

Collier Area Transit Transit Development Plan (TDP) FY2020 Annual Progress Report

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Section 1- INTRODUCTION

Collier Area Transit Mission “Collier Area Transit (CAT) is committed to providing safe, accessible and courteous public transportation services to our customers.” SECTION 1 INTRODUCTION Collier Area Transit (CAT) operates under the supervision of the Collier County Public Transit & Neighborhood Enhancement Division (PTNE) for the Collier County Public Services Department. CAT serves as the public transit provider for Collier County, serving the Naples, Marco Island, and Immokalee areas.

According to the Rule 14-73.001, Florida Administrative Code, F.A.C., Transit Development Plans (TDPs) are required for grant program recipients pursuant to Section 341.052, Florida Statutes (F.S.). A TDP shall be the provider’s planning, development, and operational guidance document, based on a ten-year planning horizon covering the year in which funding is sought through the nine subsequent years. A TDP or an annual update shall be used in developing the Florida Department of Transportation (FDOT) Five-Year Work Program, the Transportation Improvement Program, and the Department’s Program and Resource Plan. A TDP shall be adopted by a provider’s governing body. Rule 14-73.001, F.A.C., sets forth the requirements for the TDP Annual Update, as stated verbatim below:

14-73.001 Public Transit (4) Annual Update. Annual updates shall be in the form of a progress report on the ten-year implementation program, and shall include:

- a. Past year’s accomplishments compared to the original implementation program;
- b. Analysis of any discrepancies between the plan and its implementation for the past year and steps that will be taken to attain original goals and objectives;
- c. Any revisions to the implementation program for the coming year;
- d. Revised implementation program for the tenth year;
- e. Added recommendations for the new tenth year of the updated plan;
- f. A revised financial plan; and
- g. A revised list of projects or services needed to meet the goals and objectives, including projects for which funding may not have been identified.

This report is an Annual Update for the Collier County TDP, meeting all the Rule 14-73.001, F.A.C., requirements listed above.

Report Organization

This report is organized into seven major sections (including this introduction). The remainder of this section provides an overview of this Transit Development Plan Annual Update.

Section 2: Fixed-Route Service Improvements Implementation provides a review of the past year's implementation actions and describes improvements made to the fixed-route services and facilities since the last annual progress report. This section partially addresses Rule 14-73.001, Florida Administrative Code (FAC), (4) (a) Past year's accomplishments compared to the original implementation program.

Section 3: Revisions to Implementation Program provides a review of the past year's accomplishments compared to the original implementation plan. It also provides an analysis of the discrepancies between the 2021-2013 Major Transit Development Plan and its implementation and any revisions to the steps that will be taken to attain the original goals and objectives. This section addresses Rule 14-73.001, F.A.C., (4)(a), past year's accomplishments compared to the original implementation program; and Rule 14-73.001, F.A.C., (4)(c), any revisions to the implementation program for the coming year.

Section 4: Status of Goals and Objectives provides the status of the goals and objectives, including a revised list of projects or services needed to meet the goals and objectives, which include projects with funding that, may not have been identified. This section addresses Rule 14-73.001, F.A.C. (4) (b) Analysis of any discrepancies between the plan and its implementation for the past year and steps that will be taken to attain original goals and objectives.

Section 5: Tenth Year Transit Implementation provides recommendations for the new tenth year of the updated plan with any revisions or additions to the goals, objectives, and implementations. This section addresses both Rule 14-73.001, F.A.C. (4) (d) Revised implementation program for the tenth year; and Rule 14-73.001, F.A.C. (4) (e) Added recommendations for the new tenth year of the updated plan.

Section 6: Financial Plan provides the revised financial plan of how the transit improvements will be funded, with stated cost and revenue assumptions. This section will include a cost and revenue summary. This section addresses both Rule 14-73.001, F.A.C. (4) (f) A revised financial plan; and Rule 14-73.001, F.A.C. (4) (g) A revised list of projects or services needed to meet the goals and objectives, including projects for which funding may not have been identified.

Section 7: Farebox Recovery Report provides the implementation plan describing strategies for the next fiscal year. This section addresses the requirements of Section 341.071, Florida Statutes, regarding Farebox recovery impacts.

Section 2 - FIXED-ROUTE SERVICE IMPROVEMENTS IMPLEMENTATION

This section provides a review of the past fiscal year’s implementation actions and describes improvements made to the fixed-route services and facilities since the last annual progress report. Table 2-1 displays individual route ridership for the preceding 5 years.

Table 2-1

Collier Area Transit (CAT) Ridership Summary FY 2016 - FY2020

Collier Area Transit Ridership FY 16 - FY 20					
	FY16	FY17	FY18	FY19	FY20
Route 11	111,407	100,116	95,998	96,554	79,974
Route 12	107,315	88,686	77,706	74,053	60,298
Route 13	79,854	72,049	69,458	66,365	47,957
Route 14	65,531	59,935	53,062	51,111	36,294
Route 15	113,238	104,016	91,680	86,683	63,917
Route 16	56,673	53,053	47,683	43,509	34,356
Route 17	52,401	49,053	47,459	41,221	33,539
Route 18	36,041	31,141	29,626	27,836	22,638
Route 19	67,502	60,816	65,670	64,392	57,637
Route 20	10,133	12,059	12,648	6,545	5,462
Route 21	13,528	9,756	10,708	11,688	10,702
Route 22	47,234	51,655	47,973	49,650	44,251
Route 23	42,653	42,338	29,051	27,918	24,075
Route 24	56,206	50,742	47,392	49,587	37,129
Route 25	38,367	33,777	25,487	15,986	11,810
Route 26	8,955	6,467	5,371	5,730	4,568
Route 27	27,114	27,530	30,589	29,874	24,120
Route 28	22,683	23,189	32,230	27,697	25,403
Route 29		318	1,903	6,738	2,825
Route 121	17,146	19,693	19,267	22,229	15,473

Route Changes and Improvements

The 2021-2030 TDP Major Update was adopted on October 27, 2020 by the Board of County Commissioners (Item 11E).

As significant change in 2020 was the impact of the COVID-19 pandemic. Ridership on Fixed Route was experiencing an increase during the first two quarters of the fiscal year showing a 4% increase over the prior year’s quarters. The COVID-19 pandemic started in March 2020 and resulted in a major reduction in ridership for public transit by about 65%. At the recommendation of the Center for Disease Control (CDC), many residents stayed home to reduce the spread of the virus. However, there was still a need for residents to use public transit to go to work or obtain essential products during these trying times. CAT

made changes to their operation to ease the fears of the passengers and to make the system safe for both the public and its operators.

- CAT implemented the following changes in operations to adhere to CDC guidelines and restore ridership after the steep decline. Fares were suspended from March until August to facilitate boarding and alighting through the rear door, for Operator social distancing.
- Daily rigorous cleaning for the buses was implemented.
- Masks were required for all passengers and operators. If passengers did not have a mask, one was provided.
- Temporary protective barriers were installed on all vehicles for the operators to screen them from the public.
- Operators were provided Personal Protective Equipment (PPE) such as gloves, sanitizer, cleaning products to keep their areas safe.
- Dispensers with sanitizer was installed on all the buses and at the transfer stations for the public's use.
- Buses were wrapped with messaging and other infographics supporting CDC recommendations of mask usage and social distancing.
- Ridership on Route 19 required the addition of two buses to allow passengers to adhere to social distancing guidelines.
- A second bus was also added to Route 28 to allow for passenger social distancing.
- As part of the rideCAT app launch, touchless fares were introduced, allowing passengers to buy and scan their bus tickets from their phone without needing to handle money or have a physical ticket once the fares were reinstated.
- Marketing also launched a series of videos called "Keeping Transit Safe" which was communicated through outlets such as social media and YouTube. These videos consisted of information such as how to protect yourself and others. CAT also promoted the CDC guidelines through our series as well.

As all these modifications were implemented, CAT did see a steady re-growth in ridership over the last few months of FY20. Figure 2-1 depicts the wrap installed on buses during COVID.

Figure 2-1



Ridership Trends

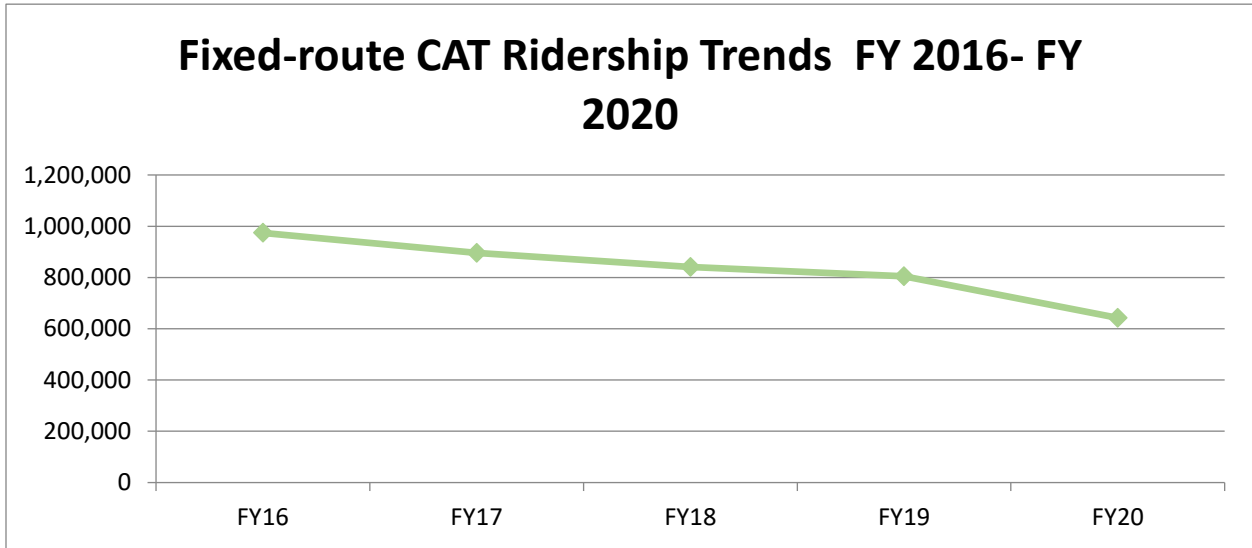
Many transit agencies have been seeing a slight dip in their ridership over the last 4 years. CAT has seen this trend as well. The reasons for the decline have been researched both by American Public Transportation Association (APTA) in a publication named *Understanding the Recent Ridership Changes* and Center of Urban Research (CUTR) has published a similar study named *Transit in the 2000s: Where Does It Stand and Where Is It Headed?* Both publications describe many factors that can be attributed to the declined ridership nationwide such as:

- Evolving Environments- Increase availability of autos for lower income quintile.
- Markets- Dispersion passengers that have had to move further from transit for economic reasons.
- Competing Modes – Transportation Network Companies (TNC's) time competitiveness. Specific data regarding the exact impact to transit is unknown.
- Land Development encouraging single occupancy vehicles

With the onset of COVID-19, ridership trends saw a significant decline. At the peak of COVID, CAT experienced a 59% drop in Fixed-Route ridership. This was the largest drop which has slowly started to recover as residents feel more comfortable to resume normal daily activities. Currently, ridership is back up to about 27% pre-pandemic ridership numbers.

The following table depicts the ridership trend for Collier Area Transit over the last five years. One factor that might have an impact on CAT's ridership decline that is not mentioned in the studies noted is the frequency of the routes and the service hours. CAT's ridership has been requested better frequency and later service hours for many years and the system has not been enhanced to meet these demands. The ridership may be seeking alternative transportation resources as a result.

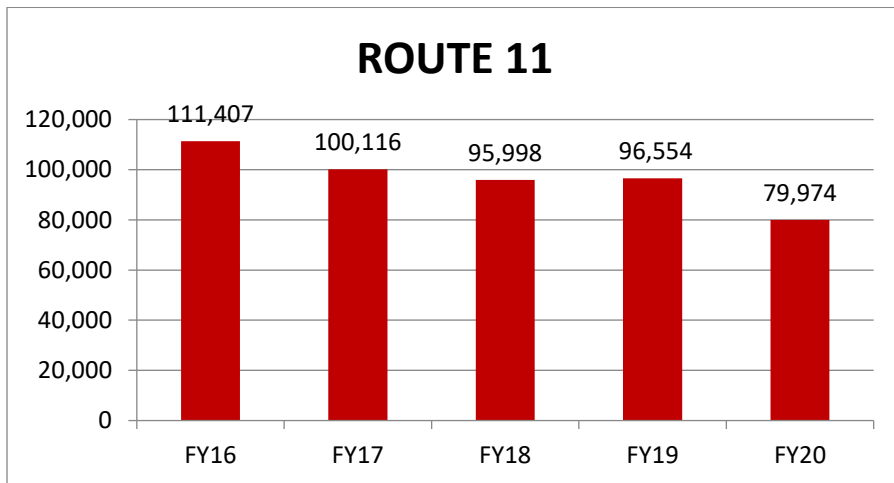
Figure 2-2 Collier Area Transit Ridership



Route Descriptions

The following paragraphs provides a description of the system routes and identifies any changes made to the routes since the last TDP update.

Figure 2-3
Ridership by Year for Route 11

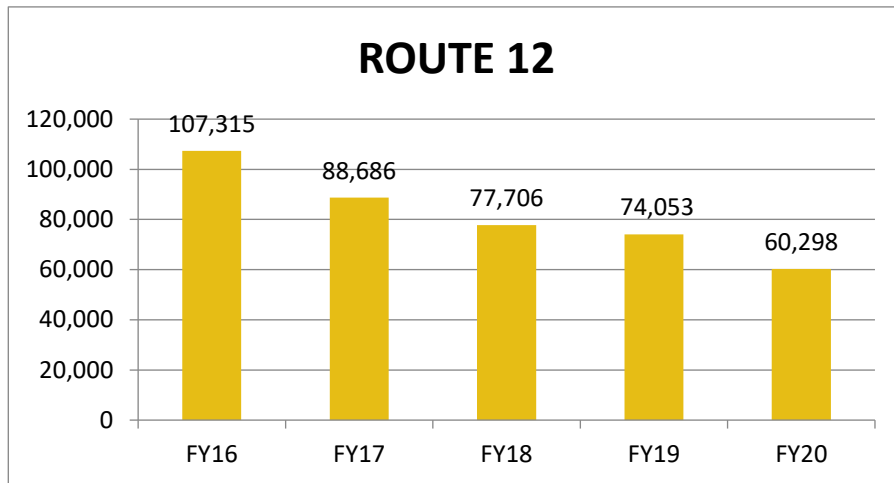


Route 11 runs from the Intermodal Transfer Facility at the government complex along US 41 to Immokalee Road and then south back to the Transfer Station. Route 11 continues to provide fixed-route service seven (7) days a week. Route 11 connects on Immokalee Road with the routes 12, 27 and LinC route. LinC is operated by LeeTran in Lee County Florida. This implemented connection allows passengers from both

counties to travel to and from Fort Myers and Naples utilizing the fixed-route systems. Route 11 is one of the system’s highest performing routes.

Modifications: None

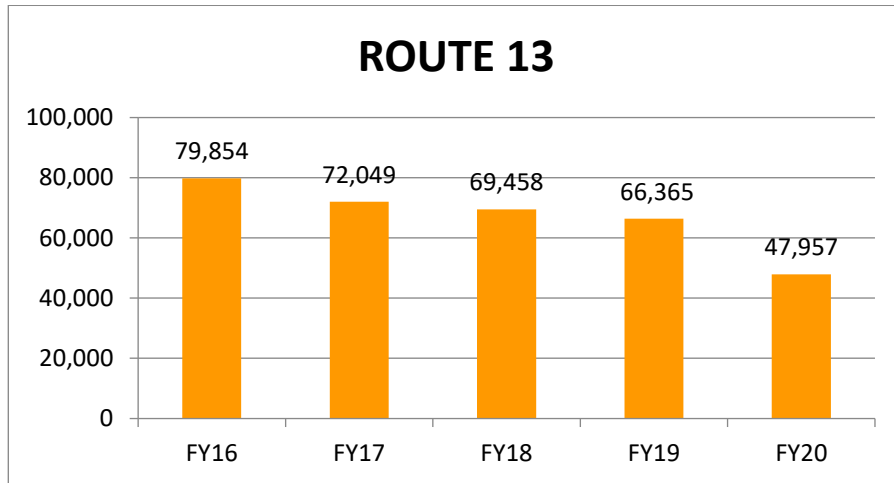
**Figure 2-4
Ridership by Year for Route 12**



Route 12 runs from the Intermodal Transfer Facility at the government complex along Airport Road to Immokalee Road and then south back to the Transfer Station via Airport Road. Route 12 continues to provide fixed-route service seven (7) days a week. Route 12 connects on Immokalee Road with the routes 11, 27 and LinC route, LinC is operated by LeeTran in Lee County Florida. This implemented connection allows passengers from both counties to travel to and from Fort Myers and Naples utilizing the fixed-route systems.

Modifications: None

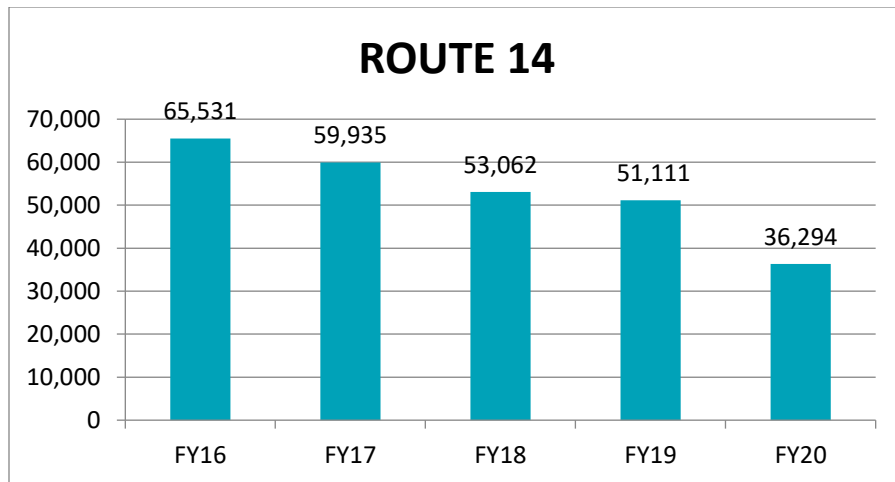
Figure 2-5
Ridership by Year for Route 13



Route 13 currently serves the south/east Naples area, includes Naples Community Hospital, Coastland Center Mall, Naples Botanical and Naples Zoo. Route 13 continues to provide fixed-route service seven (7) days a week.

Modifications: None

Figure 2-6
Ridership by Year for Route 14



Route 14 currently serves the south/east Naples area, includes Naples Community Hospital, Coastland Center Mall, Naples Botanical and Naples Zoo. Route 14 continues to provide fixed-route service six (6) days a week.

Modifications: None

**Figure 2-7
Ridership by Year for Route 15**

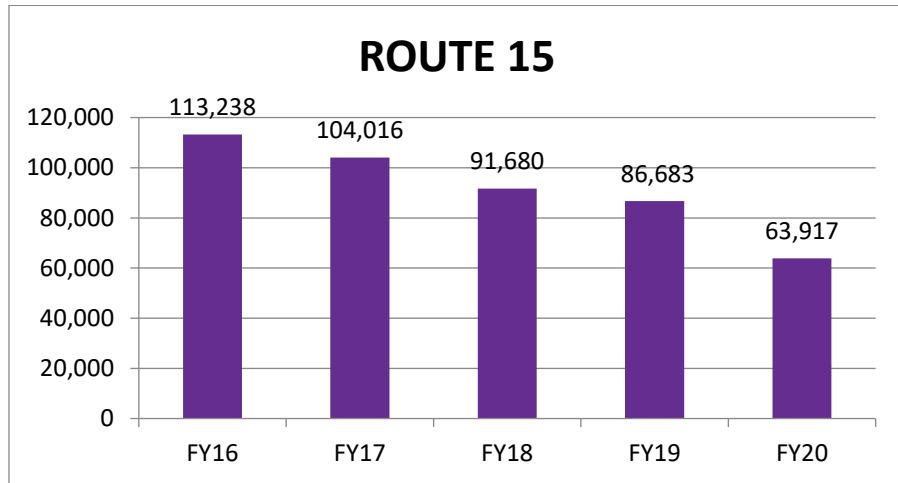
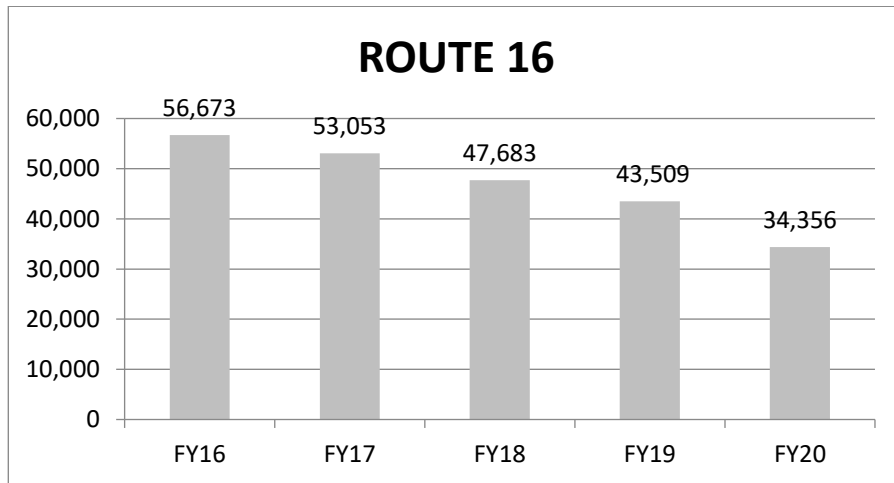


Figure 2-6. Route 15 is one of our highest performing routes.

Route 15 serves the Golden Gate City area making connections at both CAT Ops and Intermodal Transfer Facility. Route 15 continues to provide fixed-route service seven (7) days a week

Modifications: None.

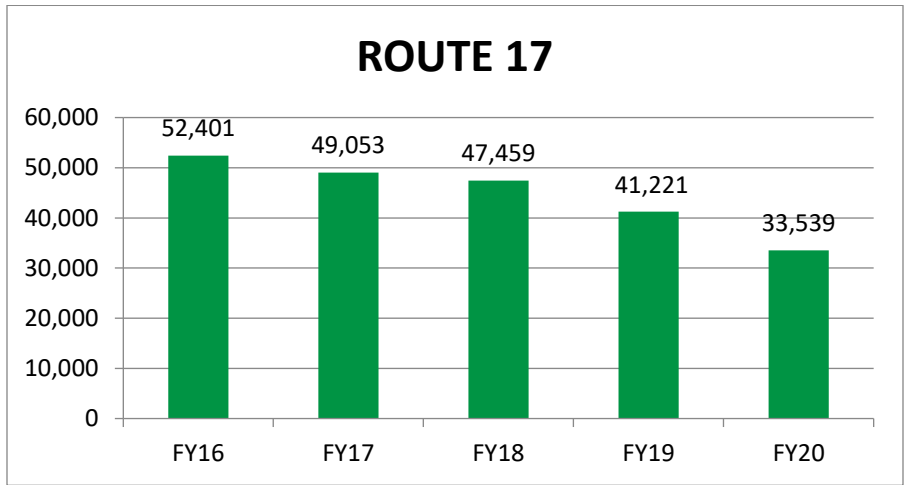
**Figure 2-8
Ridership by Year for Route 16**



Route 16 serves the Golden Gate City area making connections at both CAT Ops and Intermodal Transfer Facility. Route 16 provides fixed-route service six (6) days a week.

Modifications: None

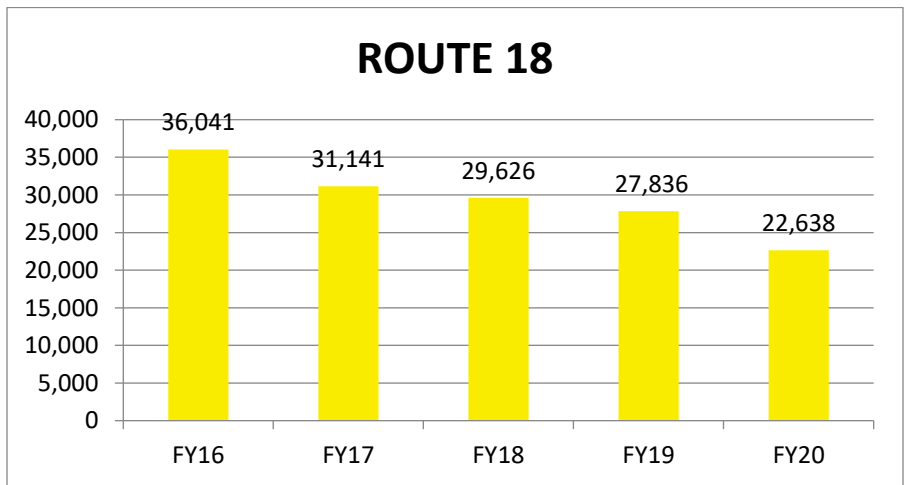
**Figure 2-9
Ridership by Year for Route 17**



Route 17 serves the east Naples area making connections at Intermodal Transfer Facility and Walmart located at Collier Blvd and Tamiami Trail E. The last two trips on this route deviate through Naples Manor on Mondays through Saturdays to provide service to Lely High School. Route 17 provides fixed-route service seven (7) days a week.

Modifications: None

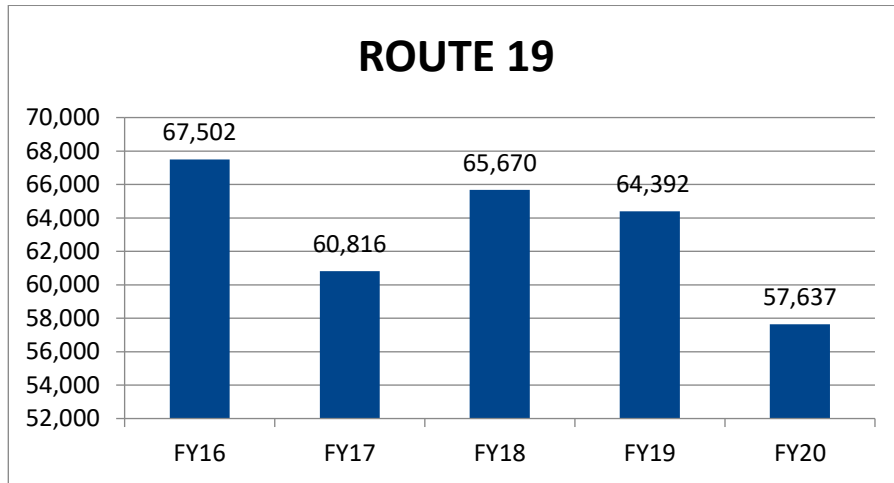
**Figure 2-10
Ridership by Year for Route 18**



Route 18 serves the East Naples area making connections at Intermodal Transfer Facility. This route has demonstrated steady ridership consistent with a maturing fixed-route service. Route 18 provides fixed-route service six (6) days a week.

Modifications: None

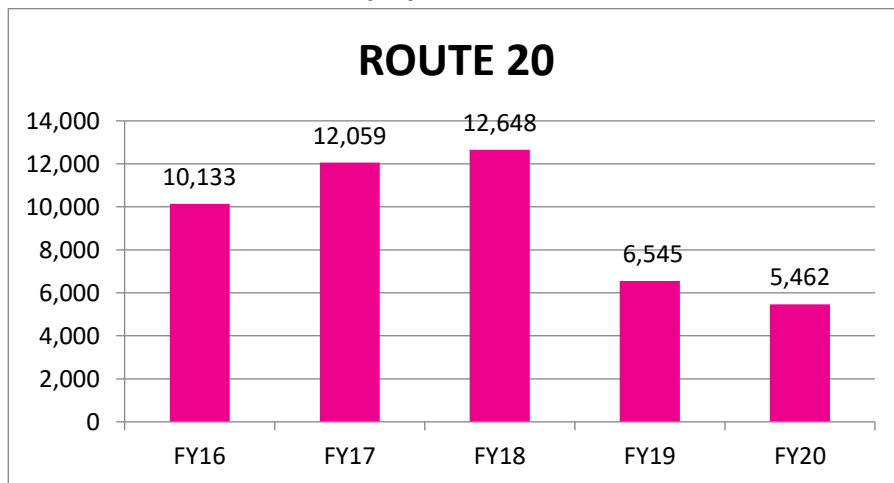
Figure 2-11
Ridership by Year for Route 19



Route 19 currently travels from Immokalee to Naples and the other way around making connections at Intermodal Transfer Facility and Immokalee Health Department. Route 19 provides fixed-route service seven (7) days a week. Route 19 travels along Immokalee Road after Wilson Boulevard to service that corridor into the Immokalee area.

Modifications: Although no changes were made to the route configuration, to adhere to CDC Guidelines, 2 additional buses have been temporarily added to the route to assist with social distancing.

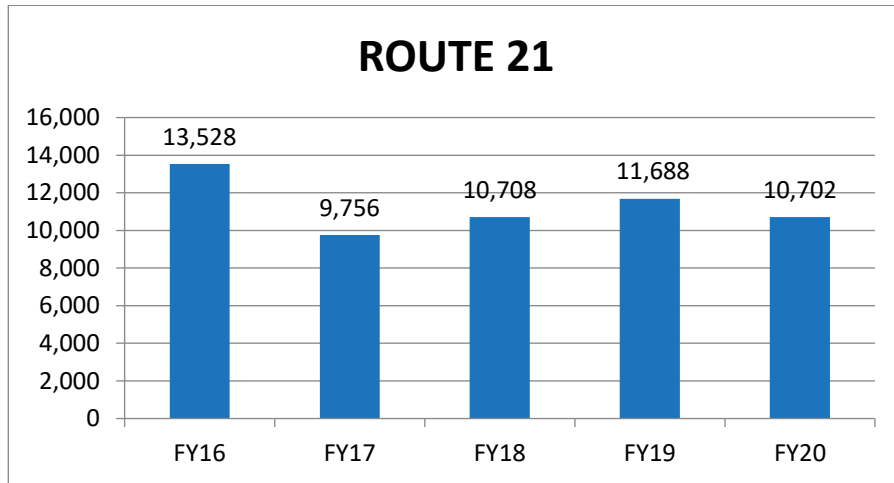
Figure 2-12
Ridership by Year for Route 20



Route 20 serves the Pine Ridge Road area making connections at CAT Ops. Route 20 provides fixed-route service seven (7) days a week, for a limited number of hours throughout the day.

Modifications: None.

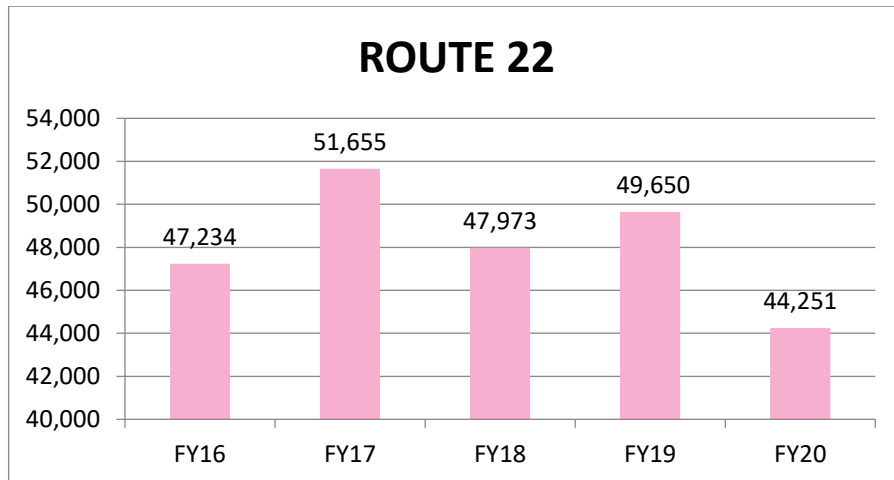
Figure 2-13
Ridership by Year for Route 21



Route 21 serves as the Marco Island circulator. Route 21 provides fixed-route service seven (7) days a week, for a limited number of hours during the day.

Modifications: None.

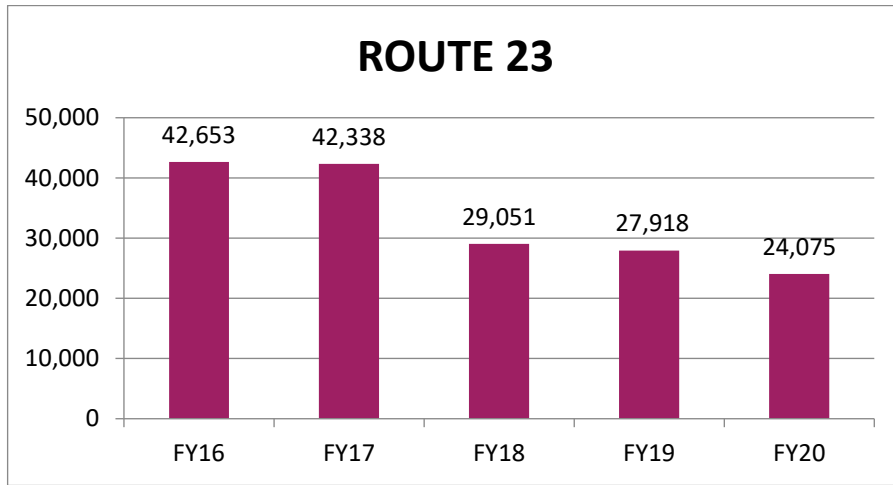
Figure 2-14
Ridership by Year for Route 22



Route 22 Travels from the Intermodal Transfer Station to Immokalee where it circulates around the eastern part of Immokalee all day until its last trip returning to Naples. Route 22 provides fixed-route service seven (7) days a week.

Modifications: The path of the 22 was realigned slightly to improve OTP. Instead of turning right on S 6th St, the route stay on Colorado Ave. then makes a right on S 4th St. By making this adjustment, the route now captures ridership from an Early Education center and an international market.

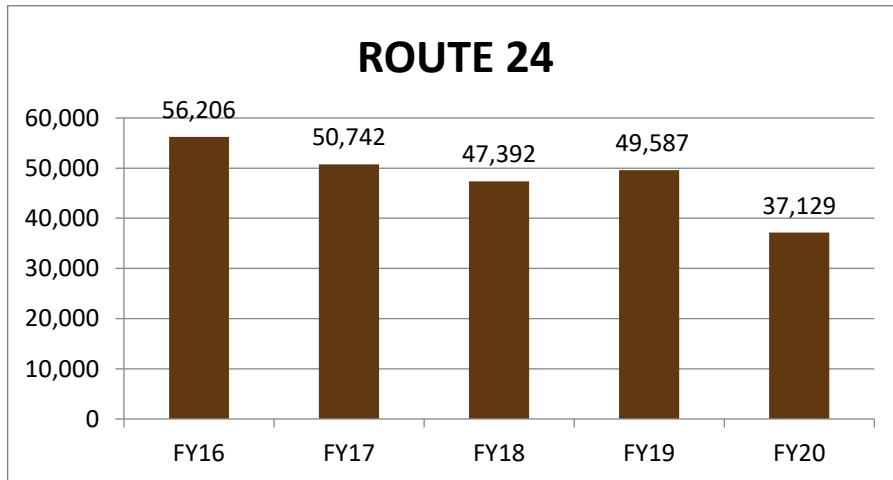
Figure 2-15
Ridership by Year for Route 23



Route 23 serves as one of 2 routes referred to as the Immokalee Circulator, circulating throughout the Western portion of Immokalee. Route 23 provides fixed-route service six (6) days a week.

Modifications: None

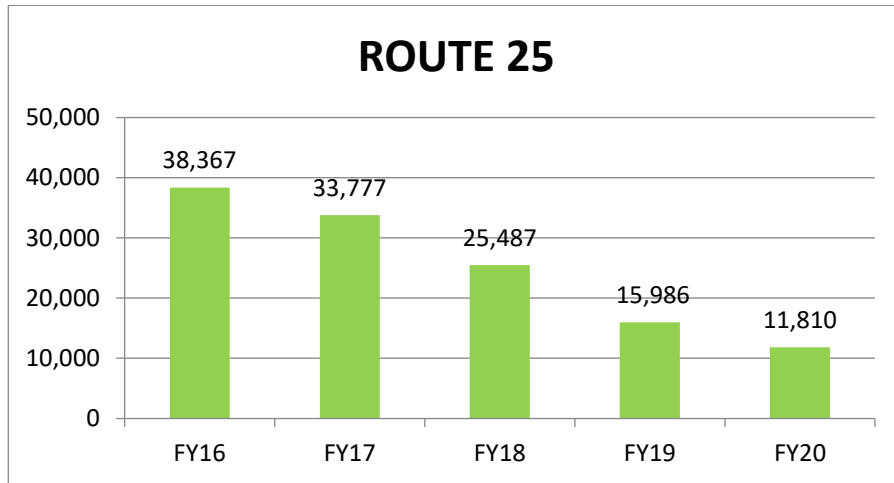
Figure 2-16
Ridership by Year for Route 24



Route 24 serves the south Naples/ Charlee Estates area. Route 24 provides fixed-route service seven (7) days a week.

Modifications: In April 2020, requests to provide service to 6 L Farm Road was implemented. This road is aligned with many farm fields and a farm which houses a number of farmworkers. The addition of the stop resulted in a temporary increase in ridership on the route, but ridership fluctuates with the crop seasons.

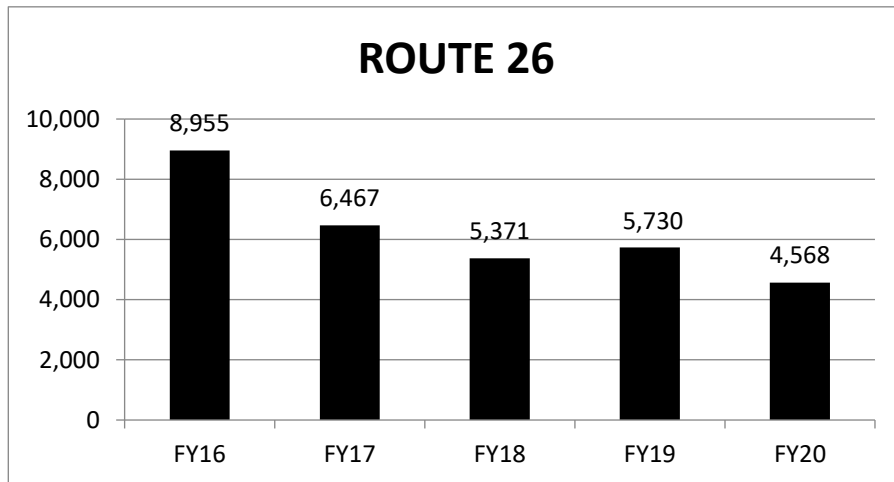
Figure 2-17
Ridership by Year for Route 25



Route 25 serves the Golden Gate Parkway and Goodlette-Frank Road corridors. Route 25 provides fixed-route service seven (7) days a week, limited service on Sunday.

Modifications: None.

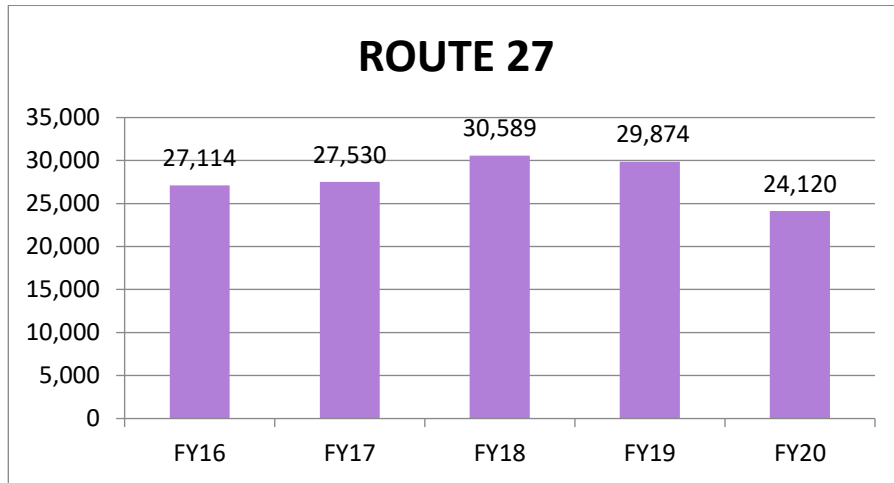
Figure 2-18
Ridership by Year for Route 26



Route 26 serves the Pine Ridge Rd and Golden Gate City area includes Naples Blvd. and Clam Pass Park. Route 26 provides fixed-route service seven (7) days a week, limited hours throughout the day.

Modifications: None.

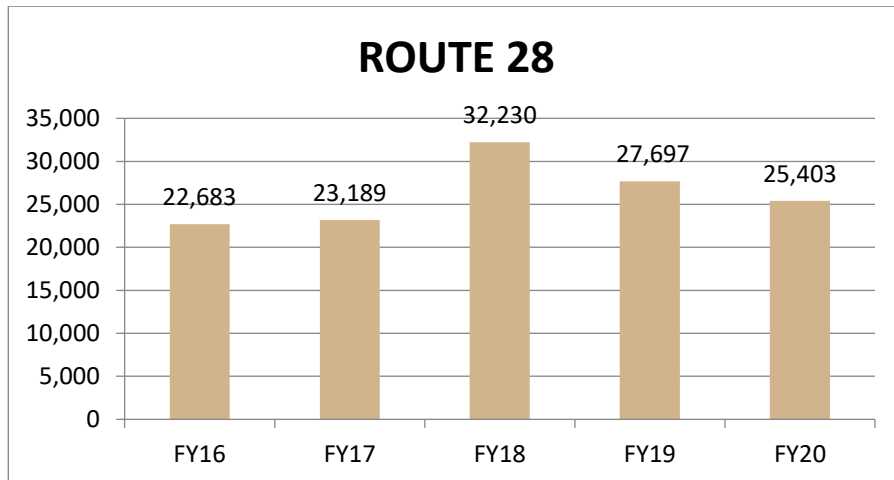
Figure 2-19
Ridership by Year for Route 27



Route 27 is a route that serves Collier Blvd (951) and Immokalee Rd, includes Sun-n-Fun Lagoon Water Park. It makes connections with 11, 12, and LinC at the Creekside Super stop. Route 27 provides fixed-route service seven (7) days a week.

Modifications: None

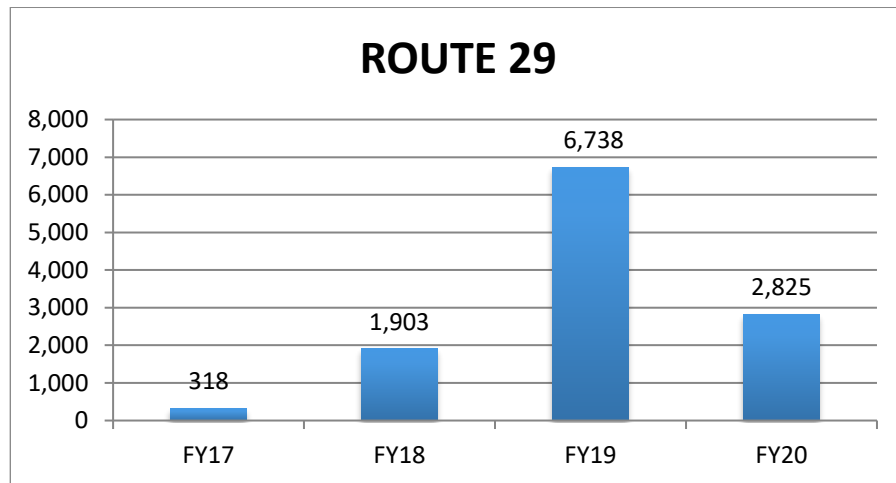
Figure 2-20
Ridership by Year for Route 28



Route 28 is a route that serves Oil Well Rd and Everglades Blvd. Route 28 travels along Oil Well Road after leaving Wilson Boulevard and Immokalee Road to service the Ave Maria community before going to the Immokalee area.

Modifications: None.

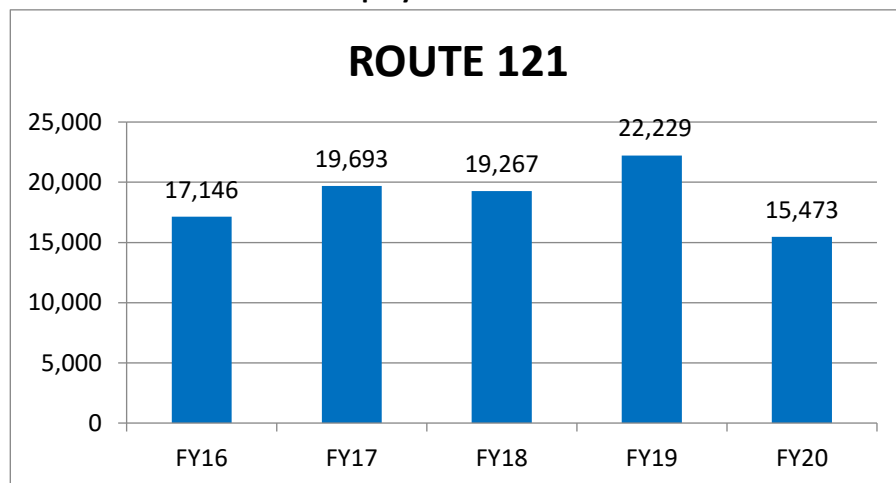
Figure 2-21
Ridership by Year for Route 29



Route 29- The route runs from 8:00 AM-7:10 PM with a break from 2:30 PM-4:30 PM. The beach Bus travels from Creekside Transfer point westbound on Immokalee Road towards Delnor-Wiggins Beach. It stops at Conner Park where riders may park their vehicles and hop on the bus to enter Delnor-Wiggins State Park. The beach bus alleviates parking issues and congestion near the beach. The beach bus is a flag-down service and free to all riders.

Modifications: No modifications were made to the route but due to COVID-19, the seasonal route concluded in February rather than continuing through May.

Figure 2-22
Ridership by Year for Route 121



Route 121 is an Express route that provides service between the Immokalee area and Marco Island. This route is used largely to service the hospitality industry. The route consists of an early morning trip from Immokalee to Marco Island and an afternoon trip from Marco Island to Immokalee area.

Modifications: None

Figure 2-23
System Map

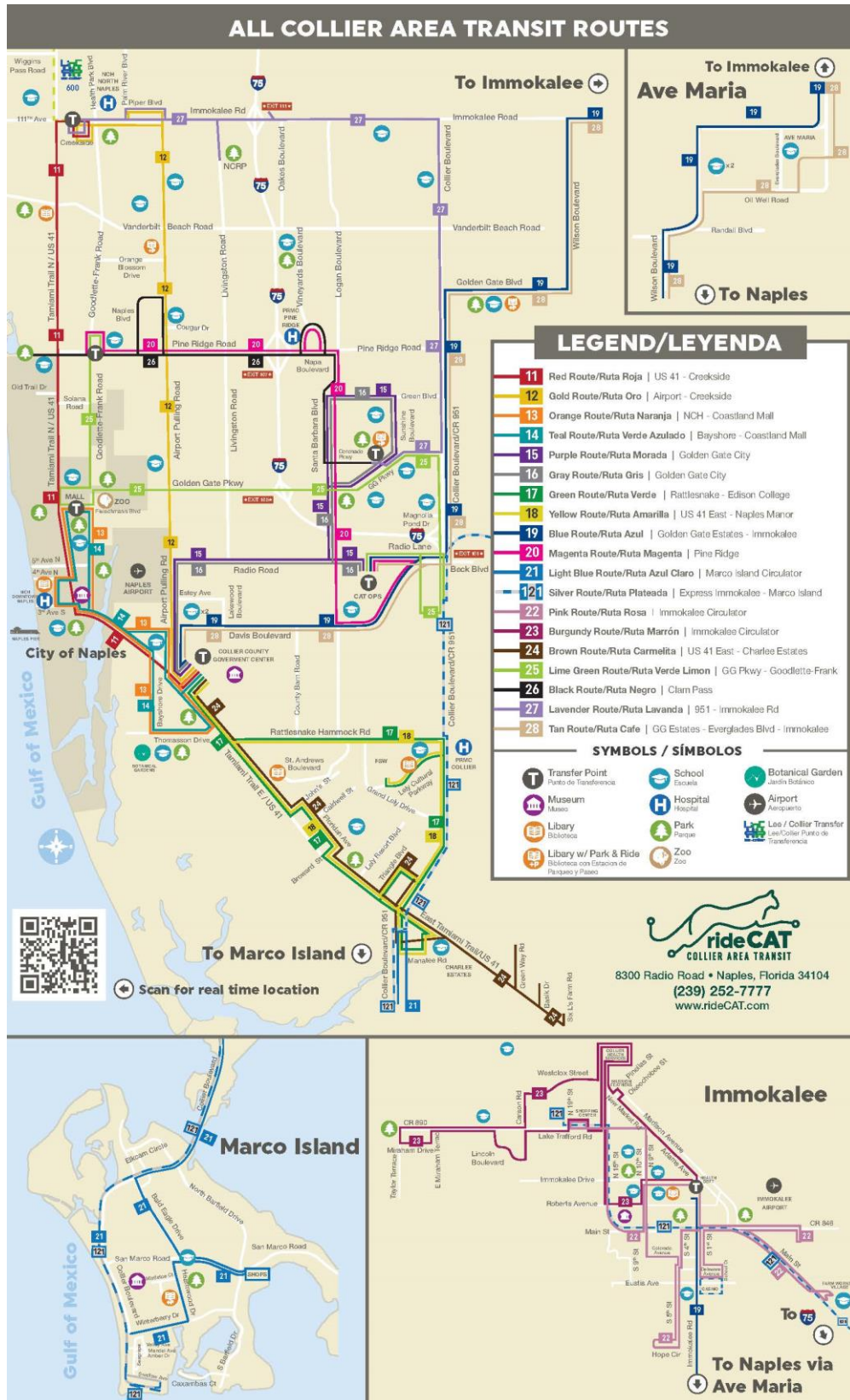
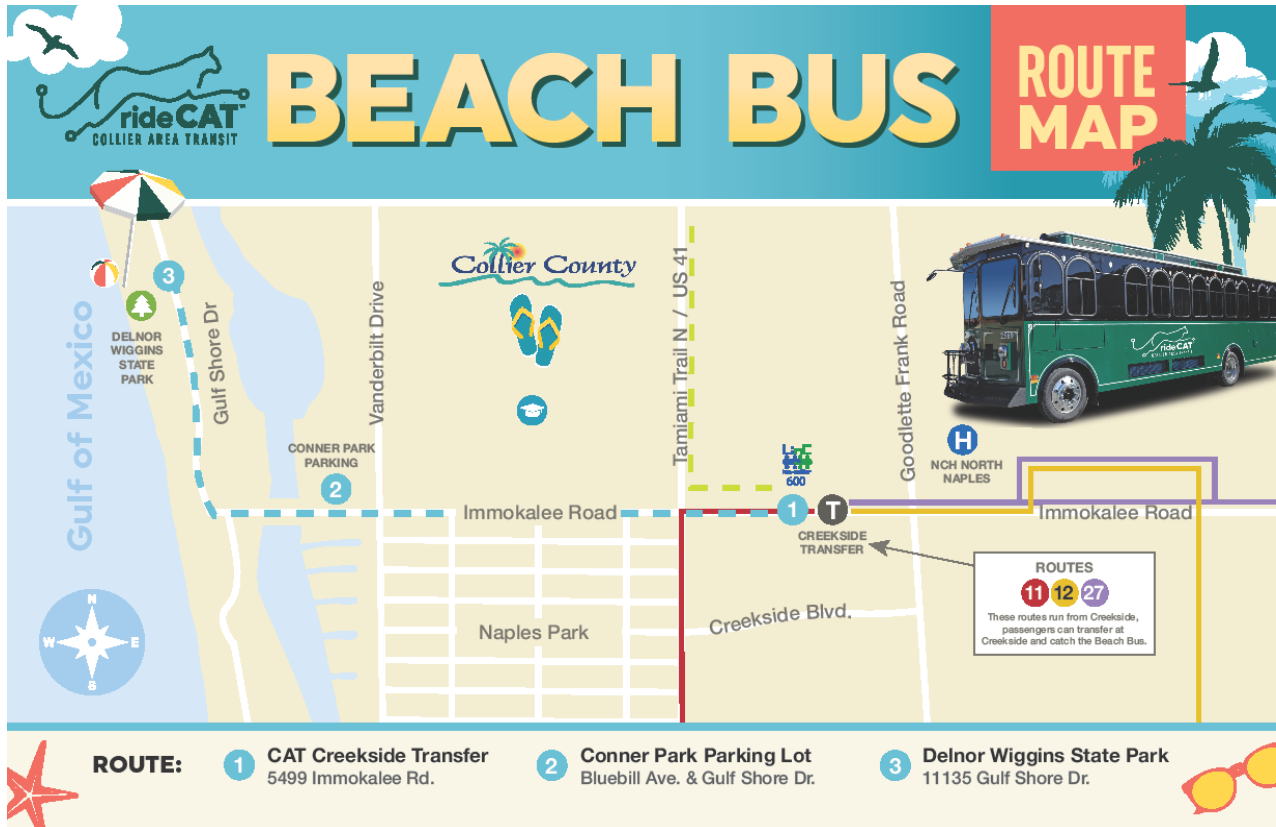


Figure 2-24
Route 29 Beach Trolley



Fare Changes

In 2018 a fare study was conducted to review and evaluate its fare structure to ensure the fares are fair and equitable, while also generating the revenue needed to operate the services. Recommendations from the study were approved by the Collier County Board of Commissioners. This Resolution was adopted June 12th, 2018 with an effective date of the fare changes will be by October 1, 2018.

Table 2-2 depicts the fare structure adopted for the Fixed-Route system.

**Table 2-2
Fare Structure**

Service Category	Full Fare / Tarifas	Reduced Fare¹/ Tarifa Reducida
One-way Fare	\$2.00	\$1.00
Children 5 years of age and younger	Free	Free
Marco Express	\$3.00	\$1.50
Transfers- up to 90 minutes	FREE	FREE
Day Passes	\$3.00	\$1.50
Smart Card Pass		
15-Day Pass	\$20.00	\$10.00
30-Day Pass	\$40.00	\$20.00
Marco Express 30-Day Pass	\$70.00	\$35.00
Discount Passes²		Cost
Summer Paw Pass (Valid June 1 st - August 31 st for students age 17 and under. Cost includes Smart Card)		\$30
30-Day Corporate Pass (300+ Employees)		\$29.75
¹ Reduced Fares are for members of Medicare, Disabled Community, those 65 years and older and children 17 and under. ID required. This fare would also apply to the Transportation Disadvantaged that provides transportation services under the non-emergency transportation Medicaid Contract for Collier County. Las tarifas reducidas son para los miembros de Medicare, comunidad desahilitada, aquellos de 65 años o mas y jovenes de 17 años o menos. Identificacion governamental con foto requerida.		
² Discount Passes are for persons eligible under the identified programs.		

The fare structure for the Paratransit system was simplified to consolidate the TD fare structure from five to three income-based categories and maintain the ADA fare structure. Paratransit fares as follows:

- \$1 for riders at or below the poverty level (ADA and TD)
- \$3 for riders 101% of the poverty level (ADA)
- \$3 for riders 101-150% of the poverty level (TD)
- \$4 for riders with income 151% or higher above the poverty. (TD)

Capital Equipment, Facility Changes and Improvements

There are currently two (2) passenger transfer stations and five (5) passenger transfer points provided on the CAT system as shown on **Figure 2-23**. The two transfer stations are located at the Intermodal Transfer Facility at the government complex and the CAT Radio Road Operations facility. Other transfer point locations include: Walmart Plaza; Pine Ridge and Goodlette-Frank Rd (Magnolia Square Plaza); Coastland Center; Creekside (Immokalee Road); and the Health Department in Immokalee.

Intermodal Transfer Facility



CAT Radio Road Operations Facility



There was no new construction to either of the transfer facilities during the year since the last TDP Update. PTNE has been working diligently towards installing bus shelters throughout the County to provide an enhanced experience for the passengers using the service. The construction of 22 ADA accessible bus stops and 14 shelters were completed in FY2020.

Customer Marketing

CAT is always working towards promoting the service that it provides and educating the public about the modifications made to the service for public awareness. The following efforts were conducted during October 1, 2019, and September 30, 2020.

Staff participated in the following events by setting up a table with transit literature and spoke to the public about the benefits of riding public transit. A Fixed-Route bus was also on display.

- **Big Bus Event:** On October 5, 2019 in Immokalee at the Health Department

- **Are You Ready Safety Expo:** On October 5, 2019 at the Collier County Public Library on Orange Blossom
- **Halloween Trick or Treating:** On October 19, 2019 at the East Naples Community Park.
- **Collier County Employee Health and Savings Expo:** On January 16, 2020 at the East Naples Methodist Church.

Travel Training: On October 13, 2019 staff conducted a Travel Training event for special needs students at Barron Collier High School for adults who will be using public transit to travel to and from work in Collier County.

Lighthouse of Collier Cane Walk: On October 15, 2019 participated in the event and walked along side participants in downtown Naples to demonstrate CAT’s partnership with the Lighthouse to support visually impaired education.

Naples Airport Plane Crash Simulation: One October 16, 2019 CAT staff participated in a simulation event and staged CAT buses as emergency rescue vehicles. All levels of emergency first responders were involved.

Mobility Week Event-Passenger Appreciation Day: On November 1, 2019 CAT staff partnered with the Blue Zones Project and the Naples Pathways Coalition in honor of FDOT’s Mobility Week, which recognizes safety within various forms of intermodal transportation. Staff distributed literature, promotional items and snacks/beverages to passengers at the Intermodal Transfer Facility, Radio Road Transfer Center, and Health Department in Immokalee as a “Thank You” to CAT’s passengers for using CAT’s public transportation system in Collier County.

Toys for Tots Toy Drive: On December 10, 2019 CAT and MV staff donated toys for the Collier County for Christmas event. There were over 26,000 toys donated and distributed to the drop off location in East Naples.



Immokalee Christmas Parade: On December 14, 2019 CAT participated in the annual Christmas parade in Immokalee. Hundreds of pieces of candy were distributed.

Lighthouse of Collier: On January 21, 2020 CAT Connect staff conducted a presentation for Lighthouse of Collier participant to advised them about the paratransit system and changes that were planned. A luncheon was offered to participants.

Know Your County Government: On January 29, 2020, the Collier Extension office invited CAT to participate in the annual program that was suspended for a while. Students from local high schools are introduced to all sectors of County Government and learn the many tasks completed by



each entity. CAT staff provided information about all that goes into public transit operations.

CAT staff gave presentations about the Fixed Route system and gave bus rides at the following schools and camps:

- January 31, 2020 - **Immokalee Middle School**
- February 4, 2020 - **Lely High School**
- February 6, 2020 - **Palmetto Ridge High School**
- June 29, 2020 - **Eagle Lakes Summer Camp**
- June 30, 2020 - **North Collier Regional Park Summer Camp**



Girl Scouts Travel Training: On February 8, 2020 one of the local Girl Scouts troops participated in a travel training event to learn about the Fixed Route system. The girls were very interested and enjoyed riding on the big bus.

Manatee Elementary School: On March 8, 2020 CAT staff was featured as one of the careers to consider for middle schoolers at their Career Day.

rideCAT app launch: On August 1, 2020, CAT launched its mobile ticketing app providing a convenient way for passengers to purchase tickets and plan their trips. With this being a touchless application, it was appropriately launched at the height of COVID. CAT's marketing staff rolled out a full promotion of the app. Promotions included digital campaign, radio spots, social media, and a special training for the Immokalee community.

Blue Zones Bike to Workday Event: On September 22, 2020, the Blue Zones Project sponsored a Bike to Work event encouraging all workers in Collier County to try biking or transit as an alternative to get to work. CAT participated by giving out information about public transit at one of the bus stops bikers were encouraged to visit.

COVID Response: During COVID the following marketing initiatives were conducted to keep passengers and operators safe and informed:

- Wrapped buses with COVID-safety messages
- Install Interior/exterior signage with COVID messaging
- Social media campaign with CDC messages for the public
- Safety Enhances on the buses/terminals (driver barriers, mask, sanitizers)
- Immokalee Cooling Stations while residents waited for testing

Section 3 REVISIONS TO THE IMPLEMENTATION PLAN

This section provides a comparison of accomplishments in FY 2020 to the Implementation Plan as part of the 2020 Major Transit Development Plan (TDP). This section also provides an analysis of all discrepancies between the 2020 Major TDP, the implementation in the past year (FY 2020), and any revisions to the steps that will be taken to attain the original goals and objectives in future years.

Accomplishments in the Past Fiscal Year: Bus Shelter Construction – CAT constructed 14 shelters throughout Collier County in FY 2020.

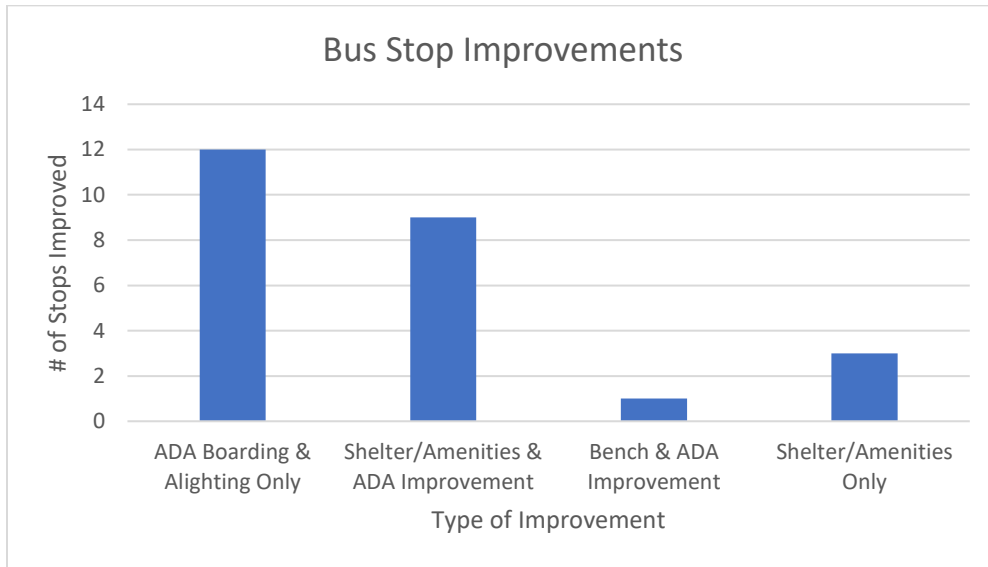


ADA Bus Stop Improvements: CAT constructed 22 ADA accessible boarding and alighting pads. This number incorporates the shelters that were built with ADA improvements.



Table 3-1 below provides more details on the bus stop improvements made during FY 2020.

**Table 3-1
Bus Stop Improvements by Type**



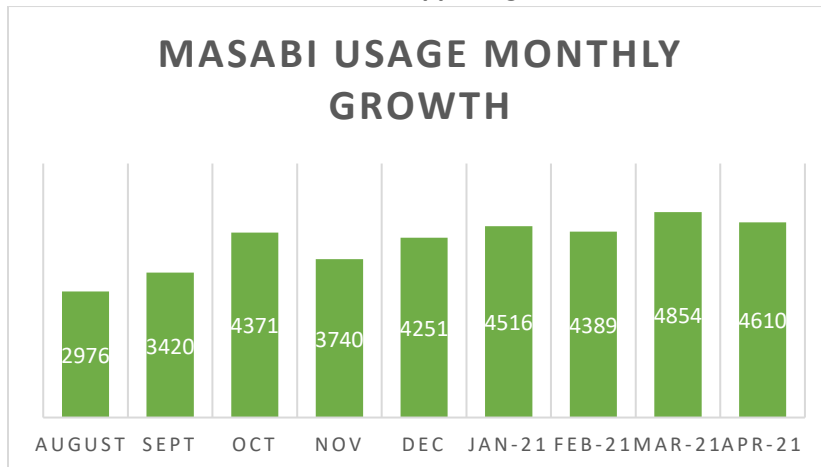
CAT RideCat App

In August 2020 CAT implemented a mobile-ticketing app for CAT, called rideCAT. Its purpose is to allow passengers the ability to plan and purchase trips from a mobile device. To put forth this new technology, CAT used a systematic approach through all stages of development. This included analysis, planning, procurement, design, back-end server technology, integration, and program interface between various platforms the agency uses to operate.

The rideCAT app implementation was released to the public for use August. CAT’s rideCAT app will streamline purchasing fare media, creating a quicker, easier, more effective, innovative way for passengers to travel using the county’s public transportation system.

Since implementation there are about 156 uses a day. See Table 3-2 below for monthly usage.

**Table 3-2
Mobile App Usage**



Section 4 GOALS, OBJECTIVES, & INITIATIVES

Objective/ Initiative	Description	Implemented	Assessment
Goal 1 Operate reliable, convenient, and cost-effective mobility services that safely and efficiently meet the mobility needs of Collier County’s workers, residents, and visitors.			
Objective 1.1	Improve efficiency, service quality, and level of service to adequately serve workers, residents, and visitors while contributing to the economic vitality of the county.		
Initiative 1.1.1	Operate east/west corridor service to provide access to jobs, education, healthcare and community services, and recreation.	Ongoing	Route 27 runs along Immokalee Road from Collier Boulevard to Creekside Commerce Park. Route 25 provides service along Golden Gate Parkway, Routes 20 & 26 provides service along Pine Ridge Rd. Route 24 provides service along from the Government Center to 6 L’s Farm.
Initiative 1.1.2	Operate north/south corridor service to provide alternative access to jobs, education, healthcare and community services, and recreation.	Ongoing	Route 11 (US41) and Route 12 (Airport Pulling Rd) currently provide service north/south. Routes 19 and 28 provide service from Immokalee and Ave Maria to the Government Center. Route 121 runs an express route from Immokalee to Marco Island.
Initiative 1.1.3	Improve peak weekday service to 45 minutes or better on CAT routes.	Partial	PTNE has evaluated peak service and implemented increased frequency to routes 11 and 12 partially during peak hours. Due to no increase in funding for operational purposes, the completion of increase frequency is not scheduled for implementation. PTNE staff will continue to seek additional funding.

Initiative 1.1.4	Evaluate the feasibility of premium transit services, such as bus rapid transit (BRT) within corridors where density of demand and activity warrants frequent service.	No	The feasibility study for BRT has not commenced for this update. A revenue source for the study will have to be identified.
Initiative 1.1.5	Provide mobility-on-demand service in areas with lower density of demand than is productive for fixed-route service and to access areas that are not able to be served by fixed-route.	No	Areas have been identified for potential MOD. This type of service will have to be further evaluated and funding identified before it can be implemented.
Objective 1.2	Provide adequate bus stop amenities at all stops according to bus stop threshold and accessibility guidelines within available fiscal capacity.		
Initiative 1.2.1	Pursue funding to maintain and improve existing bus stops.	Ongoing	Collier County pursues funding for improvements to bus stops on an ongoing basis. A portion of 5307 is dedicated to bus stop improvements and 5339 has been applied for the purpose of bus stop improvements.
Initiative 1.2.2	Install and maintain bus stop amenities according to an ADA compliant Passenger Amenities Program and Bus Stop Amenities Guidelines.	Ongoing	CAT has developed an Amenities Program, to identify future bus stop improvements and standards. As funding becomes available the program is followed for improvements.
Initiative 1.2.3	Install a minimum of ten ADA-compliant, accessible bus stop shelters per year.	Ongoing	In FY20 14 new ADA-compliant shelters were constructed.
Initiative 1.2.4	Coordinate with the Collier County and local governments to include sidewalks and bus stop shelters in design and construction of roadway projects and new developments.	Ongoing	Coordination with FDOT as well Collier County Transportation Planning occurs regularly to evaluate potential stop improvements in conjunction with roadway improvements.
Initiative 1.2.5	Monitor and implement the recommendations from the CAT Bus Stop ADA Assessment report.	Ongoing	Collier County continues to implement the recommendations as funding is available. 22 ADA-compliant stops were constructed through FY20.

Objective 1.3	Structure transit service with a focus on providing job access for workforce and access to mobility for persons with no or limited access to a private automobile.		
Initiative 1.3.1	Improve transit service for areas with high mobility needs per the transit orientation index identified in the latest TDP Major Update.	Ongoing	Collier County continues to explore funding opportunities to improve service.
Initiative 1.3.2	Provide efficient transit and mobility access to major employment centers, development corridors, and other significant activity centers as funding allows.	Ongoing	Collier County continues to explore ways to expand service within existing funding limitations.
Initiative 1.3.3	Focus transit and mobility services in areas with high employment and dwelling unit densities and connect targeted jobs-housing locations to serve the workforce, including Golden Gate Estates and areas located in the eastern portion of the county.	Ongoing	Collier County continues to explore funding opportunities for improved service to these areas.
Initiative 1.3.4	Focus improved service frequency on transit routes that serve high mobility needs communities; target service frequency of hourly or better where demand and fiscal capacity allow; apply mobility on demand (MOD) solutions for areas with lower population densities and where fixed-route service is not productive and cost-effective.	Ongoing	Collier County will continue to explore funding opportunities for improved service frequency to identified communities, while also looking into opportunities for MOD services.
Objective 1.4	Create an optimized interconnected multimodal mobility network designed to fit the range of needs and conditions for the service market.		
Initiative 1.4.1	Focus improved service frequency on transit routes that serve high mobility needs communities; target service frequency of hourly or better where demand and fiscal capacity allow; apply mobility on demand solutions for areas with lower population densities and where fixed-route service is not productive and cost-effective.	Ongoing	Collier County will continue to explore funding opportunities for improved service frequency to identified communities, while also looking into opportunities for MOD services.
Initiative 1.4.2	Coordinate with FDOT Commuter Services to enhance and expand carpool and vanpool strategies and services to connect workforce communities with	Ongoing	Collier County worked with Commuter Services to identify county owned properties that will allow the use of some

	employment locations within the service area; identify properties for park-and-ride lots in areas with high mobility demand as funding is available. Implement recommendations from the current park-and-ride study.		parking spaces as park-and-rides (i.e. County Libraries). Collier County will continue to seek additional funding opportunities. Collier County has also been coordinating with the Commuter Connector on Vanpool services.
Initiative 1.4.3	Coordinate with the CAT Connect paratransit program to identify and target areas with high TD ridership and lower density of demand and develop programs to shift TD riders to a mobility on demand for a solution with connections to the fixed-route network.	Ongoing	Collier County will continue to explore opportunities for MOD services for which we could use to assist TD riders to connect them to the fixed-route network. Collier County has obtained a grant through Florida Developmental Disabilities Council to provide on demand service, transportation provider solicitation is currently being completed.
Initiative 1.4.4	Require local governments and FDOT to provide accessible sidewalks, bus stops, and other bus stop improvements within roadway projects and all new developments.	Ongoing	Collier County staff currently attends the MPO's Bicycle and Pedestrian Advisory Committee and Congestion Management Committee (CMC) committee meetings and encourages accessible sidewalks and bus stop improvements be added as part of every project. In addition, staff reviews sidewalk construction projects for bus stops improvements needed within the project limits.
Initiative 1.4.5	Coordinate with community improvement organizations that support investments in enhanced mobility such as: the Immokalee CRA, Bayshore Gateway Triangle CRA, Naples CRA, Opportunity Naples, Golden Gate Estates Civic, Immokalee Chamber of Commerce, and the Greater Naples Chamber of Commerce to affect improvements in mobility through increased funding, roadway and	Ongoing	Coordination occurs with the listed organizations to see where and how we can implement improvements within project scopes to increase mobility options and access within their respective communities.

	sidewalk improvements, new developments, to assure transit and mobility services are integral to economic development planning and decision-making.		
Initiative 1.4.6	Make transit and mobility reviews a part of the development and redevelopment review and approval process within the county and cities. Require the development community, as part of the development review and approval process, to follow guidelines on bus stop siting and design, land use, and roadway design factors that affect transit design; and to coordinate with CAT for transit services during the development process. Include CAT as a reviewing agency within the development review and approval process. Consider adding a transit component to traffic impact studies.	Partial	CAT staff meets with Transportation Planning to discuss upcoming Development projects. CAT is notified of any roadway, utilities, and or storm water projects. A meeting is scheduled bi-weekly to discuss upcoming projects. A recommendation was put forth in our Transit Impact Analysis to update the Collier County LDC and GMP with verbiage on transit improvement associated with development projects, but they have not been implemented.
Initiative 1.4.7	Develop and adopt a transit level of service (LOS) policy and guidance to provide a framework and metrics for improving, modifying, funding transit services.	Ongoing	Current LOS is our goal for 85% on time performance (OTP). We monitor our OTP consistently to point out possible routing or operator issues. The Comprehensive Operating Analysis process will also look at other indicators regarding LOS for our routes and how we can improve.
Objective 1.5	Provide coordinated transportation services between Collier and adjacent counties to support workforce commutes to major employment centers and facilitate connections to both transit networks in support of regional economic and community benefits.		
Initiative 1.5.1	Identify high travel volumes between Collier and adjacent counties; develop regional services for travel markets that have high transit propensity and support regional community and economic benefits, including Immokalee and East Naples communities.	Ongoing	Since the inception and as a result of the success of the LinC Route connecting Lee and Collier County, discussions have occurred regarding a secondary route. Collier County will continue to seek additional funding opportunities.

Initiative 1.5.2	Coordinate with LeeTran and FDOT to identify funding for expanded cross county public transportation services.	Ongoing	CAT and LeeTran continue to have quarterly meetings to discuss cross-county transportation service and potential funding for expansion of service.
Objective 1.6	Enhance transit services targeted at tourists, seasonal residents, and the workforce that supports this market.		
Initiative 1.6.1	Broadcast CAT television commercials, radio advertisements, digital advertisements, and social media advertising, monitor ridership vis-a-vis marketing and advertising efforts to determine ridership increases attributable to marketing efforts.	Ongoing	CAT radio advertisements were created at the beginning of FY20 and social media and digital advertising was consistently published by our Marketing Coordinator. Further effort is needed to monitor ridership connected to marketing campaigns.
Initiative 1.6.2	Develop CAT branded services and amenities within the coastal markets to better attract ridership by visitors, seasonal residents, and workers.	Yes/Ongoing	CAT's Beach Bus is a branded service specific to fit the coastal theme. As services associated with tourism branding will be a key element.
Objective 1.7	Enhance awareness of CAT services and accessibility to service information for riders, workers, residents, and visitors.		
Initiative 1.7.1	Continue to leverage technology applications to increase and enhance awareness of CAT services and to connect riders with CAT services, including enhancing the access to fixed-route through the introduction of mobility-on-demand service to the system.	Ongoing	The rideCAT and planCAT apps are available to riders to view current routes and bus locations as well as buy and use tickets. MOD is still being investigated for feasibility.
Initiative 1.7.2	Obtain professional services for a market study and development of marketing strategies and best practices to increase awareness of CAT, CAT services, CAT image, and increase market share in terms of model split ridership. This effort should leverage use of technology, social media, traditional media, branding, and develop and provide strategies to attract interest in CAT to build choice ridership and generally improve the image of CAT as a service.	Partial	CAT initiated communications with a firm for a market study and marketing strategies in FY20, but the cost was not feasible at the time. CAT however was able to rebrand the website along with creating a mobile application for using CAT services. Larger marketing strategies will continue to be explored.

Initiative 1.7.3	Continue to partner with the Chamber of Commerce to develop and disseminate information and materials to businesses, residents, visitors, about the value of CAT services, the benefits of riding CAT, and information about how to access and use CAT services.	Ongoing	In the first half of FY20, multiple events were attended from expos, to parades, to schools so CAT staff can inform the public on the benefits of our services and how to use them.
Initiative 1.7.4	Provide travel training for persons interested in using the CAT system.	Ongoing	CAT conducts outreach activities to educate riders whenever possible.
Initiative 1.7.5	Conduct outreach activities at community events, schools, and other organizations to teach students and the public how to use CAT and the benefits of CAT services.	Ongoing	CAT staff attended or hosted 17 events in FY20 before the COVID-19 pandemic shifted how people could gather.
Initiative 1.7.6	Garner relationships with local media and news outlets to keep the community aware and involved.	Yes	CAT created radio advertisements on local radio stations and will continue to explore further marketing strategies with local media outlets.

Goal 2 Increase the resiliency of Collier County, protecting our man-made and natural resources, by providing attractive and convenient mobility alternatives that will reduce adverse carbon and environmental impacts within our communities.

Objective 2.1	Provide services and programs to reduce vehicle miles traveled within Collier County.		
Initiative 2.1.1	Coordinate with FDOT Commuter Services to enhance and expand carpool and vanpool strategies and services to connect workforce communities with employment locations within the service area; implement recommendations from current park-and-ride study as funding is available.	Ongoing	CAT worked with Commuter Services to identify county owned properties that will allow the use of some parking spaces as park-and-rides (i.e.: County Libraries). CAT will continue this effort to establish more park-and-ride sites.
Initiative 2.1.2	Coordinate with the Naples Pathway Coalition, the MPO Pathways Advisory Committee, and local non-profit and/or for-profit groups to expand the use of bicycles as a commute and mobility option, including bicycle share programs.	Ongoing	As bike sharing program discussions have surfaced, CAT staff has been at the table to coordinate as needed. Collier County staff currently attends the MPO's Bicycle and Pedestrian Advisory Committee and the Congestion Management Committee (CMC) meetings and encourages accessible sidewalks and bus stop improvements be added as part of every project.
Initiative 2.1.3	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.	No	This initiative has not yet been implemented, further coordination with the Drivers' License and Motor Vehicle Service Centers is needed to promote CAT services at their locations.
Initiative 2.1.4	Broadcast CAT television commercials, radio advertisements, digital advertisements, and social media advertising, monitor ridership vis-a-vis marketing and advertising efforts to determine ridership increases attributable to marketing efforts.	Ongoing	CAT is utilizing digital media to reach a more diverse audience rather than commercial and radio advertisements alone. Efforts need to be made to determine impacts attributable to marketing.

Initiative 2.1.5	Develop partnerships with employers and major activity centers (educational, government, healthcare, retail, residential, commercial) to provide education and awareness of CAT services and benefits, and incentives to use CAT services rather than drive.	Ongoing	In the first half of FY20, multiple events were attended from expos, to parades, to schools so CAT staff can inform the public on the benefits of our services and how to use them. CAT is also working to promote transit in the review process for new developments.
Objective 2.2	Design mobility services to reduce environmental impacts.		
Initiative 2.2.1	Transition fleet to alternative fuels vehicles.	Ongoing	CAT is in constant communication with the Fleet Department to analyze and research alternative fuel. In FY20 CAT applied and was awarded the 5339 Bus and Bus Facility Grant which include the purchase of 2 Electric Vehicles.
Initiative 2.2.2	Transition to smaller cleaner vehicles and match service delivery to demand by time of day using a mobility on demand strategy where and when service area and demand characteristics warrant; this may include converting low productivity fixed-route service to mobility on demand and/or transitioning fixed-route to mobility on demand at certain times of the day.	Ongoing	A smaller vehicle was purchased to service Marco Island to match the capacity requirements, the vehicle is in use. CAT will continue to evaluate routes to determine the need of vehicle capacity. MOD has not been implemented.
Objective 2.3	Improve resiliency for extreme weather events and changing environment.		
Initiative 2.3.1	Use electric vehicles as back-up power for emergency facilities.	Ongoing	CAT continues to investigate this initiative for feasibility.
Initiative 2.3.2	Explore solar powered canopies to energize the maintenance building and buses and provide shade.	Yes/Ongoing	Solar panels have been installed on some shelters allowing renewable energy to provide lighting at shelters, this has not been implemented at the maintenance facility. In FY20 CAT applied and was awarded the 5339 Bus and Bus Facility Grant

			which include the purchase of solar panels to provide electricity to the facility.
Goal 3 Build meaningful partnerships that increase awareness and education of and about mobility options and increase the viability of mobility services to promote livability and enhance economic and social well-being.			
Objective 3.1	Develop marketing strategies to increase awareness of CAT services and to increase ridership.		
Initiative 3.1.1	Participate in local job fairs and outreach/partnerships with employers to increase knowledge about the transit system and to encourage use.	Ongoing	CAT regularly participates in events to promote Public Transit. Events were limited in FY2020 due to the COVID19 pandemic.
Initiative 3.1.2	Develop marketing materials and programs to demonstrate the value and role of transit as a mobility option, including benefits accruing to personal finances, access to opportunities, and reduction of regional carbon emissions.	Yes	CAT developed a flyer describing the benefits of utilizing Public Transportation which included economic, health and environmental benefits.
Initiative 3.1.3	Distribute transit service information and user-friendly brochures to at least 25% of businesses within ¼-mile of existing transit routes prior to initiating the next TDP Major Update.	No	This has not commenced, but information is regularly distributed and available throughout the county.
Initiative 3.1.4	Continue the CAT public relations campaign, including television, radio, and social media advertisements, designed to promote transit ridership and sustainability.	Ongoing	CAT is utilizing digital media to reach a more diverse audience rather than commercial and radio advertisements alone.
Initiative 3.1.5	Facilitate social media tools and campaigns to promote CAT awareness, services, and benefits for individuals, businesses, organizations.	Ongoing	CAT is utilizing Facebook and Instagram as social media tools to promote CAT services.
Initiative 3.1.6	Conduct an on-going program of outreach and education targeted at governments, employers, community organizations, community services, healthcare services to build and foster partnerships to provide, fund, and support mobility services.	Yes	Event, Sales & Marketing Coordinator manages all forms of social media to reach out and communicate with the public to provide information regarding mobility services.

Objective 3.2	Build partnerships for participation in discussions relating to proposed future development and redevelopment.		
Initiative 3.2.1	Continue to coordinate and partner with LeeTran to improve and expand cross-county mobility services to support workforce travel demand with a focus on commuter express routes, connecting workers to employment, and provide connections strategically to the transit networks in Lee and Collier counties to facilitate access to key activity centers.	Ongoing	Quarterly meeting occurs between Collier and Lee County to discuss current routes and possible future routes. Any schedule changes are discussed to determine impact on connection of the LinC route.
Initiative 3.2.2	Coordinate with FDOT Commuter Services to enhance and expand carpool and vanpool strategies and services to connect workforce communities with employment locations within the region; identify properties for park-and-ride lots in areas with high mobility demand as funding is available.	Ongoing	Official Guidelines have been recommended, but not implemented. CAT reviews future development and redevelopments to encourage transit accessibility and when possible, bus stop improvements.
Goal 4 Coordinate the development and provision of mobility services with local, regional, state planning efforts and through public and private partnerships.			
Objective 4.1	Coordinate integrated land use and transportation planning efforts to incorporate transit needs into the development review and approval process.		
Initiative 4.1.1	Work with Collier County to implement recommendations listed in the Collier County Transit Impact Analysis (TIA).	Ongoing	The PTNE Department is involved in discussions of the impacts of development on transit but the recommended changes to the Collier County Land Development Code and Growth Management Plan listed in the TIA have not yet been implemented.
Initiative 4.1.2	Participate in planning and development review meetings to ensure that county and city policies support transit services and funding needs.	Ongoing	Collier County receives notices of upcoming development review meetings and participates as required.

Initiative 4.1.3	Require local governments and FDOT to provide accessible sidewalks, bus stops, and other bus stop improvements within roadway projects and for all new developments.	Ongoing	Collier County monitors development meetings and responds to any request to review development. Staff continues to work hard to become more involved in the review process. CAT staff currently attends bi-weekly meetings with the Transportation Planning Department.
Initiative 4.1.4	Make transit and mobility reviews a part of the development and redevelopment review and approval process within the county and cities. Require the development community, as part of the development review and approval process, to follow guidelines on bus stop siting and design, land use, and roadway design factors that affect transit design; and to coordinate with CAT for transit services during the development process. Include CAT as a reviewing agency within the development review and approval process. Consider adding a transit component to traffic impact studies.	Ongoing	Collier County participated in the development of the Master Mobility Plan. The Plan looked at options to reduce vehicle miles traveled, including transit-oriented development design. Staff will work to ensure that transit-oriented design is incorporated into the planning process.
Initiative 4.1.5	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.	Ongoing	CAT staff has a bi-weekly meeting with Transportation Planning to discuss upcoming Development projects. CAT is notified of any roadway, utilities, and or stormwater projects.
Goal 5 Use technologies and innovations in service delivery to improve productivity, efficiency, reliability, and cost-effectiveness of mobility services and operations.			
Objective 5.1	Explore, monitor, test, and deploy technology applications to enhance mobility services, increase awareness of CAT services, and ease of access to CAT services.		
Initiative 5.1.1	Improve customer information systems, including website and through directly curated and through available mobile applications, to enhance availability of and access to CAT service information and trip planning, to support increased ridership.	Completed	Collier County continuously strives to improve information systems. In February of 2013, Collier County completed Phase I (funded by ARRA) of the ITS project which includes real-time arrival and departure. This

			<p>phase included a website that allows riders to view real-time bus arrival information per stop. A mobile app has been launched, the app allows riders to buy tickets, view routes, and plan trips with real-time data for current bus locations. The website has also been updated and enhanced for ease of use including real-time updates. CAT has developed General Transit Feed Specifications that were submitted to Google Transit and approved. Passengers can now plan their trip using Google Maps. Trip Planner has been incorporated into CAT's homepage</p>
Initiative 5.1.2	<p>Explore and acquire cloud-based Software as a Service (SaaS) and/or Mobility as a Service (MaaS) functionalities to support mobility on demand services, directly operated and/or operated through contract or partnership, to serve general public and augment or replace ADA paratransit services where and when warranted based on costs, productivity, and service quality.</p>	Ongoing	<p>MOD Services are being evaluated and as funding becomes available, turn-key service and directly operated services will be evaluated.</p>
Initiative 5.1.3	<p>Explore use of account-based payment systems to reload smart cards and other fare media as part of a SaaS or MaaS platform and to facilitate compatible fare policy and fare technology with LeeTran.</p>	Ongoing	<p>With the launching of the mobile app, customers can now purchase fares and use them on their mobile devices. Further coordination with LeeTran is needed to discuss compatible fares between transit providers.</p>
Initiative 5.1.4	<p>Explore technology to allow merchants and employers to reduce fares for patrons and employees using smart cards and/or mobile pay applications.</p>	Partial	<p>CAT offers a corporate 30-Day Pass for employers with more than 300 employees for a discounted rate.</p>

Goal 6 Monitor and improve mobility service quality and service standards.			
Objective 6.1	Develop ongoing processes to measure and monitor service quality.		
Initiative 6.1.1	Use a Route Monitoring System to examine fixed-route services on an annual basis and make revisions to low-performing services as needed, including transitioning to mobility on demand solutions where and when warranted.	Ongoing	Routes have been updated as needed when route performance is not meeting desired standards. In FY20 a solicitation has been completed to hire a consultant to conduct a Comprehensive Operations Analysis (COA) to examine existing service and recommend improvements moving forward.
Initiative 6.1.2	Conduct a survey at least every two years to obtain passenger information including user demographics, travel behavior characteristics, transfer activity, and user satisfaction.	Ongoing	Surveys are developed and distributed or advertised as necessary. Surveys have been created to pull a variety of information from transit users.
Initiative 6.1.3	Maintain an ongoing public involvement process to solicit and assess input through online reviews, calls/comments cards, discussion groups, surveys, and CAT booths at community events.	Ongoing	CAT seizes every opportunity to solicit information from the public at events. In addition, CAT conducts frequent surveys to evaluate the service provided as well as soliciting suggestions/feedback.
Initiative 6.1.4	Maintain an on-going process for operators to communicate transit service comments and suggestions to identify passenger needs and improve services and service performance; comments to be reviewed monthly by service planning and operations.	Ongoing	Operators are available to make suggestions and observations as they notice them. The COA process will incorporate operator feedback into the route examinations and service recommendations.
Initiative 6.1.5	Manage the CAT fleet of fixed-route vehicles to maintain an average fleet age of less than seven years as funding permits.	Completed/ Ongoing	Collier County replaces fixed-route vehicles as they meet their useful life dependent upon funding. The average age of the fleet is 5.

Initiative 6.1.6	Maintain an on-going process for operators to communicate potential vehicle maintenance problems to be logged with the preventative maintenance program to identify and investigate problems early.	Completed/ Ongoing	Collier County Fleet Management performs scheduled maintenance activities for all transit vehicles as required following the preventative maintenance program. Drivers conduct pre-and post-trip inspections on all vehicles through the Zonar system and supervisors report any issues to Collier County Fleet Management. Fleet Management addresses actual maintenance problems before the bus leaving the Operations facility.
Goal 7 Maximize the use of all funding sources available, including through partnerships with businesses, employers, and other institutions to increase and improve access to mobility services and mobility for workers, residents, visitors.			
Objective 7.1	Increase and expand revenue sources.		
Initiative 7.1.1	Explore opportunities for generating advertising revenue on and inside the buses.	Ongoing	Collier Area Transit has an adopted Advertising Policy, the selling of advertising commenced in FY15. Our Marketing team is in contact with possible advertisers.
Initiative 7.1.2	Educate the general public and local decision-makers on the importance of public transportation and the need for financial support.	Ongoing	Collier County educates the public and local decision-makers on the importance of public transportation and the need for financial support at every opportunity.
Initiative 7.1.3	Submit grant applications available through Federal, State, local, and private sources.	Ongoing	Grants are submitted as required.
Initiative 7.1.4	Annually seek to identify and obtain available alternative revenue sources for the provision of new and improved transit services.	Ongoing	Collier County continuously searches for alternative revenue sources for new and improved transit services.
Initiative 7.1.5	Serve on and coordinate with the Collier County Tourist Development Council (TDC) and to explore the potential for using tourist development tax revenue to expand and improve transit service for Collier County's tourists and visitors, help enhance awareness of CAT services, develop private-public	No	Due to a lack of staff resources, this initiative has not yet been implemented.

	partnerships to design and fund transit services that serve visitors and employees.		
Initiative 7.1.6	Explore opportunities to leverage and enhance share of funding from existing taxes and fees to be assigned to transit. Explore means to secure impact fees, development fees, and new taxes to be secured for supporting transit, maintenance, and expansion of transit services.	No	During FY20, a Transit Impact Analysis was completed, with recommendations to update the Collier County Land Development Code and Growth Management Plan. These changes have not been implemented.
Initiative 7.1.7	Use a 501(c)(3) that allows persons to donate funds to CAT for the purpose of “adopting a shelter” or “adopting a rider.”	No	This initiative has not yet commenced. The only current option we offer is to “Adopt a Bench”.

Section 5 TENTH YEAR TRANSIT IMPLEMENTATION PLAN

The 2021-2030 Collier County Major TDP Update included a very comprehensive list of activities leading up to the creation of an implementation plan that would guide the County's development of services over a ten-year planning horizon.

With each annual update, an additional tenth year is added to the implementation plan. Although an additional year was added, no improvements are scheduled to take place beyond what was identified in the last progress report. Collier County will actively pursue funding opportunities to implement recommendations from the 2021-2030 TDP.

The following items from the implementation plan were addressed with the current reporting period:

- **Expand and improve bus stop infrastructure** - Improved infrastructure at bus stops, including benches, shelters, bicycle storage facilities, and other infrastructure, is included in the Cost Feasible Plan to enhance the rider experience while waiting for a bus and potentially attract new riders.
- **Improve bus stop safety and ADA accessibility** - Ensuring the safety all riders while accessing bus stops and waiting for a bus and guaranteeing that ADA requirements are fulfilled for all transit facilities are important to the overall safety and accessibility of the transit system.

As noted within the document a variety of bus stop and ADA accessible improvements have been completed in FY20, Collier county will continue this effort to provide an accessible service for all.

Section 6 FINANCIAL 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 the implementation of the 10-year Needs Plan. The financial plan is a planning tool utilized to quantify the 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) 2021 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. All improvements included in the tenth year related to addressing the transit needs will require new revenue sources.

Numerous assumptions were made to project public transportation costs and revenues for this TDP planning timeframe of FY 2022 through FY 2031. 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, the Collier MPO Transportation.

Transportation Improvement Program (TIP) FY 2021 - 2025, staff correspondence, and the Collier County FY 2021 Adopted Budget. These assumptions are summarized below.

Cost Assumptions

Operating

Numerous cost assumptions were made to forecast transit costs for 2021 through 2030. These assumptions are based on a variety of factors, including service performance data from CAT and information from other recent Florida TDPs. These assumptions are summarized as follows:

- Annual operating costs for fixed-route and paratransit services are based on the most recent validated NTD data. These costs include the cost to operate and maintain existing services and facilities, such as administrative buildings, maintenance facilities, and transit hubs.
- An annual inflation rate of 1.8% was used for all operating cost projections, based on the average Consumer Price Index (CPI) historical data from 2009-2019.
- Annual operating costs for future service enhancements are based on the projected annual service hours and cost per revenue hour of \$82.32 for fixed-route service and \$63.91 for paratransit service (both in 2018\$). The cost per hour was derived using historical and current
- Implementing the new route alignments represents increased levels of service in improvements such as Route 14, Route 19/28, and Route 23 with no additional costs.
- As ADA paratransit service is not required for express routes or MOD, it is assumed that any express and MOD would not require complementary ADA paratransit services if implemented.

Capital

Several assumptions were developed to project the costs for capital needs identified previously and are summarized as follows:

- New vehicles planned to be purchased include those necessary to replace vehicles within the existing fleet that have reached the end of their useful life and vehicles to implement the new service.
- Vehicles are assumed to cost \$495,000 for fixed-route bus and \$71,217 for paratransit cutaway vehicles, based on information provided by the CAT. Twenty-nine fixed-route vehicles and 58 paratransit vehicles will need to be purchased between 2020 and 2030.
- An annual growth rate of 1.8% was used for capital cost projections, based on average CPI historical data from 2009 to 2019.
- A 20% spare ratio was factored into the vehicle replacement and expansion schedule.
- The useful life for motor bus replacement is assumed to be 12 years. The useful life for paratransit vehicle replacement is assumed to be 7 years.
- The CAT FY 20/21 budget estimates 1% Enhancement Shelter Rehab to be \$28,829. Bus shelter expenses were assumed at the FY 2021 Collier County Government Requested Budget for the first fiscal year but thereafter based on the cost to construct 10 shelters annually to be consistent with the ADA Assessment Plan, with an annual inflation rate of 1.8%.
- Technology costs for Avail replacement, APCs, annunciators, onboard information media, and farebox replace were obtained from the draft budget, “FY20 5307 and 5307 Cares POP Draft.”

Revenue Assumptions

Revenue assumptions for fixed-route service are based on information from several State and local agencies. Assumptions for different revenue sources, including annual operating revenues from existing federal, state, and local sources, are based on the FDOT Adopted Five-Year Work Program (FY 2021-2025), the CAT FY 2018 TDP Annual Progress Report, and the Collier County Government FY 2021 Requested Budget. The distribution of 10-year operating revenues included in the 10-year Cost Feasible

Local revenues for CAT are anticipated to increase at a moderate rate of 1.8% annually starting in 2023. Under this plan, there are no new local revenue sources in the 10-year period.

- Federal Grants 5307 and 5311 for operating assistance from FY 2021-FY 2025 reflects FDOT Adopted Work Program FY 2021-2015 for Collier County; an annual growth rate (1.8%) is applied after FY 2021, to reflect 10-year average CPI increase to the revenue source.
- Federal and State grant 5305 funds for planning was based on the FDOT Adopted Work Program FY 2021-2015 for Collier County.
- Projected FDOT Block Grant revenues for 2021-2025 were obtained from the FDOT Adopted Work Program FY 2021-2015 for Collier County. A conservative annual growth rate of 1.8% was used to increase these revenues and thereafter were based on a 10-year average CPI. Projected fare revenues for existing services are based on FY 2019 YTD Route Statistics data provided by CAT, with a conservative 1.8% annual growth rate applied.

- Projected local contributions were obtained from the FDOT Adopted Work Program FY 2021-2025 for Collier County. A conservative annual growth rate of 1.8% was used to increase revenues and thereafter was based on a 10-year average CPI.
- Based on vehicle information provided by CAT staff, a total of \$15.9 million in capital funds was assumed in the 10-year plan to fund the existing fixed-route bus replacement program and \$4.5 million for paratransit vehicles.
- New State Block Grant - The formula to allocate Block Grant funds is based on three components: population of service area, ridership, and revenue miles. Block grant revenues are approximate based on information provided by FDOT's Public Transit Office. It is assumed these revenues will increase when implementing new/expanded transit services, two years after the start of new/expanded services.
- FTA Section 5307 - Revenues are based on federal formula funding criteria such as increased ridership and passenger-miles. Funding levels are subject to change due to transit performance relating to route revenue miles, passenger trips, and the performance of the whole system. For expansion to existing routes and new services, it is assumed these revenues will increase and would be realized two years from year of service expansion or new services.
- The detailed 10-year Cost Feasible Finance Plan is presented in Table 10-3. Table 10-3 includes all services, facilities, and capital, existing and proposed, that is within the fiscal capacity of existing revenue streams.

There are several projects identified through the TDP process that have no funding allocated for its implementation. Annually, the Transit Staff presents a list of those unfunded projects to the Metropolitan Planning Organization (MPO) so that if funding is identified these projects can be considered for funding. Table 6-1 shown below, is the updated list of unfunded transit priorities approved by the MPO Board on May 14, 2021.

Additional revenue sources will be required to balance the funding needs with the costs of the improvements. Actual revenue to fund the alternatives may be secured for these activities from any individual or combination of local, state, and federal sources, private contributions, or innovative financing techniques. When revenue is secured, staff can proceed with the implementation of any listed service or improvement.

**Table 6-1
2021 Transit Priorities**

Improvement	Category	Rank	Implementation Year	Annual Cost	3-Year Operating Cost	10-Year Operating Cost	Capital Cost
Route 15 from 90 to 45 minutes	Increase Frequency	1	2022	\$163,238	\$489,715	\$1,632,384	\$503,771
Route 11 from 30 to 20 minutes	Increase Frequency	2	2022	\$652,954	\$1,958,861	\$6,529,536	\$503,771
Route 12 from 90 to 45 minutes	Increase Frequency	3	2022	\$282,947	\$848,840	\$2,829,466	\$503,771
Administration/ Passenger Station Roof Replacement	Transit Asset Management (TAM)	4	2022	\$0	\$0	\$0	\$357,000
Route 16 from 90 to 45 minutes	Increase Frequency	5	2023	\$156,105	\$468,316	\$1,561,054	\$503,771
Route 14 from 60 to 30 minutes	Increase Frequency	6	2023	\$243,915	\$731,744	\$2,439,146	\$512,698
Site SL-15 Creekside	Park and Ride	7	2023	\$0	\$0	\$0	\$564,940
Beach Lot Vandbilt Beach Rd	Park and Ride	8	2023	\$0	\$0	\$0	\$2,318,200
Route 17/18 from 90 to 45 minutes	Increase Frequency	9	2023	\$258,550	\$775,649	\$2,585,495	\$503,771
Route 13 from 40 to 30 minutes	Increase Frequency	10	2023	\$83,712	\$251,135	\$837,115	\$512,698
New Island Trolley	New Service	11	2024	\$551,082	\$1,653,246	\$5,510,821	\$864,368
Study: Mobility on Demand	Other Improvements	12	2024	\$0	\$0	\$0	\$50,000
Study: Fares	Other Improvements	13	2024	\$0	\$0	\$0	\$50,000
Support Vehicle - Truck	Transit Asset Management (TAM)	14	2024	\$0	\$0	\$0	\$30,000
New Bayshore Shuttle	New Service	15	2025	\$201,000	\$602,999	\$2,009,995	\$531,029
Fixed Route Bus - Replacement	Transit Asset Management (TAM)	16	2025	\$0	\$0	\$0	\$500,000
Fixed Route Bus - Replacement	Transit Asset Management (TAM)	17	2025	\$0	\$0	\$0	\$500,000
Support Vehicle - Replacement	Transit Asset Management (TAM)	18	2025	\$0	\$0	\$0	\$30,000
Support Vehicle - Replacement	Transit Asset Management (TAM)	19	2025	\$0	\$0	\$0	\$30,000
Radio Rd Transfer Station Lot	Park and Ride	20	2026	\$0	\$0	\$0	\$479,961

Improvement	Category	Rank	Implementation Year	Annual Cost	3-Year Operating Cost	10-Year Operating Cost	Capital Cost
Beach Lot Pine Ridge Rd	Park and Ride	21	2026	\$0	\$0	\$0	\$2,587,310
Immokalee Rd - Split Route 27 creating EW Route	Route Network Modifications	22	2027	\$189,885	\$569,654	\$1,898,846	\$550,016
Collier Blvd - Split Route 27 creating NS Route	Route Network Modifications	23	2027	\$189,885	\$569,654	\$1,898,846	\$550,016
New Route 19/28 - Extend Hours to 10:00 PM	Service Expansion	24	2027	\$29,288	\$87,863	\$292,876	\$0
Route 24 - Extend Hours to 10:00 PM	Service Expansion	25	2027	\$30,298	\$90,893	\$302,976	\$0
Goodlette Frank Rd - Split Route 25 creating NS Route	Route Network Modifications	26	2027	\$183,805	\$551,416	\$1,838,052	\$550,016
MOD – North Naples	New Service	27	2029	\$81,723	\$245,169	\$817,230	\$81,961
New Autonomous Circulator	New Service	28	2029	\$52,411	\$157,232	\$524,105	\$569,681
MOD – Marco Island	New Service	29	2029	\$108,912	\$326,736	\$1,089,119	\$81,961
MOD – Golden Gate Estates	New Service	30	2029	\$163,446	\$490,338	\$1,634,460	\$81,961
New Naples Pier Electric Shuttle	New Service	31	2029	\$82,213	\$246,638	\$822,125	\$569,681
MOD – Naples	New Service	32	2029	\$193,889	\$581,666	\$1,938,887	\$81,961

COSTS AND REVENUES SUMMARY

Table 6-2 provides a balanced status quo operating budget based on the best financial data available to project future year costs and revenues. 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. The financials for the Needs Plan is identified in Table 6-3.

Capital			1	2	3	4	5	6	7	8	9	10	
Capital Costs													
Vehicles			\$3,371,109	\$5,517,787	\$1,037,625	\$1,203,369	\$599,946	\$3,201,040	\$2,606,159	\$3,811,634	\$84,875	\$5,817,802	\$21,868,406
Replacement Fixed Route Buses - Maintain Existing Service			\$3,076,068	\$3,130,515	\$530,987	\$540,386	\$549,951	\$2,798,425	\$2,278,365	\$3,478,039	\$0	\$3,001,876	\$16,382,737
Replacement Vans - Maintain Existing Paratransit Services			\$295,040	\$300,262	\$458,366	\$466,479	\$0	\$402,615	\$327,793	\$333,595	\$84,875	\$518,263	\$3,103,888
Replacement of Support Vehicles			\$0	\$0	\$48,272	\$196,504	\$49,996	\$0	\$0	\$0	\$0	\$0	\$294,771
Route 23 Realigned plus freq 60 to 40			\$0	\$521,752	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$521,752
Increase Frequency on Routes 24 and 121			\$0	\$1,043,505	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,043,505
New Island Trolley			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$497,280	\$0
MOD Service Zones (expanded microtransit)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4	\$0
Spares for New Service and Improved Existing Service			\$0	\$521,752	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,375	\$521,752
Spares for MOD Services			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ADA Service for New Fixed Route Hours			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Capital/Infrastructure			\$5,069,215	\$14,206,023	\$632,427	\$643,621	\$655,013	\$666,607	\$678,406	\$690,414	\$702,634	\$3,700,229	\$24,573,189
Shelter Rehab			\$34,595	\$34,595	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$98,019
Facility			\$1,500,000	\$13,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bus Shelters			\$610,620	\$621,428	\$632,427	\$643,621	\$655,013	\$666,607	\$678,406	\$690,414	\$702,634	\$715,071	\$6,501,171
Security - Driver Protection Barriers			\$153,080	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$153,080
Technology - Avail Replacement			\$1,386,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,386,000
Technology - APC			\$296,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$296,000
Technology - Annunciators			\$36,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,375	\$36,200
Technology - Onboard Information Media			\$50,470	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,470
Technology - Farebox Replacement			\$952,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$497,280	\$952,250
Study Santa Barbara Corridor			\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,375	\$25,000
Study UF/IFAS Lehigh Acres Service			\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,375	\$25,000
Study I-75 Managed Lanes Express			\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,375	\$25,000
Study Everglades City Vanpool			\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$86,377	\$25,000
Total Capital Costs			\$8,440,323	\$19,723,810	\$1,670,052	\$1,846,990	\$1,254,960	\$3,867,647	\$3,284,565	\$4,502,048	\$787,509	\$9,518,031	\$46,441,595
Capital Revenues													
Local Match - Planning	Existing	Local	\$9,877	\$9,877	\$11,410	\$11,612	\$11,817	\$12,027	\$12,240	\$12,456	\$12,677	\$12,901	\$113,869
Federal Grant 5307 Capital Assistance	Existing	Federal	\$3,356,581	\$3,796,745	\$2,313,533	\$2,354,483	\$2,396,157	\$2,438,569	\$2,481,732	\$2,525,658	\$2,570,362	\$2,615,858	\$24,852,771
Federal Grant 5339 Capital Assistance	Existing	Federal	\$1,500,000	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,500,000
Federal Grant 5339 Capital Assistance	Existing	Federal	\$0	\$2,295,498	\$475,737	\$484,158	\$492,727	\$501,448	\$510,324	\$519,357	\$528,549	\$537,905	\$5,807,798
Federal Grant 5310 Capital Assistance	Existing	Federal	\$265,536	\$270,236	\$412,529	\$419,831	\$0	\$362,354	\$295,014	\$300,236	\$76,387	\$466,437	\$2,793,499
Local Match 5310 Capital Assistance	Existing	Federal	\$29,504	\$30,026	\$45,837	\$46,648	\$0	\$40,262	\$32,779	\$33,360	\$8,487	\$51,826	\$310,389
Federal (FTAT + SU) for ADA Improvement	Existing	Federal	\$500,000	\$508,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,008,850
CARES (Security, 1 bus, Avail, Farebox re	Existing	Federal	\$2,778,825	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,778,825
Total Capital Revenues			\$8,440,323	\$11,911,232	\$3,259,046	\$3,316,731	\$2,900,701	\$3,354,659	\$3,332,088	\$3,391,066	\$3,196,463	\$3,684,928	\$44,166,002
Annual Revenues Minus Costs			(\$0)	(\$7,812,578)	\$1,588,994	\$1,469,741	\$1,645,742	(\$512,988)	\$47,524	(\$1,110,981)	\$2,408,954	(\$5,833,103)	(\$667,096)
Rollover from Previous Year			\$1,608,497	\$1,608,497	(\$6,204,081)	(\$4,615,087)	(\$3,145,346)	(\$1,499,604)	(\$2,012,592)	(\$1,965,068)	(\$3,076,050)	(\$667,096)	(\$667,096)
Capital Surplus/Shortfall (Cumulative)			\$1,608,497	(\$6,204,081)	(\$4,615,087)	(\$3,145,346)	(\$1,499,604)	(\$2,012,592)	(\$1,965,068)	(\$3,076,050)	(\$667,096)	(\$6,500,198)	(\$667,096)

Cost/Revenue	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10-Year Total
Capital Costs											
Vehicles											
Replacement Fixed Route Buses - Maintain Existing Service	\$3,371,109	\$9,855,184	\$3,692,562	\$1,203,369	\$2,799,750	\$3,201,040	\$4,155,083	\$3,811,634	\$84,875	\$3,520,139	\$35,694,743
Replacement Vans - Maintain Existing Paratransit Services	\$3,076,068	\$3,130,515	\$530,987	\$540,386	\$549,951	\$2,798,425	\$2,278,365	\$3,478,039	\$0	\$3,001,876	\$16,382,737
Replacement of Support Vehicles	\$295,040	\$300,262	\$458,366	\$466,479	\$0	\$402,615	\$327,793	\$333,595	\$84,875	\$518,263	\$3,103,888
New Vehicles for Improved, MOD & New Services	\$0	\$0	\$48,272	\$196,504	\$49,996	\$0	\$0	\$0	\$0	\$0	\$294,771
Spares for New Service and Improved Existing Service	\$0	\$4,516,585	\$2,123,950	\$0	\$1,649,852	\$0	\$1,466,976	\$0	\$0	\$0	\$9,757,363
Other Capital/Infrastructure											
Shelter Rehab	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bus Shelters	\$34,595	\$34,883	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$69,478
Facility	\$610,620	\$621,428	\$632,427	\$643,621	\$655,013	\$666,607	\$678,406	\$690,414	\$702,634	\$715,071	\$6,616,241
Security - Driver Protection Barriers	\$1,500,000	\$13,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000,000
Technology - Avail Replacement	\$153,080	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$153,080
Technology - APC	\$1,386,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,386,000
Technology - Annunciators	\$296,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$296,000
Technology - Onboard Information Media	\$36,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$36,200
Technology - Farebox Replacement	\$50,470	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,470
Study Santa Barbara Corridor	\$952,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$952,250
Study UF/IFAS Lehigh Acres Service	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Study I-75 Managed Lanes Express	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Total Capital Costs											
	\$8,440,323	\$24,036,495	\$4,324,989	\$1,846,990	\$3,454,763	\$3,867,647	\$4,833,489	\$4,502,048	\$787,509	\$4,235,210	\$60,329,463
Capital Revenues											
Local Match - Planning	\$9,877	\$9,877	\$11,410	\$11,612	\$11,817	\$12,027	\$12,240	\$12,456	\$12,677	\$12,901	\$116,893
Federal Grant 5307 Capital Assistance	\$3,356,581	\$3,796,745	\$2,313,533	\$2,354,483	\$2,396,157	\$2,438,569	\$2,481,732	\$2,525,658	\$2,570,362	\$2,615,858	\$26,849,677
Federal Grant 5339 Capital Assistance	\$1,500,000	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,500,000
Federal Grant 5339 Capital Assistance	\$0	\$2,295,498	\$475,737	\$484,158	\$492,727	\$501,448	\$510,324	\$519,357	\$528,549	\$537,905	\$6,345,703
Federal Grant 5310 Capital Assistance	\$265,536	\$270,236	\$412,529	\$419,831	\$0	\$362,354	\$295,014	\$300,236	\$76,387	\$466,437	\$2,868,559
Local Match 5310 Capital Assistance	\$29,504	\$30,026	\$45,837	\$46,648	\$0	\$40,262	\$32,779	\$33,360	\$8,487	\$51,826	\$318,729
Federal (FIAT + SU) for ADA Improvements	\$500,000	\$508,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,008,850
CARES (Security, 1 bus, Avail, Farebox replacement)	\$2,778,825	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1	\$2,778,826
Total Capital Revenues											
	\$8,440,323	\$11,911,232	\$3,259,046	\$3,316,731	\$2,900,701	\$3,354,659	\$3,332,088	\$3,391,066	\$3,196,463	\$3,684,928	\$46,787,238
Annual Revenues Minus Costs											
	(\$0)	(\$12,125,263)	(\$1,065,944)	\$1,469,741	(\$554,061)	(\$512,988)	(\$1,501,400)	(\$1,110,981)	\$2,408,954	(\$550,282)	(\$11,818,308)
Rollover from Previous Year											
	\$1,173,635	\$1,173,635	(\$10,951,628)	(\$12,017,572)	(\$10,547,831)	(\$11,101,892)	(\$11,614,880)	(\$13,116,281)	(\$14,227,262)	(\$11,818,308)	
Capital Surplus/Shortfall (Cumulative)											
	\$1,173,635	(\$10,951,628)	(\$12,017,572)	(\$10,547,831)	(\$11,101,892)	(\$11,614,880)	(\$13,116,281)	(\$14,227,262)	(\$11,818,308)	(\$12,368,590)	(\$11,818,308)

Section 7

ANNUAL FAREBOX RECOVERY RATIO REPORT – June 2020 COLLIER AREA TRANSIT NAPLES, FLORIDA

Current Farebox Recovery Ratio

The farebox recovery ratio (FRR) for Collier Area Transit (CAT), the public transportation provider for Collier County, was approximately 8 percent for the federal fiscal year (FFY) 2020. This is due to the impacts of the pandemic, Collier Area Transit was fare-free from March until August, and the decrease of ridership impacted fare revenue.

Prior Year Fare Studies and Changes

- In FY20, Collier County did not complete a Fare Study nor did the agency modify the fare structure.

At the completion for the Fare Study completed in FY18, the following scenario was approved in June 2018 for modifications to the Fixed-route and Paratransit fare structure and policies:

Fixed Route Fare Structure

Fare Category	FY2018 Fare Approved	
	Full Fare	Reduced Fare
One-way Fare	\$2.00	\$1.00
Children 5 years of age & under	Free	Free
Transfer	Free/90 min.	Free/90 min.
Day Pass	\$3.00	\$1.50
7-Day Pass	NA	NA
15-Day Pass	\$20.00	\$10.00
30-Day Pass	\$40.00	\$20.00
Marco Express One-way Fare	\$3.00	\$1.50
Marco Express 30-Day Pass	\$70.00	\$35.00

Paratransit Fare Structure

Fare Category FY2018 Fares Approved	
Reduced ADA Fare	\$1.00
ADA Fare	\$3.00
TD Fare – At or Under Poverty Level	\$1.00
TD Fare – 101% to 150% of Poverty Level	\$3.00
TD Fare – +151% of Poverty Level	\$4.00

STRATEGIES THAT WILL AFFECT THE FAREBOX RECOVERY RATIO

The 2021-2030 Transit Development Plan (TDP) Major Update identified strategies that will be used to maintain or increase the farebox recovery ratio, including the following:

- Continue planned program to replace the existing, outdated farebox equipment on all vehicles so CAT's fare structure can continue to include smartcard technology and mobile fare payment to help enhance the fare collection process, minimize cash handling, and attract new patrons who may be put off by transit because of the fare payment process.
- Monitor key performance measures for individual fixed routes.
- Ensure that transit serves major activity centers, potentially increasing the effectiveness of service.
- Continue to transition Transportation Disadvantaged (TD) and ADA passengers to fixed-route services to increase ridership.
- Increase ridership through enhanced marketing and community relations activities.
- Provide local employers with incentives for transit use.
- Evaluate the fare structure every three years.
- Monitor opportunities to secure additional funding to improve frequencies on existing routes and attract new riders.
- Add additional buses and combine bi-directional routes to improve frequencies and improve the customer experience and attract new riders.
- Minimize costs required to operate and administer transportation services.
- Conduct on-board surveys every five years to gather information on how to make services more convenient and useful to patrons.
- Complete ongoing preventative maintenance activities and replace fareboxes as needed to ensure the fare collection equipment is performing at optimum capacity.