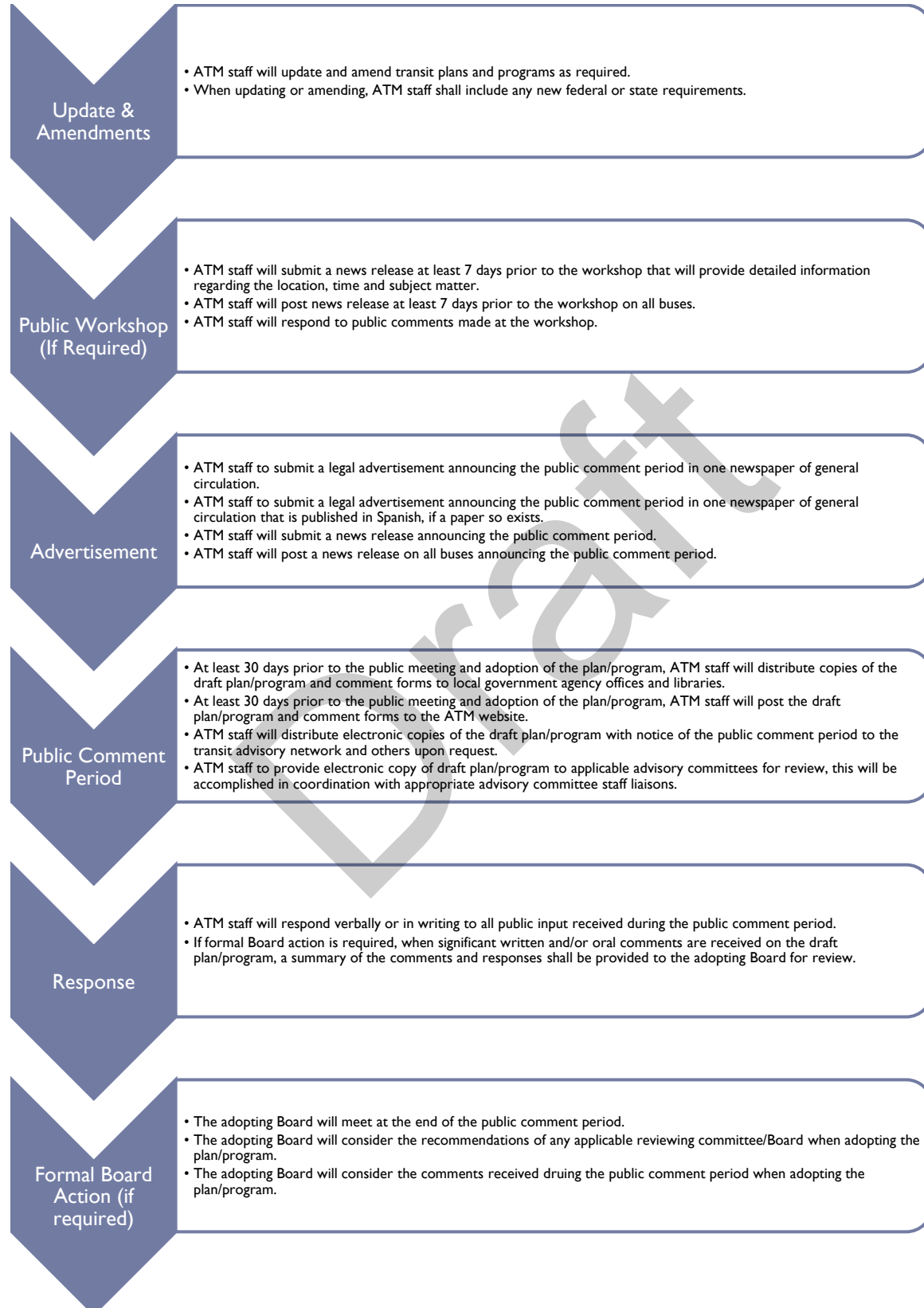
Draft



Appendix 3

30 Day Public Involvement Process for Transit Plans & Programs

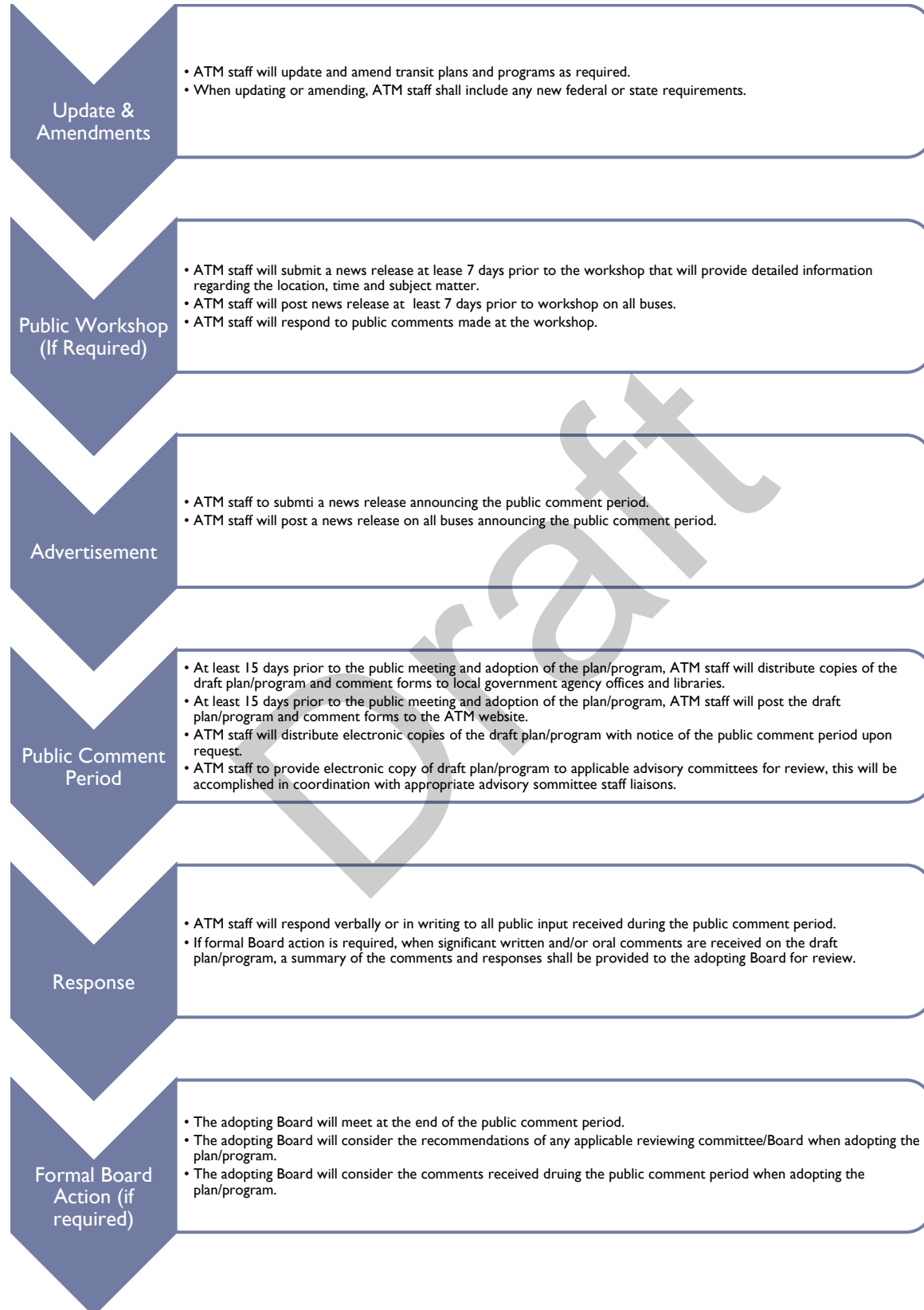
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Appendix 4

15 Day Public Involvement Process for Transit Plans & Programs

Draft



Appendix C: Public Outreach Materials

Draft

Collier Area Transit – Transit Development Plan

Stakeholder Interview Questions

Existing Transit Service

1. Are you currently aware of Collier Area Transit (CAT) and its services?
2. Do you use CAT? Why? Why not?
3. If you do not use the transit system, what improvements would encourage you to use CAT in the future?
4. In your opinion, what is the primary role of Collier County's public transit service (service for service workers, elderly, low income, tourists, to prevent congestion, reduce emissions, create economic opportunities)?
5. What do you believe is the purpose of most transit trips (medical, shopping, recreation, work, or school)?
6. What are the most significant issues facing transit users?
7. Is the public perception of CAT good, satisfactory, or poor? Is your perception of CAT good, satisfactory, or poor?
8. Do you believe CAT has done an effective job marketing transit service options?
9. Do you believe further branding is needed? If so, what do you think the community would like to see?
10. What additional steps do you feel should be taken to increase the use of public transit in Collier County?

Future Transit Service – Transit Vision

11. Is there a need for additional transit service in Collier County? What type of transit service would you like to see more of in the future (more frequent fixed-route service, express bus, trolley, demand response, increased weekend service, later evening service)? If so, what specific area do you think needs additional transit service or which routes need improvements.
12. Is there a need for additional shelters, technology, or other capital equipment in Collier County?
13. Do you believe additional transit service could attract more businesses and employees to Collier County?
14. Do you believe there is a congestion problem in Collier County? If so, do you believe that public transportation can relieve congestion in Collier County?
15. What major destinations should be accessible by public transportation both inside and outside of the community?
16. At some point in the future, do you envision that rail transit would be needed to improve regional connectivity for Collier County and the surrounding areas?

Transit Funding and Fares

17. Are you willing to pay increased local taxes for an expanded transit system? If yes, go to Question 18.

Collier Area Transit – Transit Development Plan Stakeholder Interview Questions

18. What types of local funding should be used to increase transit service in the future? (i.e., private partnerships, advertising revenue, fare increases, ad valorem taxes, sales tax, gas tax, tourist tax)
19. Do you think that advertising on any of the following media should be permitted to increase revenue to support the transit agency: buses, shelters, and/or benches?
20. What are reasonable passenger fares for transit service (please specify per trip or other)?
21. Have you heard of any business requesting additional transit service or interested in creating public private partnerships for increased transit service for their employees and customers?
22. Are you supportive of public policy that requires coordination of and provision of funding for transit services that connect to high density/mixed use development?

Draft



COLLIER AREA TRANSIT
TRANSIT DEVELOPMENT PLAN

GENERAL COMMENT CARD

Name: Helen (Taffy) Johnson
 Address: 700 Augusta Blvd G204
Naples FL 34113
 City State Zip
(603) 496-4612 johnsontaffy@metrecast.net
 Telephone (optional) Email (optional)

COMMENTS

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

Need public transportation to the
Beachs during December Jan Feb
March -> April 15. Parking is
too limited and almost impossible during
those months. Would like central spot
to park + then go to beach by small van.

Please fill out the comment card and place at the designated location or mail your written comments to Tindale-Oliver & Associates, Inc., Attn: Tricia Whitton, at 135 W Central Blvd, Suite 450, Orlando, FL 32801 or pwhitton@tindaleoliver.com by June 1, 2015.

Patricia Whitton

From: gmenfl@comcast.net
Sent: Sunday, April 05, 2015 3:06 PM
To: Patricia Whitton
Subject: Re: Collier Area Transit - Public Meeting Notice

Hello,

I will not be able to make the meetings. However, I would like to state for consideration that routes are revised for the increased growth down Immokalee Rd. There needs to be more east-west and north-south routes to reach larger subdivisions and populations. For example, I live near the Orange Tree access for CAT but it doesn't take me down to the NCH Hospital on Immokalee Rd. directly (it would be a good 2 hr. commute currently with transfers). Many large cities have a grid network for their rapid transit.

Sincerely,
Geral Mendola
239-784-0642

From: "Patricia Whitton" <pwhitton@tindaleoliver.com>
To: gmenfl@comcast.net
Cc: "LaChant Barnett" <LBarnett@tindaleoliver.com>
Sent: Sunday, April 5, 2015 12:13:48 PM
Subject: Collier Area Transit - Public Meeting Notice

Hello,

Please join us at one of the Collier Area Transit public meetings shown on the attached flyer. The flyer includes the dates, times, and meeting locations. The public meetings will focus on the draft Transit Development Plan (TDP) contents and recommendations for the ten-year planning period. If you have any questions about the meetings, please feel free to contact me.

Thanks,

Tricia Whitton, AICP
PROJECT MANAGER

Orlando
135 W. Central Blvd., Suite 450
Orlando, FL 32801
(407) 657-9210 ext. 2230
Fax (407) 657-9106

pwhitton@tindaleoliver.com
www.tindaleoliver.com



planning | design | engineering



Collier County
Public Services Division
Public Transit & Neighborhood Enhancement

April 8, 2015

Ms. Lucilla Ayer
Collier MPO
2885 S. Horseshoe Drive
Naples, FL 34104

RE: Collier Area Transit FY2016-FY2025 Transit Development Plan (TDP)

Dear Ms. Ayer:

In accordance with Rule Chapter 14-73, Florida Administrative Code (FAC), we would like to request your presence at one of the Collier Area Transit TDP public meetings listed below to obtain your feedback on the draft document. In addition, you will be provided with a copy of the draft TDP document later this month for your review and comment before the document goes before the Collier County Board of County Commissioners for adoption.

April Public Meetings

Wednesday, April 22, 2015
Public Meeting – 4 p.m. to 6 p.m.
Immokalee Community Park
321 N. 1st Street
Immokalee, Florida 34142

Thursday, April 23, 2015
Review Committee Meeting – 10 a.m. to 12 p.m.
Collier County Risk Management Training Room
3311 Tamiami Trail E
Naples, Florida 34112

Thursday, April 23, 2015
Public Meeting – 4 p.m. to 6 p.m.
Golden Gate Community Center – Room C
4701 Golden Gate Parkway
Naples, Florida 34116

The meetings have been geographically scheduled around the county to reach the greatest number of participants. The content of the meetings will focus on the draft Transit Development Plan (TDP) elements and recommendations for the ten-year planning period in an effort to obtain feedback from the public and the Review Committee prior to seeking plan adoption at the Collier



County BCC meeting on June 23, 2015. All of the meetings will be open to the general public, with time allotted at the end of the public meetings for any public comments.

We would greatly appreciate you taking the time to join us at one of the scheduled meetings. If you have any questions about this invitation or the purpose of the meetings, please contact me.

Sincerely,



Brandy Otero
Associate Project Manger

CC: Michelle Arnold, Director, Public Transit & Neighborhood Enhancement
Trinity Scott, Transit Manager, Public Transit & Neighborhood Enhancement

Draft



Collier County
Public Services Division
Public Transit & Neighborhood Enhancement

April 8, 2015

Ms. Debra Stephens
Florida Department of Transportation District One
801 N. Broadway Street
Bartow, Florida 33830-3809

RE: Collier Area Transit FY2016-FY2025 Transit Development Plan (TDP)

Dear Ms. Stephens:

In accordance with Rule Chapter 14-73, Florida Administrative Code (FAC), we would like to request your presence at one of the Collier Area Transit TDP public meetings listed below to obtain your feedback on the draft document. In addition, you will be provided with a copy of the draft TDP document later this month for your review and comment before the document goes before the Collier County Board of County Commissioners for adoption.

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We would greatly appreciate you taking the time to join us at one of the scheduled meetings. If you have any questions about this invitation or the purpose of the meetings, please contact me.

Sincerely,



Brandy Otero

Associate Project Manger

CC: Michelle Arnold, Director, Public Transit & Neighborhood Enhancement
Trinity Scott, Transit Manager, Public Transit & Neighborhood Enhancement
Lucilla Ayer, Executive Director, Collier MPO

Draft

You are invited to participate in a discussion group workshop!



Please join us at an important workshop to discuss:

- * Collier County's vision for transit over the next 10 years
- * Transit needs and potential solutions
- * Potential funding sources
- * Improving mobility and more

Date: January 14, 2015

Time: 10AM to 12PM

Collier County Government Center,
IT Training Room, 5th Floor
3299 Tamiami Trail East
Naples, Florida 34112

Please RSVP to Patricia Whitton:
Phone: 407-657-9210, Ext. 230
E-mail:
pwhitton@findaleoliver.com

Ten-Year Public Transit Development Plan



Collier Area Transit 2016-2025 Transit Development Plan

Review Committee and Public Workshops

Wednesday, April 22, 2015
Public Meeting – 4 p.m. to 6 p.m.
Immokalee Community Park
321 N. 1st Street
Immokalee, FL 34142

Thursday, April 23, 2015
Review Committee Meeting – 10 a.m. to 12 p.m.
Collier County Risk Management Training Room
3311 Tamiami Trail E
Naples, FL 34112

Thursday, April 23, 2015
Public Meeting – 4 p.m. to 6 p.m.
Golden Gate Community Center - Room C
4701 Golden Gate Parkway
Naples, FL 34116



Collier Area Transit is working to develop its 2016-2025 Transit Development Plan Major Update.

Please join us at either one of the public meetings or the Review Committee meeting, to find out more information on your areas recommended transit plans for the next ten years.

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



People who would like to offer comments, but are unable to attend the meeting may do so in advance by mailing them to Tindale Oliver, attention Tricia Whitton, 135 W Central Boulevard, Suite 450, Orlando, Florida 32801 or email pwhitton@tindaleoliver.com for further information about the workshop. Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations in order to participate in this proceeding, should contact the Collier County Facilities Management Department located at 3335 Tamiami Trail East, Naples, Florida 34112 or 239-252-8380 as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

Public Services Division
Alternative Transportation Modes Dept.
3299 East Tamiami Trail, Suite 103
Naples, FL 34112

Contact: Brandy Otero
Alternative Transportation
Modes Department
Associate Project Manager
239-252-5859
www.colliergov.net
www.twitter.com/CollierPIO
www.facebook.com/CollierGov
www.youtube.com/CollierGov

August 18, 2014

FOR IMMEDIATE RELEASE

NOTICE OF PUBLIC MEETING Transit Development Plan (TDP) Update Meetings Collier County, Florida Wednesday, September 10, 2014 Review Committee – 9 a.m. to 11 a.m. Visioning Workshop – 2:30 p.m. to 5:30 p.m.

Collier County is updating the Transit Development Plan for the years 2016-2025. This plan guides future bus service and operations. Collier County will host a review committee meeting on Wednesday, September 10, at 9 a.m. and a public workshop on Wednesday, September 10, from 2:30 p.m. to 5:30 p.m. at the Collier County Museum which is located at 3331 Tamiami Trail E.

All interested parties are invited to attend, and to provide input on how to make public transportation work better for the community.

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

Collier County operates in compliance with Federal Transit Administration, (FTA) program requirements and ensures that transit services are made available and equitably distributed, and provides equal access and mobility to any person without regard to race, color, or national origin, disability, gender or age. Title VI of the *Civil Rights Act of 1964*; FTA Circular 4702.1A, "Title VI and Title VI Dependent Guidelines for Federal Transit Administration Recipients.

Anyone who required an auxiliary aid or service for effective communication, or other reasonable accommodations in order to participate in this proceeding, should contact the Collier County Facilities Management Department located at 3335 Tamiami Trail East, Naples, Florida 34112 or 239-252-8380 as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

For more information, call Brandy Otero at 239-252-5859.

Appendix D: Review of Plans, Studies, and Policies

A major component of the TDP Update is to assess and document relevant plans, policies, and trends of local, regional, state, and federal entities, which includes Collier County and the cities within (Everglades City, Marco Island, and Naples), the Collier MPO, the State of Florida, and the federal government. The results of this effort provide information to support an understanding of transit planning issues in the Collier County area. This section reviews transit policies at the local, regional, state, and federal levels of government.

Local Document Review

Collier County Comprehensive Plan

Florida law requires every incorporated municipality and county to adopt a comprehensive plan that is consistent with the Growth Management Act of 1985. The Growth Management Act requires comprehensive plans to be consistent with state and regional plans. For communities with a population over 50,000, comprehensive plans must include a Transportation Element that summarizes existing and future transportation conditions, how those conditions relate to what the community considers the ideal transportation situation, and how the community proposes to get there. The Collier County Growth Management Plan (GMP) is the County's Comprehensive Plan and is the primary policy document concerning land use, transportation, and other planning categories for the County.

The current Collier County GMP is a result of the County's 2011 Evaluation and Appraisal Report (EAR). The GMP EAR based amendments were adopted in 2013 and are a part of the GMP that is being reviewed for this TDP. Only the goals, objectives, and policies that are relevant to public transportation are summarized below.

Transportation Element

Purpose

Collier County initiated deviated fixed-route service for public transportation on February 15, 2001. Private services offered in the county are fixed-route "trolleys," which operate during the winter season in Naples and on Marco Island, and a network of paratransit providers that offer transportation services to the disadvantaged and persons with disabilities. The Transportation Disadvantaged (TD) program is coordinated by Collier County, which has been designated as the Community Transportation Coordinator (CTC) by the MPO. The TD services offer home pick-up and delivery transportation for older adults, handicapped, and economically disadvantaged in the County. The "trolley" systems mentioned above are run primarily for the tourist segment of the population and have fixed-routes that visit the major shopping, beach and hotel interest points.

Future System Needs

On August 3, 1999 the Board of County Commissioners adopted the Public Transportation Development Plan (PTDP), and agreed to become the Governing Agency for transit in Collier County. The PTDP contains estimates of unmet needs in Collier County, both for the existing TD services, and for general public transportation. It contains planning level discussions on demand centers, route locations, vehicle sizes and types of services. The Public Transportation Operating Plan (PTOP) was adopted by the MPO on December 8, 2000 and by the Collier County Board of County Commissioners on January 9, 2001. Other services proposed in the startup public transportation system are a vanpool program, circulator service in Immokalee, an Immokalee to Naples shuttle service, and a Commuter Assistance Program.

Although the PTPD final report suggested the need for numerous public transportation services in Collier County, the scale and growth rate of the initial system was such that no local funding contribution was predicted to be required until fiscal year 2006. This situation is the result of gradual changes in the requirements for local matching funds that accompany state and federal grant funds. Collier County already is spending funds on public transportation that meet the match requirements.

GOAL: *To plan for, develop and operate a safe, efficient, and cost effective transportation system that provides for both the motorized and non-motorized movement of people and goods throughout Collier County.*

OBJECTIVE 5: Objective 5 identifies the coordination between the Transportation and the Future Land Use Elements of the GMP.

Policy 5.5: Commercial developments within the South U.S. 41 Transportation Concurrency Exception Area (TCEA) that choose to obtain an exception from concurrency requirements for transportation must comply with four (4) of nine (9) Transportation Demand Management (TDM) strategies, while residential developments must comply with three (3) of five (5). Developments are required to monitor the use and effectiveness of the selected TDM strategies, and shall be included in the development's annual monitoring report. The developments which are not required to submit an annual monitoring report shall fill out an assessment form provided by the County that analyzes the use and effectiveness of the selected TDM strategies for three years following completion of the development. These strategies seek to increase vehicle occupancy, increase transit ridership, reduce vehicle miles traveled, and enhance bicycle and pedestrian facilities.

Policy 5.8: Should the Transportation Impact Study (TIS) for a proposed development reflect that it will impact either a constrained roadway link and/or a deficient roadway link within a TCMA by more than a de minimis amount (more than 1% of the maximum service volume at the adopted LOS); congestion mitigation payments shall be utilized, among other things, to enhance transit.

OBJECTIVE 6: *Coordinate the Transportation Element with the plans and programs of the state, region, and other local jurisdictions.*

Policy 6.1: The Transportation Element shall incorporate to the greatest degree possible, the long range plans of the Collier MPO.

OBJECTIVE 10: *The County shall encourage safe and efficient mobility for the rural public that remains consistent with the character of the rural areas of Collier County.*

Policy 10.2: The County shall continue to improve transit services for the transportation disadvantaged in the rural areas through the CTC.

OBJECTIVE 12: *The County shall encourage the efficient use of transit services now and in the future.*

Policy 12.1 thru Policy 12.6: Establish Collier County as the managing authority of Collier Area Transit (CAT) system that shall provide transit services in and around the County. The County, via interlocal agreements, shall coordinate efforts for potential transit service where such service is needed, including cross county services. The Collier MPO, through the TD program shall assist the local CTC in the implementation of the most efficient and effective level of service possible for the transportation disadvantaged, including implementation of the TD program through the County's regular bus system. The County Transportation Division and the Collier MPO shall coordinate the development and maintenance of transit development plans with the Florida Department of Transportation.

Policy 12.7 thru Policy 12.10: Following the adoption of any transit development plan, the County shall initiate the development of transit right-of-way and corridor protection strategies, including ordinances and policy additions. Any adopted transit development plan shall include an acceptable level of service standard for transit facilities. The County shall include capital expenditures for any adopted transit development plan in the Capital Improvement Element. The County shall incorporate herein by reference the most recent Public Transit Development Plan adopted by the Board of County Commissioners.

OBJECTIVE 13: *The County shall assess and evaluate the creation of a separate Transit Element to give alternative means of transportation equal treatment within the Growth Management Plan.*

Policy 13.1: The County may develop a Transit Element, a Transit Sub-Element within this Transportation Element or incorporate alternative means of transportation into the Growth Management Plan through other appropriate modifications, based upon the conclusion of the November 2011 Master Mobility Plan.

Future Land Use Element

GOAL: *To guide land use decision-making so as to achieve and maintain a high quality natural and human environment with a well-planned mix of compatible land uses which promote the public's health, safety and welfare consistent with state planning requirements and local desires.*

Policy 2.4: This policy identifies the South U.S. 41 TCEA.

Policy 2.5: This policy identifies and explains the performance measures for the two Transportation Concurrency Management Areas (TCMAs) geographically described below:

- 1. Northwest TCMA – This area is bounded by the Collier/Lee County Line on the north side, the west side of the I-75 right-of-way on the east side, Pine Ridge Road on the south side, and the Gulf of Mexico on the west side.*
- 2. East Central TCMA – This area is bounded by Pine Ridge Road on the north side, Collier Boulevard on the east side, Davis Boulevard on the south side, and Livingston Road extended) on the west side .*

OBJECTIVE 6: Collier County's TCMAs are previously established in the Comprehensive Plan under Objective 2 (as described above in Policy 2.5). Policies 6.1 through 6.5 are linked to Objective 2 and its supporting policies in the Comprehensive Plan. Objective 6 and its supporting policies describe the methods for which the TCMAs further the achievement of the following identified important state planning goals and policies: discouraging the proliferation of urban sprawl, protecting natural resources, protecting historic resources, maximizing the efficient use of existing public facilities, and promoting public transit, bicycling, walking and other alternatives to the single occupant automobile.

Policy 6.2 and Policy 6.3: These policies provide the requirements for development or redevelopment in TCMAs by utilizing Transportation Demand Management (TDM). These requirements include policies that reduce vehicle miles traveled, increase pedestrian and bicycle facilities, and support the County's transit network.

These efforts are supported by the Land Development Code in Chapter 6 Section 6.02.00 - Adequate Public Facilities Requirements, 6.02.02 - Management and Monitoring Program, described below.

FUTURE LAND USE DESIGNATION DESCRIPTION SECTION

I. URBAN DESIGNATION

- a. *Urban designated areas within the County include those with the greatest residential densities, and areas in close proximity, which have or are projected to receive future urban support facilities and services. It is intended that urban designated areas accommodate the majority of population growth and that new intensive land uses be located within them. Accordingly, the urban area will accommodate residential uses and a variety of non-residential uses. The Urban designated area, which includes Immokalee, Copeland, Plantation Island, Chokoloskee, Port of the Islands, and Goodland, in addition to the greater Naples area, represents less than 10% of Collier County's land area. Urban designated areas include:*

Urban Designations 1-16: The subdistrict designations within the county provide guidelines of the type of development and allowed uses. These uses are primarily mixed-used developments at a variety of densities, which support and encourage the use of multi-modal transportation choices and activities.

II. AGRICULTURAL/RURAL DESIGNATION

B. Rural Fringe Mixed Use District

1. Transfer of Development Rights (TDR), and Sending, Neutral, and Receiving Designations.

D) Additional TDR Provisions:

3. *Rural Villages: Within the Rural Fringe Mixed Use District, Rural Villages shall be comprised of several neighborhoods designed in a compact nature such that a majority of residential development is within one quarter mile of Neighborhood Centers. Neighborhood Centers may include small scale service retail and office uses, and shall include a public park, square, or green. Village Centers shall be designed to serve the retail, office, civic, government uses and service needs of the residents of the village.*

- F) **Fiscal Neutrality:** A Rural Village may only be approved after demonstration that the Village will be fiscally neutral to county taxpayers outside of the Village. An analysis shall be conducted evaluating the demand and impacts on levels of service for public facilities and the cost of such facilities and services necessary to serve the Rural Village. This evaluation shall identify projected revenue sources for services and any capital improvements that may be necessary. The analysis

shall consider, among other public facilities, roads, transit, bicycle and pedestrian facilities and pathways.

- G) As part of the development of Rural Village provisions, land development regulations shall identify specific design and development standards for residential, commercial and other uses. Rural Village, Village Center and neighborhood design guidelines and development standards shall consider the location of public transit and school bus stops; pedestrian paths and bikeways so as to provide access and interconnectivity; and, roads, transit, bicycle and pedestrian facilities and pathways.

Recreation and Open Space Element

Policy 1.3.1 and Policy 2.1.6: The County-owned or managed parks and recreation facilities shall have automobile, bicycle and/or pedestrian access, where the location is appropriate and where such access is economically feasible, with specific consideration given to alternative forms of transportation that would reduce VMT and greenhouse gas.. The County shall encourage the development of pedestrian pathways and bike lanes from the surrounding residential communities to park sites.

Conservation and Coastal Management Element

GOAL 8: *The County shall maintain Collier County's existing air quality.*

OBJECTIVE 8.1: All activities in Collier County shall comply with all applicable federal and State air quality standards.

Policy 8.1.3: Collier County shall act to reduce air pollution from automobile emissions through continuation of the following procedures:

1. The Collier County Sheriff's Office will continue to enforce vehicle exhaust emissions standards.
2. As part of its development review process, Collier County will require the construction of sidewalks, bicycle lanes or bicycle paths in all new subdivisions.
3. The County will construct sidewalks, bicycle lanes or bicycle paths in conjunction with County-funded transportation improvements.

Golden Gate Area Master Plan

The goal of the Master Plan is to effectively manage growth in the Golden Gate area, which has grown at an even higher rate than the Collier County wide rate since 1980.

Land Use Designation Description

The three land uses as described in the Golden Gate Area Future Land Use Map are urban designation, estates designation, and agricultural/rural designation. These designations serve to indicate the types of land uses for which zoning may be requested, however conformity to these designations does not guarantee that a zoning request will be approved.

Immokalee Master Plan

The goals of the Immokalee Master Plan include diversification of the local economy, providing adequate quality housing for residents, addressing public infrastructure needs such as transportation networks to improve the safety of pedestrians and bicyclists, promoting eco-tourism and conserving natural resources, appropriate management of land uses, addressing urban design, and facilitating collaboration with other local governments.

Everglades City

The Collier MPO TIP indicates the following:

Everglades City intends to focus attention for capital improvements on needed stormwater drainage improvements and pavement replacements along several of its major roads. Despite the fact that Everglades City has no professional planning staff and a modest operating budget, the City plans to move forward with transportation planning activities and coordinates these activities with the MPO.

Collier Area Transit conducted a public workshop to discuss the transit needs of the residents of Everglades City in 2012. The Comprehensive Operational Analysis approved by the MPO Boards in 2013 discussed the future transit needs in the eastern portion of Collier County including Everglades City and took the transit needs of Everglades City's residents into consideration. The Comprehensive Operational Analysis suggested that Everglades City be served with a flexible route, but this service will not be feasible until revenues to cover the costs of the route are identified.

City of Marco Island Comprehensive Plan

Mostly due to the relatively small size of Marco Island, the multimodal focus primarily includes bicycles, pedestrians, and their interactions with vehicles.

Transportation Element

GOAL 1: To provide and encourage a multimodal transportation system that meets the circulation needs of Marco Island in a safe and efficient manner but does not adversely impact the quality of life of the residents.

OBJECTIVE 1.1: Promotion of a safe, convenient, and energy efficient multimodal transportation system.

Policy 1.1.1 thru Policy 1.1.6: These policies include the incorporation of the findings of a Right-of-Way Report into the Capital Improvement Element, furthering efforts for a complete sidewalk network, reviewing parking standards and encouraging more bicycle and pedestrian activity, and coordinating with the Collier MPO for public education.

City of Naples Comprehensive Plan

Transportation Element

Transportation Analysis Requirements

6. Public Transportation

Collier County has developed a Transit Development Plan (TDP) and has established a mass transit system, Collier Area Transit (CAT). CAT began fixed-routes in February 2001 and has continually adapted operations to meet an increasing demand for public transportation. Although limited in number, CAT operates a limited number of fixed-routes that include segments of U.S.41 and Goodlette-Frank Road in the City of Naples. The fixed-routes in the City also include access to Naples Community Hospital via Eighth Street and access to Coastland Mall.

In the Collier MPO Long Range Transportation Plan 2030 Update (2030 LRTP), the goals and objectives of the transit system are identified and include coordination with local government, modifying system routing to meet community demand, increase the frequency of service, expand the service area, ultimately provide connections to the Lee County Transit System and provide increasing opportunities for intermodal and intramodal transportation.

In the City, CAT provides for public paratransit operations for older adults and the disabled, Naples Trolley provides private paratransit service between hotels and shopping and various taxicab companies and charter bus companies provide public transportation.

To provide for changing public transportation needs of the City, the City of Naples will continue to coordinate with the County and the MPO on the planning of transit needs for fixed-routes, for interconnection with intermodal destinations, for bus stop improvements, for pathway access and for integration with new developments and re-development.

The 2030 LRTP identifies a potential downtown shuttle route for the City of Naples. As the TDP is updated, the City of Naples will continually monitor the need for this shuttle route along with overall implementation strategies for the CAT in the TDP. The 2030 LRTP also identifies the need for park-and-ride facilities, for employer-workforce initiatives, for programs that may be facilitated by the use of vanpools and for programs to optimize transit resources and for programs to secure long term dedicated funding sources.

7. Intermodal Facilities

The City adopted a comprehensive Pathways Plan in December 2007 (Resolution 07-11792). The Pathway Plan identified as the Naples Pedestrian and Bicycle Master Plan consist of two components, a Pedestrian Master Plan and a Bicycle Master Plan. Both components focus on safety, access to schools and recreational areas, connectivity, destination linkages, mobility and impacts to surrounding environment. Site specific projects are identified in each master plan and connect major points of interest. The planned looped bikeway system would serve both the commuter and recreational cyclist and interconnect with the sidewalk system to create opportunities for efficient travel.

Planning for implementation of pathway improvements shall be coordinated with master plan priorities that include construction of missing-links, placement of pathways along collector streets and response to neighborhood requests. The planning of City projects shall also be coordinated with Collier MPO's pathway master plan, the FDOT Five-Year Transportation Improvement Program, and the Gordon River Greenway Project.

Pedestrian facilities required in the Naples Code for multi-family residential areas (minimum of 5ft) and for mixed-use/commercial areas (minimum of 8ft) shall be supplemented by the missing-links component of the Naples Pedestrian and Bicycle Master Plan to complete a system of sidewalks serving downtown areas. The continuation of such sidewalk improvements is consistent with the City Sidewalk Policy as contained in the Master Plan.

In addition to program coordination with on-going projects, the City shall assure coordination with periodic updates to the LRTP, the TDP, the Collier Park-and-Ride study, the Collier County

Freight and Goods Mobility analysis and related program planning to ensure maximum multi-modal connectivity.

City of Naples Ear

The City of Naples Evaluation and Appraisal Report, adopted October 18, 2006, addressed the adopted comprehensive plan as required by 163.3191 F.S.

Element/Objective	Comments	Actions/Proposed Changes
<i>Transportation/8 – Coordinate with CAT and the MPO to evaluate biannually the potential for the development of a public transportation system.</i>	<i>The frequency of transit stops and the expansion of transit routes have increased over the last 2 years and are expected to continue along with the increase in ridership. In Collier County’s 2030 Long Range Transportation Plan, a downtown transit loop has been identified as being needed.</i>	<i>Continue to work with the MPO and Collier County to explore options for efficient public transportation.</i>

Collier MPO 2035 Long Range Transportation Plan Minor Update

A major element of the 2035 Long Range Transportation Plan (LRTP) Minor Update includes the reevaluation of the transit system improvements to develop a more realistic needs plan where some transit improvements were either reduced or eliminated from the plan. The 2035 Cost Feasible transit projects from the Collier MPO 2035 LRTP Minor Update are listed below:

Improvement	Year
Improve frequency to 45 minutes on Routes 1B and 1C	2016-2020
Improve frequency to 45 minutes on Routes 10, 2A, 2B, 8A, 8B	2021-2025
Improve frequency to 45 minutes on Route 9	2026-2030
New service on Immokalee Road	2026-2030
New service on Naples Downtown Loop	2026-2030
New service from Collier to Lee County	2031-2035

The LRTP Cost Feasible Plan primarily focused on the improvements and prioritization identified in the 2010 CAT TDP Major Update.

Collier MPO 2030 Long Range Transportation Plan

To ensure continued flow of federal revenues to the Collier County area, including non-transportation related dollars, the Collier MPOs required to prepare and adopt an updated LRTP that provides a minimum 20-year plan. This plan was developed in coordination with the Lee County MPO in an effort to review the jointly adopted regional transportation network. The Joint Regional Transportation Plan not only identifies highway needs such as those on Interstate 75 and State Road 82, but also transit connections between Collier Area Transit and LeeTran and a multi-use pathway between Orangetree (Collier County) and Orange River (Lee County).

Relevant goals and objectives from the LRTP are listed below. Specific highway and transit needs from the 2030 Joint Regional Transportation Plan Element are listed in the table at the end of this section. Changes to the Joint Regional Transportation Plan proposed by one MPO in the Collier-Lee Region must also be approved by the other MPO.

Goal 1 is a multi-modal transportation system that is balanced and integrated with all transportation modes to ensure the safe and efficient movement of people and goods. This goal is supported by:

Objective 1.2: Maintain roadway and other Level of Service standards consistent with regional, county, and municipal comprehensive plans.

Objective 1.3: Provide a balanced system with viable multi-modal options that are consistent with local comprehensive plans.

Objective 1.4: Provide infrastructure that supports intermodal transportation (transit riders, pedestrians, bicyclists and other alternative transportation modes).

Objective 1.5: Improve intermodal connectivity and access to intermodal facilities (e.g. airports, transit centers, Interstate bus system, passenger ferries, etc.) and activity center.

Objective 1.7: Improve public transit services so they are efficient, frequent, reliable, convenient, easy to use and understand, and promotes other intermodal uses.

Goal 2 is a transportation system that is safe and secure. This goal is supported by Objective 2.3 which commits to increase transit and intermodal security.

Goal 5 is a sustainable transportation system that enhances economic growth and anticipates development demands. This goal is supported by the following objectives:

Objective 5.2: Improve public transit services so they are efficient, frequent, reliable, convenient, that is easy to use and understand and promotes other intermodal uses.

Objective 5.3: Improve intermodal connectivity and access to intermodal facilities (e.g. airports, transit centers, Interstate bus system, rail, passenger ferries, etc.) and activity centers.

Goal 6 is a transportation system that is maintained, optimized, and expanded using the best available technologies and innovations. This goal is supported by Objective 6.6 which identifies a need to increase mixed use densities along transit corridors.

2030 Joint Regional Multimodal Transportation Plan Element (amended March 16, 2007)

Transit Route or Location	From	To	Improvement
Via US 41	CAT Transfer Center	San Carlos Boulevard	Express Bus Service
Via Seminole Gulf Railroad	Rail Head Boulevard	Downtown Fort Myers intermodal center	Busway & Bus Rapid Transit
Via Seminole Gulf Railway & US 41	CAT Transfer Center	Downtown Fort Myers intermodal center	Express Bus Service
Via Interstate 75	CAT Transfer Center	Downtown Fort Myers intermodal center	Express Bus Service
VIA SR 82 and SR 29	Colonial Boulevard	Immokalee park and ride lot	Express Bus Service
Livingston Road	CAT Transfer Center	Seminole Gulf Rail line at Bonita Beach Rd	Bi-County Local Bus Service
Intercounty bus service to the Southwest Florida International Airport, FGCU, and Ave Maria University may also need to be explored in the future.			

The L RTP includes Congestion Management System (CMS) strategies and a financial plan to achieve a balanced transportation system. The plans' financial feasibility was reviewed and jointly adopted by the Collier and Lee MPO. The 2040 L RTPs are being completed separately and the Collier L RTP is currently under development.

MPO Transportation Improvement Program

Transit Priorities

Each transit provider in Florida that receives State Transit Block Grant funding is required to prepare an annual TDP by the FDOT. The TDP summarized baseline conditions for the Collier Metropolitan Planning Area (MPA), including a physical description of the area, a population profile and demographic characteristics. It also provides a review of the existing transportation services and a trend analysis. Farebox recovery monitoring and a financial plan are requirements of the TDP. A major update of the

Transit Development Plan 2011-2020 was approved by the Collier County Board of County Commissioners on July 27, 2010 and ratified by the MPO board on September 10, 2010. The most recent minor TDP or Annual Update/Progress Report was approved by the MPO board on June 14, 2013.

The 2012 Unfunded Transit Priorities (adopted by the MPO Board on June 8 2012), shown below originate from the TDP of Collier Area Transit.

Priority Ranking	Requested Funding / Project Estimates	Location	Description
1	\$500,000	Collier County	Continue adding additional accessibility for ADA compliance with Bike and Pedestrian amenities to bus stops
2	\$500,000	Collier County	Construction of ADA compliant bus shelters
3	\$1,200,000*	Collier County	Enhance an existing East/West Route on Pine Ridge Road**
4	\$1,200,000*	Collier County	Establish East/West Route on Golden Gate Parkway**
5	\$1,200,000*	Collier County	Lee/Collier Connection
6	\$1,000,000*	Collier County	Completion of CAT ITS (Electronic Fareboxes)
7	\$300,000	Collier County	Construction of a Park and Ride Facility on US 41 at the Lee County line
8	\$300,000	Collier County	Construction of a Park and Ride facility at the intersection of Collier Blvd and Immokalee Road
9	\$300,000	Collier County	Construction of a Park and Ride Facility at the intersection of Immokalee Road and Gulf Shore Drive
10	\$6,000,000	Collier County	Construction of a permanent Transfer Facility at the CAT Operations Center
* Includes cost for 3 years estimated at \$400,000 per year			
** These routes were partially implemented by modification of routes within current revenue and hours of operation			

FDOT District One, Transportation Improvement Plan (Transit Projects), 2015-2019

Transit							
Project Name	Project Work Summary	FM#	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Bus Shelters at Various Locations	Public Transportation	427949-4	\$0	\$0	\$0	\$550,284	\$0
Bus Shelters at Various Locations	Public Transportation	427949-3	\$575,669	\$0	\$0	\$0	\$0
Collier Area Transit (CAT) ITS Phase III	Urban Corridor Improvements	433179-1	\$0	\$0	\$0	\$632,500	\$0
Collier County/Bonita Springs (FTA 5339)	Capital for Fixed-Route	434030-1	\$441,953	\$441,953	\$441,953	\$441,953	\$441,953
Collier County (CAT) (FTA 5307)	Operating for Fixed-Route	410146-2	\$885,220	\$885,220	\$885,220	\$885,220	\$885,220
Collier County Area Transit ITS Phase IV	Urban Corridor Improvements	435008-1	\$0	\$0	\$0	\$0	\$1,090,136
Collier County (FTA 5307)	Capital for Fixed-Route	410146-1	\$3,505,721	\$3,505,721	\$3,505,721	\$3,505,721	\$3,505,721
Collier MPOTransit Planning (FTA 5305)	Modal Systems Planning	410113-1	\$99,347	\$99,347	\$99,347	\$102,330	\$102,330
Collier County Transit Operating Assistance (FTA 5311)	Operating/Admin. Assistance	410120-1	\$591,200	\$591,200	\$591,200	\$591,200	\$591,200
Operating for Fixed-route (FTA 5307)	Operating for Fixed-Route	410139-1	\$1,820,158	\$1,862,404	\$1,861,550	\$1,909,674	\$1,972,720
State Transit Service Development Program	Operating for Fixed-Route	435214-1	\$1,100,000	\$0	\$0	\$0	\$0
Transit Communication System	Urban Corridor Improvements	429904-1	\$994,000	\$0	\$0	\$0	\$0
Transportation Disadvantaged							
Collier MPO LCB Assistance	Planning Support of LCB	-	\$25,941	\$25,941	\$25,941	\$25,941	\$25,941
Collier County TDTD/TEG	Collier Area Paratransit Program	-	\$868,659	\$868,659	\$868,659	\$868,659	\$868,659

Transportation Disadvantaged Service Plan

The Collier County Transportation Disadvantaged Service Plan (TDSP) was reviewed in its entirety and approved by the Collier County Local Coordinating Board on May 2, 2012. The TDSP is used by the Community Transportation Coordinator (CTC) and the Local Coordinating Board (LCB) to maintain and/or improve transportation services for the transportation disadvantaged and to serve as a framework for performance evaluation. The TDSP is updated annually and submitted to the Florida Commission for the Transportation Disadvantaged for final approval. Collier County services under the TD program are provided funding from state TD funds, local revenues, and private sources. Collier County Government merged the contracted operations of the fixed-route transit operations with the services for the TD program in 2005.

In September 2007, the Collier Board of County Commissioners (BCC) requested to be re-designated as the CTC for Collier County. The BCC has been successful in ensuring that coordinated transportation services are provided to the transportation disadvantaged population of Collier County.

2012 TDSP Plan Conclusions

The large geographical size of Collier County in the terms of land area (2,026 square miles) causes the Transportation Disadvantaged (TD) population to be spread throughout the county, creating the potential for a longer trip. The funding for transportation services has remained relatively constant over the past several years and not kept up with the increasing travel demands. As a result, Collier County is struggling to maintain existing service levels and does not have the financial resources to pursue and/or expand service.

The CTC must ensure that the vendor is providing the required services in accordance with local developed standards in addition to those that are required by Section 41-2.006, Florida Administrative Code. The CTC should continue to provide information to the Local Coordinating Board regarding performance. The paratransit system is an essential service that continues to the customers of Collier County assistance with good, respectful, and courteous service.

Collier County Rural Land Stewardship Program

Collier County's Land Development Code established the Rural Land Stewardship Area (RLSA) in accordance with the Growth Management Plan (GMP). The purpose of the RLSA is to encourage smart growth patterns in the rural areas of Collier County. The Rural Land Stewardship Program applies incentives to establish a method of protecting the most valuable environmental land in Collier County including both valuable wetlands and habitats of threatened or endangered species.

Collier County Transfer of Development Rights (TDR) Program – Rural Fringe Mixed Use District

The Collier County Transfer of Development Rights (TDR) Program for the Rural Fringe Mixed Use District (RFMU) was adopted into the Collier County Land Development Code (LDC) on 2/11/2004 and the TDR bonus amendments were adopted on 9/27/2004. The TDR Program within the Rural Fringe Mixed Use District establishes a method for protecting and conserving the most valuable environmental land, including large connected wetland systems and significant areas of habitat for listed species, while allowing property owners of such lands to recover lost value and residential development potential through an economically viable process of transferring such rights to other more suitable lands.

At the Collier County Board of County Commissions meetings held in January 2013, the Board approved extension of the Early Entry Bonus credits process via the 2011 EAR-based Growth Management Plan (GMP) Adoption amendments. The amendments are now in effect. Therefore, the new extension date for Early Entry Bonus Credits is reinstated for an additional 3 years until September 27, 2015.

TDR Program Statistics (as of July/August 2014)

Sending Lands Acreage	41,414
Base TDR Credits Recorded	1310
Early Entry TDR Credits	1310
Restoration and Maintenance TDR Credits	867
Conveyance TDR Credits	261
Sending Land Acres in Recorded Development Right Limitation	6542
Minimum Base TDR Credit Sale Price	\$25,000
Minimum Bonus TDR Credit Sale Price	\$15,000

The TDR Program also responds to the Collier County Growth Management Plan’s objectives regarding focusing growth and development towards the areas of the county where services such as sewer, water and transportation already exist or can be easily provided.

Collier Area Transit 2013 Comprehensive Operational Analysis

The Collier Area Transit Comprehensive Operational Analysis made the following two assumptions as part of the service recommendations:

1. The level of resources for CAT services will remain stable for the duration of the plan, Year 1 through 5.
2. Service expansion would require additional revenues. The time period for the plan is defined as the next 5 years. A primary goal of CAT is decreasing the existing headways from 90 minutes to a minimum of 60 minutes.

It is recommended that CAT immediately focus existing and new resources towards the development of a hierarchy of four clear levels of transit service and renumber the routes according to this hierarchy. This recommendation arises out of the confusion created by the existing schedules/maps as well as the existing numbering of the routes.

The estimated cost of improving the headway of CAT routes from 90 minutes to 60 minutes is \$164,000 per route however this needs to be a primary goal of CAT. An implementation plan for the recommendations is on the following page:

YEAR 1	
Task	
1	CAT staff to develop specific times for new scheduled services, including transfer times, and major time points for schedule.
2	CAT staff review existing and new bus stop locations for new services.
3	Ensure MPO Board and BCC support for future changes.
4	ATM/MPO/CAT to develop RFP for design of new bus schedules. Approximate cost \$75,000. (1)
5	ATM/MPO/CAT to develop Transit Advisory Group (TAG) to prepare names for new routes.
6	ATM/MPO/CAT to develop RFP for marketing of new services or determine whether providing in-house staffing for this role is more appropriate. Approximate cost for marketing firm to conduct marketing of new services \$250,000. (1). Approximate cost for full time staff member in similar role to be determined.
YEAR 2	
Task	
1	CAT staff to finalize new schedules, driver assignments, bus stop locations.
2	Hire firm for development of bus schedules.
3	Hire firm for marketing of new services/outreach or hire a new full-time employee to undertake these efforts.
4	Develop timeline for 'go live' for new services w/ ATM/CAT/MPO and new marketing firm.
5	Assign local staff to be champion for change and coordinate directly with marketing firm.
6	Hold public meetings for feedback on proposed route changes and names.
7	Ensure MPO Board and BCC support for future changes.
8	Go live with new services.
9	CAT/ATM/MPO staff to provide assistance at transfer stations during first few weeks of service for excellent customer service.
10	CAT/ATM staff to closely monitor all CAT routes.
YEARS 3-5	
Task	
1	Develop marketing plan for years 3-5 and assign responsibilities through the new FTE position or hire marketing firm to assist. Approximate cost \$100,000 for a new marketing firm. (1)
2	CAT/ATM staff to closely monitor all CAT routes.
3	Continue to inform MPO Board and BCC of CAT progress.
4	Conduct onboard and ride check survey to check route progress. Approximate cost \$50,000. (1)
Note:	
(1) Estimate based upon CDM Smith project experience in other locations. Costs may range from \$40K on the lower end for only design services to \$300k on the highest end, including printing. This estimate is based on national trends and may be adjusted for actual quotes in Collier County.	

Based on the above recommendation schedule, public meetings have been held by CAT and rider surveys have been conducted as part of the TDP major updates. It is the Collier MPO's policy to support and encourage public involvement and to adhere to the principles of Environmental Justice in the planning process relating to transportation systems and facilities. The MPO's public involvement policy is designed to ensure opportunities for the public to express its views on transportation and mobility issues and to become active participants in the decision making process.

Southwest Florida Regional Planning Council Strategic Regional Policy Plan

The Southwest Florida Regional Planning Council (SWFRPC) developed and adopted goals, strategies, and actions within the 2011 Strategic Regional Policy Plan (SRPP) in order to provide the necessary framework for decision-making at the local level to promote regional transportation.

Through this process, the council sought to define the region's boundaries by determining common characteristics and features shared between local municipalities and county governments. The region completed this evaluation by examining key community development factors including: geographic makeup, demographics, economic marketplace, and transportation systems. Together these factors help define the Southwest Florida Region and determine where local communities and counties interconnect and unite into a single territory.

After reviewing all of the information and considering what areas comprise the Southwest Florida Region, the SWFRPC determined the region is made up of eight counties that stretch south from the Sunshine Skyway Bridge to the Everglades National Park and east to Lake Okeechobee. The counties are: Manatee, Sarasota, Charlotte, Lee, Collier, DeSoto, Glades, and Hendry. The regional definition includes the six SWFRPC counties plus Manatee and DeSoto Counties, which have been added due to their connection to the other counties in the region.

Some of the problems and challenges identified in the SRPP include the following:

- Complete streets will become increasingly high in demand
- Multi-modal transportation facilities integrated with increased density land uses will increase.
- The continued population growth and demographic changes will drive the development of the region and will produce changes in the region's economic trends, land uses and growth pressures at the edge of the existing urban core areas.
- The automobile oriented land development pattern has resulted in job dispersion, causing job/transportation imbalances to occur. As energy prices increase in the future, this imbalance will cause significant stress to the region and could potentially thwart future growth and development.

To address these problems, the SWFRPC has been working to coordinate the people of the region to address community, education, health and cultural issues. The SWFRPC desires to provide a framework for prosperity that includes job creation, property value increases, economic development and transportation network improvements at the same time addressing the preservation of the environment that attracts retirees and related service populations to the area. In order to address the balanced use of

the region's environment, the SWRRPC has been emphasizing environmental, agriculture, open space, water, energy and land uses through preservation by planning for the protection of vital resources, by linking multi-modal transportation facilities and land uses, by providing leadership in the establishment of sustainable communities, by searching for linkages between existing and emerging centers transportation and by searching for coordination of leaders efforts to provide consistency across regional boundaries.

State Document Review

Chapter 341, Florida Statute (FS)

Chapter 341 creates the Public Transit Block Grant (PTBG) that is administered by FDOT. Block grant funds are provided to urban and rural providers designated by the United States Department of Transportation and Community Transportation Coordinators, as defined in Chapter 427, FS. Eligible providers must establish TDPs consistent, to the maximum extent feasible, with approved local government comprehensive plans of the units of local government in which the provider is located. In developing public transportation development plans, eligible providers must solicit comments from regional workforce boards established under Chapter 445. The development plans must address how the public transit provider will work with the appropriate regional workforce board to provide services to participants in the welfare transition program. Eligible providers must provide information to the regional workforce board serving the county in which the provider is located regarding the availability of transportation services to assist program participants. Costs for which PTBG program funds may be expended include:

- Costs of public bus transit and local public fixed guideway capital projects
- Costs of public bus transit service development and transit corridor projects
- Costs of public bus transit operations

Chapter 341 requires each public transit provider to establish public transportation development plans consistent with approved local government comprehensive plans where there is an approved Local Government Comprehensive Plan in the political subdivision or political subdivisions in which the public transportation system is located. In particular, each public transit provider must establish productivity and performance measures, which must be approved by FDOT and which must be selected from measures developed pursuant to §341.041(3).

Florida Transportation Plan (FTP)

In 2010, FDOT completed the 2060 Florida Transportation Plan Update, which looks at a 50-year horizon. The 2060 FTP calls for a fundamental change in how and where Florida invests in transportation. The FTP defines transportation goals, objectives, and strategies to make Florida's economy more competitive, communities more livable, and the environment more sustainable for future generations. Florida is committed to providing livable communities and mobility for people and freight through greater connectivity and meeting the rising needs of businesses and households for safety, security, efficiency, and reliability. The FTP provides goals and objectives for Florida's transportation system. Pertinent long range goals and objectives are provided below.

- Goal: Invest in transportation systems to support a prosperous, globally competitive economy.
 - Objective: Improve transportation connectivity for people and freight to established and emerging regional employment centers in rural and urban areas.
 - Objective: Invest in transportation capacity improvements to meet future demand for moving people and freight.
- Goal: Make transportation decisions to promote responsible environmental stewardship.
 - Objective: Plan and develop transportation systems and facilities in a manner which protects and, where feasible, restores the function and character of the natural environment and avoids or minimizes adverse environmental impacts.
 - Objective: Plan and develop transportation systems to reduce energy consumption, improve air quality, and reduce greenhouse gas emissions.
- Goal: Maintain and operate Florida’s transportation system proactively.
 - Objective: Achieve and maintain a state of good repair for transportation assets for all modes.
 - Objective: Minimize damage to infrastructure from transportation vehicles.
 - Objective: Optimize the efficiency of the transportation system for all modes.
- Goal: Improve mobility and connectivity for people and freight.
 - Objective: Expand transportation options for residents, visitors, and businesses.
 - Objective: Reinforce and transform Florida’s Strategic Intermodal System facilities to provide multi-modal options for moving people and freight.
 - Objective: Expand and integrate regional public transit systems in Florida’s urban areas.
 - Objective: Increase the efficiency and reliability of travel for people and freight.
 - Objective: Integrate modal infrastructure, technologies, and payment systems to provide seamless connectivity for passenger and freight trips from origin to destination.

In summary, the FTP supports the development of state, regional, and local transit services. The growth in Florida requires new and innovative approaches by all modes to meet the needs today and in the future.

State Growth Management Legislation (House Bill 7207)

House Bill (HB) 7207, named the Community Planning Act, was signed into law on June 2, 2011. That bill is intended to stimulate Florida’s economic development and economic recovery by taking state government out of the development business and giving the responsibility of community planning back to local communities. The landmark legislation is the biggest change to growth management laws in many years – repealing most of the State-mandated growth management planning laws that have governed development activities within Florida since the original Growth Management Act of 1975. As of June 3, 2011, the role of state and regional agencies in the review of comprehensive plan amendments and the time needed to process the majority of plan amendments has been significantly reduced, and many development and plan amendment hurdles have been modified throughout the state—transportation concurrency being one of the main hurdles. State-mandated concurrency requirements have been repealed and, consequently, a large share of growth management responsibility has shifted to cities and counties.

The new legislation also supersedes Senate Bill (SB) 360, the Community Renewal Act, which required the preparation of mobility plans within dense urban land areas (DULAs) and Transportation Concurrency Exemption Areas (TCEAs). Instead, a local jurisdiction interested in implementing its own concurrency ordinance or mobility plan can still do so, but will have limitations on how to implement and enforce the ordinance. HB 7207 strengthens legislative language that supports multi-modal approaches to transportation by stating that Comprehensive Plan Transportation Elements “shall provide for a safe, convenient multi-modal transportation system” (F.S. Section 163.3177 [6b]).

FDOT Work Program

FDOT annually develops a Five-Year Work Program. The Work Program is a project-specific list of transportation activities and improvements developed in cooperation with the MPO and local transportation agencies. The Work Program must be consistent, to the maximum extent feasible, with the capital improvement elements of local government comprehensive plans.

The Tentative Work Program is presented to the Legislature at the beginning of each legislative session. It identifies transportation projects and programmed funding by year and is adopted by July 1 each year.

Once adopted, the Work Program is used by FDOT to develop the State Transportation Improvement Program (STIP) that is used at the federal level to ensure that planning efforts are consistent with federal guidelines. All transit funding coming through FTA must be included in the STIP before a grant award can be finalized and approved. Close coordination with FDOT on the programming of federal funds is required in the development of the Tentative Work Program, as well as throughout the year as federal adjustments and allocations are announced.

State transit planning and programs encourage the growth of public transportation services, as well as support the increasing local investment in transit systems. The State has several funding programs that are available if local areas are able to commit to a dedicated funding source for system development and expansion. Legislation passed over the past few years indicates that the State plans to continue to foster a multimodal approach to transportation investment.

State of Florida TD Five-Year/Twenty-Year Plan

Developed by the Commission for the Transportation Disadvantaged (CTD), this plan is required under the Florida Statutes and includes the following elements:

- Explanation of the Florida Coordinated Transportation System
- Five-Year Report Card
- Florida Office of Program Policy Analysis and Government Accountability Review
- Strategic Vision and Goals, Objectives, and Measures

The Long-Range and Five-Year strategic visions were reviewed and used for guidance and are indicated below.

Long-Range Strategic Vision

Create a strategy for the Florida CTD to support the development of a universal transportation system with the following features:

- A coordinated, cost-effective multi-modal transportation system delivered through public-private partnerships.
- A single, uniform funding system with a single eligibility determination process.
- A sliding scale of fare payment based on a person's ability to pay.
- Use of electronic fare media for all passengers.
- Services that are designed and implemented regionally (both inter-county and inter-city) throughout the state.

Five-Year Strategic Vision

Develop and field-test a model community transportation system for persons who are TD incorporating the following features:

- Statewide coordination of community transportation services using Advanced Public Transportation Systems including Smart Traveler Technology, Smart Vehicle Technology, and Smart Intermodal Systems.
- Statewide coordination and consolidation of community transportation funding sources
- A statewide information management system for tracking passenger eligibility determination.
- Integration of Smart Vehicle Technology on a statewide multi-modal basis to improve vehicle and fleet planning, scheduling, and operations. This effort includes vehicle and ridership data collection, electronic fare media, and geographic information system (GIS) applications.
- Development of a multi-modal transportation network to optimize the transportation system as a whole, using Smart Intermodal Systems. This feature would be available in all areas of the state via electronic access.

Federal Document Review

SAFETEA-LU and Surface Transportation Reauthorization

On August 10, 2005, the President signed into law the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). With guaranteed funding for highways, highway safety, and public transportation totaling \$244.1 billion, SAFETEA-LU represents the largest surface transportation investment in our Nation's history. The two landmark bills that brought surface transportation into the 21st century—the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) and the Transportation Equity Act for the 21st Century (TEA-21)—shaped the highway program to meet the Nation's changing transportation needs. SAFETEA-LU builds on this firm foundation, supplying the funds and refining the programmatic framework for investments needed to maintain and grow our vital transportation infrastructure.

SAFETEA-LU addresses the many challenges facing our transportation system today – challenges such as improving safety, reducing traffic congestion, improving efficiency in freight movement, increasing intermodal connectivity, and protecting the environment – as well as laying the groundwork for addressing future challenges. SAFETEA-LU promotes more efficient and effective Federal surface transportation programs by focusing on transportation issues of national significance, while giving State

and local transportation decision makers more flexibility for solving transportation problems in their communities.

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

In 2012, the federal surface transportation authorization, Moving Ahead for Progress in the 21st Century (MAP-21) was signed into law. MAP-21 funds highway and transit investments through the end of 2014. The program focuses on high priority investments that will improve the transportation infrastructure network and remove redundant procedures that have delayed project delivery in the past. MAP-21 contains important provisions related to the construction of transportation infrastructure such as: reforming the environmental review and planning process, addressing highway workers safety, establishing performance measures, and expanding the Transportation Infrastructure Financing and Innovation Act (TIFIA) program.

Congress passed the Highway and Transportation Funding Act of 2014, in August of 2014, which extended federal transportation programs and funding through May of 2015. The Act continues existing federal highway programs authorized under MAP-21. The extension of MAP-21 also extends the TIFIA program.

Obtained from:

<http://www.mondaq.com/unitedstates/x/333536/Project+Finance+PPP+PFI/Federal+Surface+Transportation+Reauthorization+A+Temporary+Detour>

Grow America Act

The Grow America Act is an acronym for Generating Renewal, Opportunity, and Work with Accelerated Mobility, and Rebuilding of Infrastructure and Communities throughout America. The Act sets out to support millions of American jobs through the repairing of roads, bridges, and transit systems across America. The Grow America Act intends to address where the Highway Trust Fund fell short in providing money for the nation's large amount of aging transit systems. The Act will also provide a level of certainty to local governments engaging in long term planning by creating incentives to better align planning and investment decisions to address regional needs while also strengthening local decision making.

Obtained from: <http://www.dot.gov/grow-america>

Appendix E: Recommended Monitoring Program

Performance Measures & Indicators

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

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

Evaluation Methodology & Process

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

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

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

- Level I – Good ($\geq 75\%$)

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

- Level II – Monitor (30% to 74%)

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

- Level III – Route Modification or Discontinuation ($\leq 29\%$)

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

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

Draft