



**Public Transit Advisory Committee  
Collier Area Transit  
Hybrid Meeting  
Collier County Museum Lecture Hall  
3331 Tamiami Trail East Naples, Florida  
January 18<sup>th</sup>, 2022  
3:00 p.m.**

- 1) Call to Order
- 2) Roll Call
- 3) Approval of Agenda
- 4) Approval of Minutes
  - a. November 16<sup>th</sup>, 2021 Minutes
- 5) Committee Action
- 6) Reports and Presentations
  - a. Seasonal Schedule Change Data
  - b. TDP Actionable Objectives
- 7) Member Comments
- 8) Public Comments
- 9) Next Meeting Date – February 15<sup>th</sup>, 2021 Collier County Museum Lecture Hall
- 10) Adjournment

Two or more members of the Board of County Commissioners may be present and may participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future BCC meeting.

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

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

MINUTES OF THE PUBLIC TRANSIT ADVISORY COMMITTEE  
MEETING

November 16, 2021 Naples, Florida,

LET IT BE REMEMBERED, the Public Transit Advisory Committee in and for the County of Collier, having conducted business herein, met on this date at 3:00 P.M. in REGULAR SESSION at Collier County Museum Lecture Hall, 3331 Tamiami Trail E, Naples, Florida with the following members present:

Chairman: John DiMarco, III  
Vice-Chairman: Arthur Dobberstein  
James Bennett (ZOOM)  
Peter Berry (ZOOM)  
Devon Browne (ZOOM)  
James Caton (Excused)  
Sonja Lee Samek (ZOOM)

ALSO PRESENT: Michelle Arnold, Director, Public Transit and Neighborhood Enhancement  
Omar DeLeon, Public Transit Manager, Collier Area Transit  
Alexander Showalter, Senior Planner, Collier Area Transit  
Arlinda Karuli, Commute with Enterprise (ZOOM)  
Tamarin Kirby, MV Transit Planner  
Brandy Otero, Collier MPO

**1. Call to Order**

**Chairman DiMarco** called the meeting to order at 3:02 PM.

**2. Roll Call**

Roll call was taken, and a quorum was not established.

**3. Approval of Agenda**

**The Committee agreed to hold an informational meeting in accordance with the Agenda.**

**4. Approval of Minutes**

**a. October 19, 2021, Minutes**

*The minutes of the October 19, 2021, Public Transit Advisory Committee meeting will be added to the December 21, 2021, Agenda.*

**5. Committee Action**

**a. Grant Applications 5311 and 5339**

**Mr. DeLeon** presented the Executive Summary “*Grant Application for 5311 and 5339*” for submission of applications to the Florida Department of Transportation (FDOT). The Board of County Commissioners (BCC) must approve grant application submissions.

**5311**

- Collier County is proposing to apply for funds to purchase a replacement bus and utility truck that have met their useful life.
- The capital grant includes an 80% Federal share with a 20% local government match for a total of \$599,756.00.

**5339**

- The grant program provides capital funding to replace, rehabilitate and purchase buses, vans, and related equipment and to construct bus-related facilities in non-urbanized areas.
- The capital grant includes an 80% Federal share with a 20% State share for a total of \$765,059.00. Funds will be utilized for:
  - Replacement of one bus that has met its useful life.
  - Improvement of six (6) bus stops, selected based on ridership criteria, to ensure ADA compliance. Amenities will be added to three (3) of the six (6) stops.

The following was noted during Committee discussion:

- The new diesel bus and truck estimated cost is \$599,756.00. An exterior wrap identifies the vehicle as a Collier Area Transit (CAT) bus.
- A bus ordered in 2023 would be delivered mid-2024.
- The retired bus is sold by a County assigned auctioneer.
- Proceeds from the auction are reinvested to offset local government match requirements.
- The CAT bus fleet consists of twenty-eight (28) regular buses and thirty-five (35) paratransit buses.
- There are three (3) bus shelter templates. Bus stop sites are engineered depending on the Right of Way (ROW).
- The grant application dollars compared to last year are slightly lower for 5311; higher for 5399. Grant funds are utilized annually.

*Committee members unanimously agreed to support the Collier Area Transit 5311 Grant Application in the amount of \$599,756.00 and Grant Application 5339 in the amount of \$765,059.00 for improvements to the Collier Area Transit (CAT) system.*

## 6. Reports and Presentations

### a. Try Transit Day Public Workshop

**Mr. Showalter** presented the Executive Summary “*Try Transit Day/Seasonal Schedule Workshop*” noting:

- On November 5, 2021, Collier Area Transit hosted a Try Transit Day, an event publicized on social media.
- A free day pass was made available to those who downloaded the “rideCAT” mobile app.
- Three (3) public workshops, hosted at the Government Center Transfer Station, CAT Operations Facility on Radio Road, and the Immokalee Health Department to advise the public about upcoming season changes and receive their feedback.

People were very appreciative of the free rides and provided feedback on the proposed changes. Immokalee attendees accepted the rerouting of routes #22 and #23 but other citizens expressed concern with the removal of route #18, recommended by the Comprehensive Operations Analysis (COA) study.

*Staff will confirm adequate service for riders living in the route #18 area is available.*

In response to Committee inquiries, Ms. Kirby noted traditional ridership is down thirty (30) percent from 2019 and twenty-one (21) percent from 2020. Paratransit ridership is down forty-four (44) percent compared to October 2019 and eight (8) percent from 2020.

### b. TDP Annual Update Revisions

**Mr. Showalter** presented the Executive Summary “*TDP Annual Update Revisions.*”

- To receive State Block Grant Funds for system operations, each transit agency must develop a Transit Development Plan (TDP) Major Update every five (5) years and an annual progress report for all other years.
- On June 15, 2021, staff presented the Annual TDP Update to the Advisory Committee who endorsed moving the report forward.
- The Board of County Commissioners (BCC) approved the submittal of the TDP to the Florida Department of Transportation (FDOT) on July 15, 2021.
- FDOT provided staff with report comments the end of September 2021 requiring several items be addressed before the plan could be approved by the State.
- FDOT recommended some formatting changes for future updates including Collier Area Transit accomplishments and/or progress with the goals and objectives noted in the TDP Major Update, completed in October 2020.
- The revised report was resubmitted on November 4, 2021.
- Final approval from FDOT is due before December 31, 2021.

Staff responded to Committee comments noting:

- The Annual Progress Report, outlining Collier Area Transit’s progress towards achieving the goals and objectives identified in the TDP Major Update produced every five (5) years, will be shared with the Committee in June of each year.

- The Major Update includes retention of consultants and contractors to contribute to the document.
- CAT goals and objectives will be presented to the Committee between updates.

**c. Vanpool Update**

**Mr. DeLeon** presented the Executive Summary “*Van Pool Update*” to update the Committee on the vanpool programs currently active.

COMMUTE with Enterprise entered into a joint participation agreement with FDOT in May 2021 to provide turn-key commuter vanpool services.

- The vehicles seat seven (7) to fifteen (15) persons.
- Comprehensive auto liability insurance coverage and preventive maintenance repair package are included.
- Services are on a month-to-month basis.
- The comprehensive vanpool program serves the needs of the residents of rural Florida in need of affordable transportation services for work.

Collier County launched the program in August 2021.

- The program is gaining traction with major employers in the County.
- The cost benefit of this ride share program is significant with FDOT contributing to the monthly rent and fuel at 50% to offset costs for the vanpoolers for completing monthly trip recording.

**Ms. Arlinda Karuli**, Account Executive, COMMUTE with Enterprise, provided information about the program to the Committee.

- Collier County is in District 1 which covers twelve (12) counties in Southwest Florida.
- Employers and FDOT share the cost 50/50.
- Minimum ridership is four (4) people; most pools transport between seven (7) and fifteen (15) riders.
- The smallest vehicle is seven (7) passengers; sedan models are not used.
- Enterprise covers insurance and maintenance costs and provides roadside service.
- Traditionally vehicles are replaced after twenty to thirty thousand miles. The pandemic has created a vehicle shortage so mileage can be higher. The oldest vehicle in service is 2020.
- An “emergency ride home program” is offered to riders.
- Safety record data is not available currently. No major accidents have occurred.

**7. Member Comments**

In response to member inquiries, Staff reported twenty-five (25) regular bus drivers and twenty-four (24) paratransit bus drivers are needed to fill positions. MV Transportation anticipates the driver shortage will be resolved by March 2022.

**8. Public Comments**

None

**9. Next Meeting Date**

December 21, 2021 - Collier County Museum, Lecture Hall, 3331 Tamiami Trail East, Naples, FL.

**There being no further business for the good of the County, the meeting was adjourned by order of the chair at 4:08 P.M.**

**Public Transit Advisory Committee**

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**John DiMarco III, Chairman**

These minutes approved by the Board/Committee on \_\_\_\_\_ as presented \_\_\_\_\_ or as amended \_\_\_\_\_.

**EXECUTIVE SUMMARY**  
**Reports and Presentations**  
**Item 6a**  
**Seasonal Schedule Change Performance**

**Objective:**

To update the Committee on the impacts the recent schedule change had on Ridership and On-time Performance.

**Considerations:**

On November 21, 2021, CAT implemented service changes that were designed to retain and promote ridership and improve the systems on-time performance. Several changes were recommended from the Comprehensive Operations Analysis (COA).

The changes included increasing frequency and number of connections with the LinC for the Route 11; reducing an early morning run on Route 12; realignment of Route 17; elimination of Route 18; realignment of Routes 22 and 23 in Immokalee; reduction of the frequency Route 24 travels to Sunny Grove; eliminating stop at North Collier Park for the Route 27; and modified bus stop locations on Route 121.

To evaluate the effectiveness of the changes, staff compared ridership numbers from December 2021 and December 2020 and found no significant change in the overall system ridership. However, a route specific analysis showed the ridership shifts predicted with the routes changed was successful. For example, Route 11 experienced a 31% increase in ridership compared to the previous year, which indicates the more frequent pickups allows for more riders to use that route. Route 24 experienced an 18% increase in ridership, due largely to riders adapting to the removal of Route 18. Overall, the ridership decreased by less than 1 percent compared to previous year. Staff is currently evaluating the remaining underperforming routes and plan to be make changes with the next off-season schedule change.

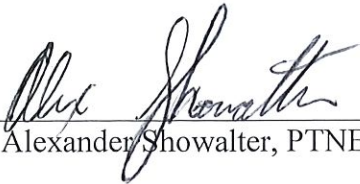
Staff also evaluated the adjustment made to the time schedule to gauge the effects on the on-time performance (OTP). The evaluation showed that there are several routes that are still not meeting standards. The timing on Route 24 is being affected by the added ridership and additional time is needed on Route 121 to account for deadhead to get to Immokalee. Staff is in the process of mid-season changes to address reliability of service on Routes 19, 20, 24, 25, 26, 27, and 121. In addition, the movement through the intersection of US41 and Collier Blvd on Route 17 will be adjusted so that the bus is making right turns to reduce time waiting at the light. This improvement is being recommended based on feedback received by operators.

**Recommendation:**


None

**Attachment:**

Route Ridership Comparisons December 2020 & 2021  
On-time Performance by Route – December 2021

Prepared by:   
Alexander Showalter, PTNE Senior Planner

Date: 1/14/2022

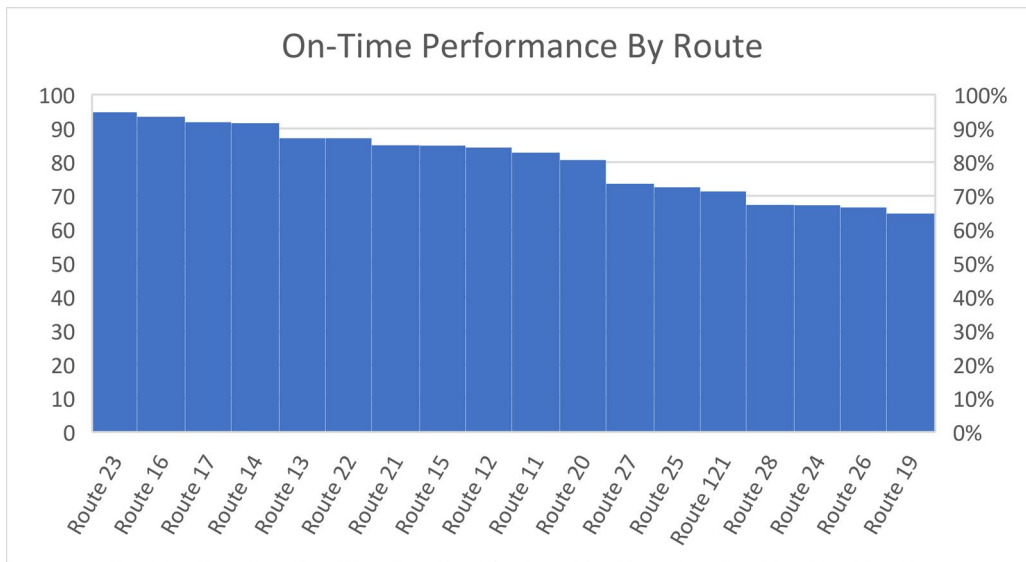
Approved by:   
Michelle Arnold, PTNE Division Director

Date: 1-14-2022



## December 2021 On-Time Performance By Route

Route	Operational Status			Number of Departures
	% OnTime	% Late	% Early	
Deadhead	59.2	23.2	17.5	422
Maintenance	20	60	20	10
Route 11	82.8	13.6	3.6	3510
Route 12	84.4	14.6	1	1722
Route 121	71.4	20.6	8	287
Route 13	87.1	11.8	1.1	2530
Route 14	91.6	6.9	1.5	1892
Route 15	84.9	14	1.1	2159
Route 16	93.5	3.7	2.8	1684
Route 17	91.9	7	1	1336
Route 19	64.8	32.8	2.4	900
Route 20	80.7	17.1	2.2	679
Route 21	85	10.1	4.9	907
Route 22	87.1	11.6	1.3	1956
Route 23	94.8	4.7	0.5	1297
Route 24	67.3	31.4	1.3	2018
Route 25	72.6	26	1.4	1386
Route 26	66.6	32.3	1.1	736
Route 27	73.6	17.6	8.8	1767
Route 28	67.4	29.2	3.3	599
<b>Total</b>	<b>82</b>	<b>15.4</b>	<b>2.6</b>	<b>27797</b>



Dec. 2020

Route	Alighting	Boarding	Total
Route 11	6971	7246	14217
Route 12	4885	4916	9801
Route 20	555	580	1135
Route 13	3735	4068	7803
Route 14	2776	2901	5677
Route 26	398	407	805
Route 27	2679	2655	5334
Route 28	1856	1788	3644
Route 15	5303	5523	10826
Route 16	2502	2485	4987
Route 17	2785	2768	5553
Route 18	1892	1896	3788
Route 19	5531	5277	10808
Route 21	761	794	1555
Route 121	1110	1401	2511
Route 22	3381	3534	6915
Route 23	1957	2045	4002
Route 24	3459	3674	7133
Route 25	1406	1386	2792
Total	53942	55344	109286

Dec. 2021

Route	Alighting	Boarding	Total	Comparison
Route 11	9262	9510	18772	131%
Route 12	4357	4604	8961	94%
Route 20	348	351	699	61%
Route 13	3260	3089	6349	76%
Route 14	2778	2775	5553	96%
Route 26	252	254	506	62%
Route 27	2477	2338	4815	88%
Route 28	2316	2377	4693	133%
Route 15	5915	6067	11982	110%
Route 16	2683	2769	5452	111%
Route 17	2106	2118	4224	77%
Route 19	6237	6291	12528	119%
Route 21	1012	1049	2061	132%
Route 121	2238	1902	4140	136%
Route 22	2711	2755	5466	78%
Route 23	1524	1603	3127	78%
Route 24	4525	4331	8856	118%
Route 25	885	815	1700	59%
Total	54886	54998	109884	99%

**EXECUTIVE SUMMARY**  
**Reports and Presentations**  
**Item 6b**  
**TDP Objectives – Actionable Items**

**Objective:**

To update the committee on the Transit Development Plan (TDP) Goals and Objectives in the planning phases for implementation in 2022.

**Considerations:**

The Major Transit Development Plan (TDP) was updated in 2020 and included a series of Goals and Objectives for Collier Area Transit. Staff has reviewed the plan and has identified some of these objectives that we believe are obtainable in the current year and will be discussing with the committee the action planned to make progress on our goals. Although we have made substantial progress on our goals, we know there are further opportunities we can take advantage of to improve our system and reach throughout the county. The entire Goals and Objective section from the TDP is being provided to the committee for review. Suggestions and strategies from the committee are also welcomed.

The following objectives have been identified as a 2022 planning focus:

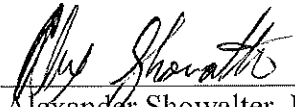
- Objective 1.5: Provide coordinated transportation services between Collier and adjacent counties to support workforce commutes to major employment centers and facilitate connections to both transit networks in support of regional economic and community benefits.
- Objective 2.1: Provide services and programs to reduce vehicle miles traveled within Collier County.
- Objective 2.2: Design mobility services to reduce environmental impacts
- 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.
- Objective 6.1: Develop ongoing processes to measure and monitor service quality.

**Recommendation:**

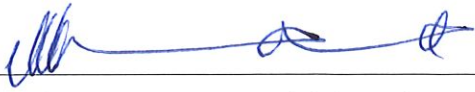
None

**Attachment:**

Ten-Year TDP 2021–2030, Section 8: Mission Goals and Objectives

Prepared by:   
Alexander Showalter, PTNE Senior Planner

Date: 1/14/2022

Approved by:  \_\_\_\_\_

Date: 1-14-2022

Michelle Arnold, PTNE Division Director

## 8.0 Mission Goals and Objectives

This section provides the transit vision, mission, goals, objectives, and initiatives for the CAT TDP. These reflect the existing Vision, Mission, goals, and objectives from the previous TDP with edits. The goals and objectives presented were prepared based on the review and assessment of existing conditions, the public involvement process including the TDP Working Group and a review of local transportation planning documents. The revised mission, Vision, goals and objectives are consistent with the policies of the Collier County Public Transit & Neighborhood Enhancement Division.

### 8.1 CAT's Public Transit Vision

Collier Area Transit (CAT), provides effective and efficient multimodal mobility services to meet the mobility needs of workers, residents, visitors, to support economic, environmental, and community benefits.

### 8.2 CAT's Public Transit Mission

To provide safe, accessible, reliable, convenient, and courteous mobility services to our customers.

### 8.3 CAT's Public Transit Goals and Objectives

***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.

Initiative 1.1.2: Operate north/south corridor service to provide alternative access to jobs, education, healthcare and community services, and recreation.

Initiative 1.1.3: Improve peak weekday service frequency to 45 minutes or better on CAT routes.

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.

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.

**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.

Initiative 1.2.2: Install and maintain bus stop amenities according to an ADA compliant Passenger Amenities Program and Bus Stop Amenities Guidelines.

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

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.

Initiative 1.2.5: Monitor and implement the recommendations from the CAT Bus Stop ADA Assessment report.

**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.

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

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.

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 solutions for areas with lower population densities and where fixed-route service is not productive and cost-effective.

**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.

Initiative 1.4.2: Coordinate with FDOT Commuter Services to enhance and expand carpool and vanpool strategies and services to connect workforce communities with employment locations within the 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.

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 all solution with connections to the fixed-route network.

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.

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 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.

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.

**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.

Initiative 1.5.2: Coordinate with LeeTran and FDOT to identify funding for expanded cross county public transportation services.

**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.

Initiative 1.6.2: Develop CAT branded services and amenities within the coastal markets to better attract ridership by visitors, seasonal residents, and workers.

**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.

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.

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.

Initiative 1.7.4: Provide travel training for persons interested in using the CAT system.

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.

Initiative 1.7.6: Garner relationships with local media and news outlets to keep the community aware and involved.

**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.

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.

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.

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.

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.

***Objective 2.2: Design mobility services to reduce environmental impacts.***

Initiative 2.2.1: Transition fleet to alternative fuels 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.

***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.

Initiative 2.3.1: Explore solar powered canopies to energize the maintenance building and buses and provide shade.

**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.

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.

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.

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

Initiative 3.1.5: Facilitate social media tools and campaigns to promote CAT awareness, services, and benefits for individuals, businesses, organizations.

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.

***Objective 3.2: Focus intergovernmental relationships to improve and expand regional mobility.***

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.

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.

**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.

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

Initiative 4.1.3: Require local governments and FDOT to provide accessible sidewalks, bus stops, and other bus stop improvements within roadway projects and for all new developments.

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.

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.

**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.

Initiative 5.1.2: 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.

Initiative 5.1.4: 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.

Initiative 5.1.5: Explore technology to allow merchants and employers to reduce fares for patrons and employees using smart cards and/or mobile pay applications.

**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.

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.

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.

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.

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.

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.

**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.

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

Initiative 7.1.3: Submit grant applications available through Federal, State, local, and private sources.

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

Initiative 7.1.5: 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 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.

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.”