

# Collier Area Transit Transit Development Plan (TDP) FY2022 Annual Progress Report

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## Section 1 – Introduction

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

### TDP Annual Progress Report Requirements

The State of Florida Public Transit Block Grant Program was enacted by the Florida Legislature to provide a stable source of funding for public transit. The Block Grant Program requires public transit service providers to develop, adopt, and annually update a 10-Year Transit Development Plan (TDP). Based on legislation that became effective February 20, 2007, the TDP must undergo a Major Update every five years. In between the subsequent four years, an annual progress update is required to be submitted to the Florida Department of Transportation (FDOT) District Office by September 1<sup>st</sup> annually. 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. The most recent Major Update of the Collier County TDP was adopted by the Collier County Board of County Commissioners (BCC) in October 2020 with an extension grant by FDOT. An approval of the TDP was received from FDOT in December 2020. This 2022 TDP Progress Report is the second progress report to that 2020 TDP Major Update and documents Collier County’s implementation activities since the 2020 TDP Major Update. This progress report complies with all the requirements contained in Rule 14-73.001, Florida Administrative Code (FAC) as represented in Table 1.

Table 1-1: TDP Progress Report Checklist

<b>TDP Annual Progress Report Review Items</b>	<b>Location in TDP Annual Progress Report</b>
Past year’s accomplishments compared to original TDP	Section 2
Analysis of any discrepancies between plan and its implementation for the past year	Section 3
Revisions to the Implementation Program for coming year and the 10 <sup>th</sup> year	Section 3
Added recommendations for the new tenth year of updated plan	Section 3
Steps to be taken to attain Goals, Objectives, and Policies	Section 4
Revised Financial Plan	Section 5
List of projects or services needed to meet goals and objectives	Section 5

Source: FDOT TDP Handbook, Version III, 2022 Update, page 119.

## Report Organization

In addition to the Introduction Section, this progress report includes the following sections.

**Section 2: Previous Year's Accomplishments** provides a review of the past year's implementation actions and describes improvements made since the last annual progress report.

**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 2021-2031 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. This section also provides recommendations for the new tenth year of the updated plan with any revisions or additions to the goals, objectives, and implementations. This 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 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: 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 2 – Previous Year’s Accomplishments

This section provides a review of each program and activity identified for implementation in the first two years (2021 and 2022) of the TDP Program Elements and briefly describes the milestones or achievements between July 1, 2021 and June 30, 2022. Additional noteworthy accomplishments over the last year are also documented.

### Planning and Service Operations

**Service Improvements** - Collier County completed Comprehensive Operation Analysis (COA) in July 2021, shortly after completing its TDP Major Update. The COA set up a road map for improvements to the CAT system over the next few years. Significant changes were introduced during the first quarter of the County Fiscal Year 21-22 with the implementation of the Seasonal Schedule Change in November 2021. These changes were identified as one of the COA near-term recommendation for the system and included route timing and alignment modifications to eight of the 19 routes and eliminated one route entirely. These changes were made to improve operational efficiencies, including ensuring the remaining routes were able to service the area where the route was eliminated. Specifically, the changes were as follows:

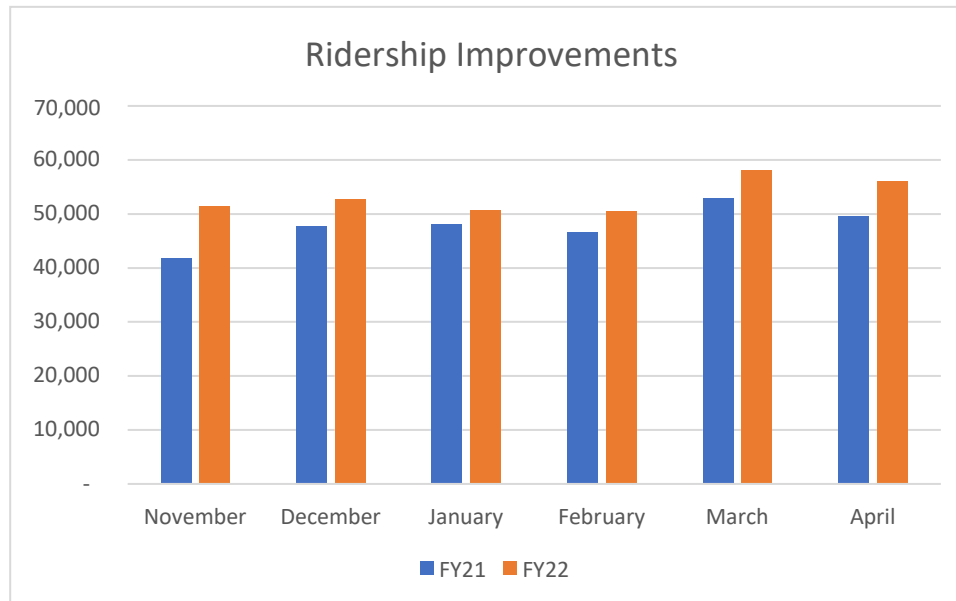
- Route 11: Added additional trips throughout the day to increase frequency. Route timing was adjusted to increase connections with the LinC to connect Collier Area Transit to Lee County Transit.
- Route 12: Removed one morning trip at 6:30 to allocate time to other routes.
- Route 17: Service along US41 was removed, creating a new loop along Collier Blvd and Rattlesnake Hammock Rd.
- Route 18: Removed from service.
- Route 22 and Route 23: These two Immokalee routes were realigned as bi-directional loops servicing the Immokalee area on routes that serve in opposite directions.
- Route 24: The route remains on the same path but will only make select trips to the farthest part of the route, allowing higher frequency along the busier part of the route.
- Route 27: The North Collier Regional Park was removed from service due to very low ridership at the stop.
- Route 121: The starting timepoint was changed to remove duplicative service in Immokalee on the morning run.

With the implementation of these changes CAT have seen a steady growth in ridership for the months of November 2021 through April 2022 compared to the year prior during the same months as depicted in Figure 2-1. The route modifications allowed CAT to attain the following Service improvements recommended in the Implementation Program for 2022

- ✓ Realign Route 17 eliminate portions of US41;
- ✓ Eliminate Route 18;

- ✓ Realign Route 22;
- ✓ Realign Route 23;and
- ✓ Shorten headway for Route 24 from 85 to 60 minutes

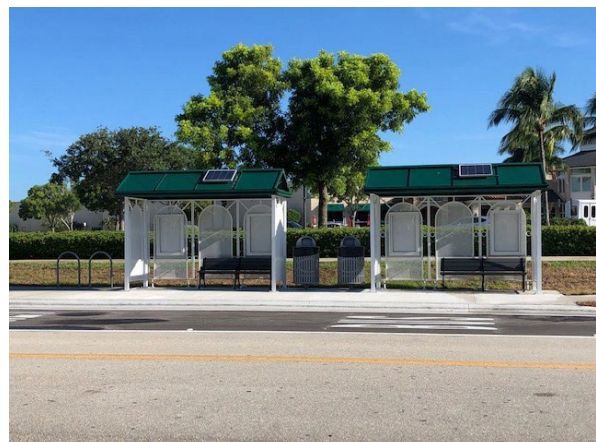
**Figure 2-1: Service Improvement Impact on Ridership**



Other route changes listed in the implantation plan with an implementation year of 2022 are being evaluated as part of the seasonal schedule change in the Fall of 2022.

Off-season modifications were implemented in April 2022, to adjust route timing in response to the traffic volume shifts and to add an additional run to Route 24 to enhance the service to rural residents into the urban area.

**Bus Shelter Improvements** - CAT continues to implement is bus shelter improvement plan with the construction of 10 shelters and installation of one bench at various location throughout Collier County during County FY 22. The goal of completing at least 10 bus stop improvement per year was exceeded



this past year with the construction of 12 shelters and one bench so far this fiscal year (October 2021 thru April 2022) with more planned for installation for this year.

**ADA Bus Stop Improvements** - The bus stop improvement plan includes improvements to stop locations to make them ADA accessible. In County FY 22, CAT constructed 28 ADA accessible boarding and alighting pads. So far this fiscal year, 15 ADA accessible pads have been constructed with more planned throughout the year. These counts incorporate the shelters that were built with ADA improvements.



**Paratransit Software Improvements – Ecolane** – In July 2021, CAT implemented the Ecolane scheduling software as a replacement to the RouteMatch system previously used for the paratransit service. The new system is a fully automated, real-time, batch order taking, scheduling, and dispatching software solution that will schedule standard paratransit demand response trips. In March 2022, an enhancement to the Ecolane system, called CATconnect Mobile App, was implemented and added the capability for users to schedule and monitor their trips. CATCash was also implemented as part of the mobile app, giving passengers and their caregivers access to an account-based system in which they can deposit money and fares are deducted as trips are completed. This mobile app is proving to be a time saver for passengers and removes the hassle of handling cash on each ride. The app allows users to view and edit trip details as well as keep record of past and upcoming trips.

**CAD/AVL System Upgrade** – CAT invested in a Computer Aided Dispatch/Automated Vehicle Locator (CAD/AVL) system over 10 years ago and is ready for an upgrade. In an effort to improve existing products and services, system efficiencies, and customer convenience when utilizing the system, the Public Transit & Neighborhood Enhancement Division (PTNE) put out a solicitation to obtain proposals for a turnkey, industry-standard system. In March 2022, the Collier County Board of County Commissioners approved a contract between INEO dba Engie and Collier County which allows the replacement of the following components:

- CAD/AVL – Computer Aided Dispatch/Automatic Vehicle Locator.
- MDT - Mobile Data Terminals which allows single log-on for operators.
- AVA - Automatic Voice Annunciation System for ADA compliance.
- APC - Automated Passenger Counters for easy fare collection.
- Integration with the Fare Box solution (currently being solicited) with single sign on capability.

- Integration with Collier Area Transit (CAT) Mobile Ticketing system operated by Masabi with the ITxPT standard.
- Signs, onboard infotainment system.
- Business Intelligence tools for incident management.
- A fully operational schedule software or the ability to integrate with a third-party scheduling module.
- Pre and Post Trip Inspection capability to be integrated on the MDT.
- Integration with Traffic Signal Priority (TSP) to fully automate via the CAD/AVL, utilizing the bus schedule and real time vehicle location.

CAT has been working to provide the best technology available to stay up to date with the latest Intelligent Transportation Systems. These implementations push CAT toward a better riding experience for passengers and users of our service.



Figure 2-3  
System Map

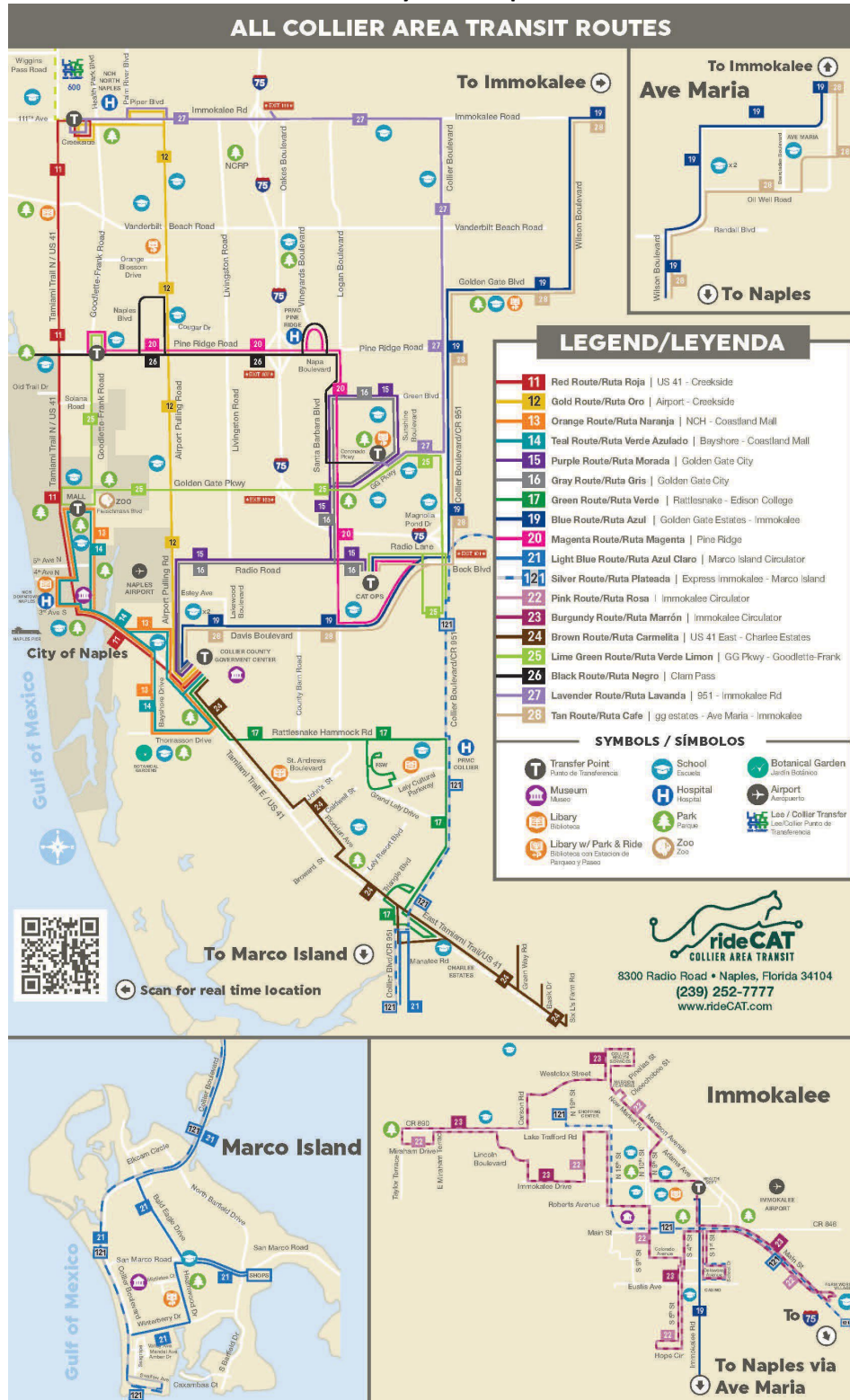




Figure 2-4  
Route 29 Beach Trolley



## 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 in **Figure 2-3**. 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 were no significant changes made to the transfer facilities since the last Annual Progress Report.

## Marketing and Public Involvement/Communications

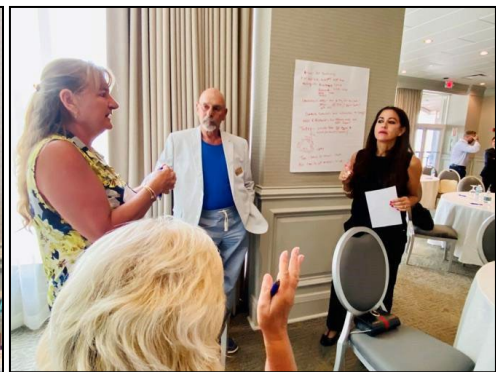
CAT is always working towards promoting the service that it provides and educating the public about the modifications made to the service for public awareness. As our previous TDP Annual Update did not include events within FY21, the following efforts were conducted between October 1, 2020 and April 2022.

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

- October 13, 2020 - **Barron Collier High School WebEx Presentation**
- November 13, 2020 - **Naples High School WebEx Presentation**
- May 7, 2021 - **Bridge Prep Academy Presentation**
- June 23, 2021 - **North Collier Regional Camp Presentation**
- June 24, 2021 - **Eagle Lakes Camp Presentation**
- February 26, 2021 - **CAT's 20<sup>th</sup> Anniversary Transportation Show** - The theme of CAT's 20th Anniversary celebration was 20 Years of Movement, which included a transportation show, displaying various forms of transportation throughout the years, with a chance to win a trophy for the Best of Show. The public was invited to attend and CAT had the Deputy County Manager

and a County Commissioner speak to the growth of our system and the value of transit that CAT has provided over the past two decades. This event was awarded 2<sup>nd</sup> place in the special events category at the 2021 FPTA Conference for agencies in our category.

- April 22, 2021 - **COA Workshop-Government Center** – As part of our Comprehensive Operations Analysis, we took our findings and recommendations to the public at our transfer stations to ask for their input on the plans developed. We were able to survey several riders with valuable input for our process. We provided staff at the workshop that could communicate in English Spanish, and Creole to provide information for multiple languages.
- April 24, 2021 -**COA Workshop- Immokalee** - As part of our Comprehensive Operations Analysis this was our second workshop to share our findings and recommendations with the public at our transfer stations. We provided staff at the workshop that could communicate in English Spanish, and Creole to provide information for multiple languages.
- August 25, 2021 - **Marco Island Transportation Summit** - A Transportation and Hospitality Summit was hosted by Marco Beach Ocean Resort in partnership with the Florida Restaurant and Lodging Association (FRLA), Blue Zones Project, Collier Area Transit, Commute Connector and Commute Enterprise. CAT was able to present our current services within the Marco Island area and discuss challenges and areas in need of improvement to better serve the commuting workforce as well as provide transit options for residents.



- October 15, 2021 - **White Cane Event** - Every year on October 15th, clients and their families and friends are invited to participate in a short walk on 5th Avenue to promote White Cane Safety Day and recognize the white cane as a tool of independence for blind and visually impaired pedestrians in our communities. White Cane Safety (Awareness) Day commemorates the state and federal laws requiring motorists to yield the right-of-way to pedestrians using a white cane or guide dogs. CAT participated in the walk and set up an information booth for the duration of the event.
- November 5<sup>th</sup>, 2021 - **Try Transit Day for Mobility Week w/ Public Workshop on Seasonal Changes** - Collier Area Transit offering FREE RIDES in honor of Mobility Week. Staff was stationed at the Immokalee Health Department passing out information regarding the Season 2021 schedule, passing out refreshments,





promoting the new rideCAT app, and answering any questions about the transportation system. Spanish and Creole speakers were also present.

- December 11, 2021 - **Immokalee Christmas Parade** – CAT participated in the annual Christmas parade in Immokalee. We distributed thousands of pieces of candy as well as a large amount of CAT branded items.

- February 15, 2022 - **Know Your County Government Presentation** - This is an annual event that is sponsored by Collier County 4-H, Collier County Schools, and League of Women Voters. During this 4-day event, 32-35 youth tour around Collier County Government and the county to learn about services provided by the local government. CAT was able to meet with the group at our Intermodal Transfer Station to educate the students on our services transporting people all over Collier County.



- April 23, 2022 - **Try Transit Day** – CAT partnered with Lee, Sarasota and Manatee Counties to offer Try Transit for FREE regionally on Saturday, April 23, 2022, to commemorate Earth Day, which takes place the day before. This was a great opportunity to promote our services along with the environmental and health benefits that go along with riding transit.

- March thru May 2022 - **Display Case at Naples Regional Library** – The Naples Regional library reached out to CAT requesting us to fill a display case at their location. CAT accepted for three months with us updating the theme and content in the display each month. March had a rideCATConnect app display with flowers and spring-like decorations to draw attention to the table. April had Earth Day/Try Transit Day decorations, with literature focusing on the health and environmental benefits of riding transit. May has a Summer Paw Pass display, with beach-themed decorations.



## Public Participation

As identified within Collier Area Transit's Public Participation Plan (PPP), this annual update to the Transit Development Plan (TDP) has gone through a 15-day public comment period. Drafts of the report along with comment sheets were distributed to Libraries, City Halls, and other municipal buildings throughout the county. Along with the physical copies distributed, we also posted the draft on the CAT website for public comment and notified the public with a service alert. The public comment period was open from May 16<sup>th</sup> through May 30<sup>th</sup>, 2022. There were no significant comments during this time related to the report.

## Section 3 – Revisions to the Implementation Plan

### 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 TDP Major Update. Collier County will actively pursue funding opportunities to implement recommendations from the 2021-2030 TDP.

The following items not listed in the implementation plan were addressed within 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 FY22, Collier County will continue this effort to provide an accessible service for all.

This section provides an analysis of the discrepancies between the 2022-2031 Transit Development Plan and its implementation. Many of the changes resulted in improvements being delayed by one year, which are noted in the Implementation Plan.

### Implementation Plan Accomplishments and Changes

We have made significant progress on many of the goals listed on the implementation plan shown in our previous Major TDP Report. We have pushed back implementation of some of the route changes, frequency enhancements, and service expansions by one year due to funding constraints. These changes are noted in the implementation plan below, identifying the target years listed in our previous TDP Update. There were a few projects listed in the Implementation Plan within the Major TDP that projected an implementation year of 2022. CAT has completed and made progress on many of them with others being evaluated for implementation later in the year.

During FY21, Collier Area Transit procured the services of Kimley-Horn to conduct a Comprehensive Operations Analysis (COA). Through this process, recommendations have been made regarding the frequency and realignment of our routes and a timeline for these changes. With the completed COA, the years set out in the implementation plan for service improvements may be changed. We implemented many of the near-term service enhancements recommended in the COA at the start of FY22 with plans to continue implementation at the start of FY23. As part of the recommendations, a few items listed on the implementation plan were completed with our seasonal schedule change at the start of FY22. Re-



alignments of Routes 22 and 23 were completed, Route 17 was realigned which removed part of the US41 corridor from the service area on the route, and Route 18 was removed from service.

We have made significant progress towards reaching the listed technology upgrades. In January of 2022, the onboard surveillance system on all buses were upgraded to have live feed capability, event tagging, download tagging, and one unified component on the buses. CAT recently completed a Request for Proposal to solicit for upgrades to much of our other software and onboard technology. We have started and are planning to have this technology installed during FY22 and into the beginning of FY23. The Board of County Commissioners approved a contract March 8, 2022 that will allow the replacement and installation of a wide array of Intelligent Technology Systems, listed in Section 2.

CAT is currently working with the Collier MPO to draft a scope and request a study regarding Regional Service and Regional Fares. When completed, this would include studying the UF/IFAS / Lehigh Acres area for possible connection with our services. The study may also produce additional ideas for regional connectivity and fare-sharing.

Table 3-1 below provides a copy of the implementation plan included in the last TDP Update highlighting those service improvements that are on target with the plan. The other route network modifications slated for implementation in 2022 are in planning and expect to be implemented in the fall of 2022. Due to funding constraints the 2 studies identified for implementation in 2022 (I-75 Managed Lanes Express Study, previously named I-75 Premium Express; and Immokalee/Lehigh Acres Service Study) are being recommended to be deferred to 2025 for completion. We previously listed a UF/IFAS Lehigh Acres Services and a Fares study, which has been taken on by the MPO and will be completed by next year, shown as a Regional Service and Fares Study in the Implementation Plan.

**Table 3-1**  
**CAT TDP 2023–2032 Implementation Plan**

	Previous Implementation Year	Revised Implementation Year	10-Year Operating Cost YOE	10-Year Capital Cost YOE	Existing or New Revenues
<b>Service Improvements</b>					
Maintain Existing Service			\$117,818,191	\$20,769,768	
Maintain Existing Fixed-Route Service	2021	2022	\$68,693,299	\$15,836,143	Existing
Maintain Existing Paratransit Service	2021	2022	\$49,124,892	\$4,742,027	Existing
Replacement of Support Vehicles	2021	2022	\$0	\$191,598	Existing
<b>Route Network Modifications</b>			\$9,441,652	\$2,153,818	
Extend Route 11 into Walmart Shopping Ctr	2023	2024	\$0	\$0	Existing
Extend Route 12 into Walmart Shopping Ctr	2023	2024	\$0	\$0	Existing
Realign Route 13 shorten to 40 min. headway	2023	2024	\$0	\$0	Existing
Realign Route 14 operate at 60 min. headway	2023	2024	\$0	\$0	Existing
Realign Route 17 eliminate portions of US 41	2023	2022	\$0	\$0	Existing
Eliminate Route 18	2022	2022	\$0	\$0	Existing
Realign Route 19/28 eliminate part of 846	2023	2022	\$0	\$0	Existing
Realign Route 20/26 eliminate Santa Barbara	2023	2022	\$0	\$0	Existing
Realign Route 21 create Marco Express	2024	2025	\$0	\$0	Existing
Realign Route 22	2022	2022	\$0	\$0	Existing
Realign Route 23 headway 60 to 40 minutes	2023	2024	\$3,805,909	\$503,771	Existing
Golden Gate Pkwy Split Route 25 E-W Route	2027	2027	\$0	\$0	Existing
Goodlette Frank Rd - Split Route 25 N-S Route	2027	2027	\$1,838,052	\$550,016	Unfunded
Immokalee Rd - Split Route 27 E-W Route	2027	2027	\$1,898,845	\$550,015	Unfunded
Collier Blvd - Split Route 27 N-S Route	2027	2027	\$1,898,846	\$550,016	Unfunded
<b>Increase frequency</b>			\$22,092,501	\$4,551,796	
Route 15 from 90 to 45 min	2023	2024	\$1,632,384	\$503,771	Unfunded
Route 16 from 90 to 45 min	2023	2024	\$1,561,054	\$503,771	Unfunded
Route 24 from 85 to 60 minutes	2022	2022	\$2,045,921	\$503,771	Existing
Route 121 - add one AM, one PM	2022	2024	\$1,632,384	\$503,771	Unfunded
Route 14 from 60 to 30 min	2023	2024	\$2,439,146	\$512,698	Unfunded
Route 17/18 from 90 to 45 minutes	2023	2024	\$2,585,495	\$503,771	Unfunded
Route 11 from 30 to 20 mins	2023	2024	\$6,529,536	\$503,771	Unfunded
Route 12 from 90 to 45 mins	2023	2024	\$2,829,466	\$503,771	Unfunded
Route 13 from 40 to 30 min	2023	2024	\$837,115	\$512,698	Unfunded

**CAT TDP 2023–2032 Implementation Plan – (cont.)**

	Previous Implementation Year	Revised Implementation Year	10-Year Operating Cost YOE	10-Year Capital Cost YOE	Existing or New Revenues
<b>Service Improvements</b>					
<b>Service Expansion</b>			<b>\$2,404,181</b>	<b>\$0</b>	
Route 17/18 - Extend to 10:00 PM	2023	2024	\$1,202,011	\$0	Existing
New Route 19/28 - Extend to 10:00 PM	2027	2027	\$292,876	\$0	Unfunded
Route 24 - Extend to 10:00 PM	2027	2027	\$302,976	\$0	Unfunded
Route 11 - Extend to 10:00 PM	2029	2029	\$256,914	\$0	Existing
Route 13 - Extend to 10:00 PM	2029	2029	\$174,702	\$0	Existing
Route 14 - Extend to 10:00 PM	2029	2029	\$174,702	\$0	Existing
<b>New Service</b>			<b>\$14,346,741</b>	<b>\$2,862,604</b>	
New Island Trolley	2024	2024	\$5,510,821	\$864,368	Unfunded
New Bayshore Shuttle	2025	2025	\$2,009,995	\$531,029	Unfunded
New Autonomous Circulator	2029	2029	\$524,105	\$569,681	Unfunded
New Naples Pier Electric Shuttle	2029	2029	\$822,125	\$569,681	Unfunded
MOD – Golden Gate Estates	2029	2029	\$1,634,460	\$81,961	Unfunded
MOD – North Naples	2029	2029	\$817,230	\$81,961	Unfunded
MOD – Naples	2029	2029	\$1,938,887	\$81,961	Unfunded
MOD – Marco Island	2029	2029	\$1,089,119	\$81,961	Unfunded
Route from UF/IFAS to Lehigh Acres	2029	2029	Unknown	Unknown	Unfunded
Express Premium Route to Lee County	2029	2029	Unknown	Unknown	Unfunded
<b>Other Improvements</b>			<b>\$0</b>	<b>\$2,950,758</b>	
<b>Technology improvements*</b>	<b>2021</b>	<b>2022</b>	<b>\$0</b>	<b>\$2,720,920</b>	<b>Existing</b>
Study: I-75 Managed Lanes Express	2021	2025	\$0	\$25,000	Existing
Study: Santa Barbara Corridor Service	2022	2024	\$0	\$25,000	Existing
Study: Immokalee/Lehigh Acres Service***	2023	2023	\$0	\$25,000	Existing
Study: Regional Service and Fares	2022 / 2024	2023	\$0	\$119,838	Existing
<b>Other Technology improvements**</b>	<b>TBD</b>	<b>2022</b>	<b>0</b>	<b>\$35,000</b>	<b>Existing</b>
Study: Immokalee Road Transfer Hub	TBD		TBD		Unfunded
Branding beach buses, other services	TBD		TBD		Unfunded
Park and Ride Lots	TBD		TBD		Unfunded

### CAT TDP 2023–2032 Implementation Plan – (cont.)

	Previous Implementation Year	Revised Implementation Year	10-Year Operating Cost YOE	10-Year Capital Cost YOE	Existing or New Revenues
Service Improvements					
<b>Transit Asset Management</b>			<b>\$0</b>	<b>\$23,157,400</b>	
40' Bus Replacement	2023	2023	\$0	\$489,000	Funded
Support truck replacement	2023	2023	\$0	\$26,200	Funded
Replace 3 Cutaway Vehicles	2023	2023	\$0	\$250,000	Funded
Five (5) 35ft Buses Replacement	2024	2024	\$0	\$2,800,000	Unfunded
Replace 4 Cutaway Vehicles	2024	2024	\$0	\$360,000	Unfunded
Replacement Maintenance and Operations Facility	2024	2024	\$0	\$18,000,000	Partial Funding
two (2) 40ft Bus Replacement	2025	2025	\$0	\$1,160,000	Unfunded
Replacement of 2 Support Vans	2026	2026	\$0	\$46,000	Unfunded
Replacement of Support Truck	2026	2026	\$0	\$26,200	Unfunded
<b>10-Year Funded Projects and Maintain Existing Service</b>			<b>\$123,670,021</b>	<b>\$37,677,512</b>	
<b>10-Year Total of Unfunded Projects</b>			<b>\$40,029,065</b>	<b>\$18,768,628</b>	

*Rows highlighted in orange indicate service improvement completion within the previous fiscal year.*

*\*Avail Replacement, APC, Annunciators, Onboard Information Media, Farebox Replacement, paratransit scheduling software, TSP, on-board surveillance, paratransit fare payment, IVR*

*\*\*Fixed-route scheduling software*

*\*\*\*To be completed as part of the Regional Study*

## Section 4 – Status of Goals and Objectives

### Assessment of 2019 TDP Major Update Goals and Objectives

Goals and Objectives are an integral part of any transportation plan as they provide the policy direction to achieve the community's vision. CAT's TDP contains seven goals, each with objectives and initiatives designed to meet the corresponding goal.

An assessment of CAT's goals, objectives, and initiatives, as outlined in the 2020 Major Update, was conducted as part of this progress report. Importantly, several goals and objectives are modified from the prior year. The goals, objectives, and initiatives contained in the TDP Major Update were developed to support the service network redesign that was underway when the Major Update was completed in 2019. Having implemented that new service design, revisions to goals, objectives, and strategies were necessary to reflect a new service delivery approach and operating environment. Coupled with new initiatives to improve the CAT brand, expand services marketing, and customer-facing technology enhancements, several of the prior objectives and targets are no longer applicable or relevant.

## Section 4 - ASSESSMENT OF GOALS, OBJECTIVES, & INITIATIVES

Objective/ Initiative	Description	Timeline/ Implemented	2022 Assessment	Target
<b>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.</b>				
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	CAT has several routes that further this initiative. 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; and Route 24 provides service along Tamiami Trail E from the Government Center to 6 L's Farm and frequency has been enhanced. Route 20/26 modifications are being studied to ensure proposed modifications do not affect the access needed to destinations/opportunity. CAT has exceeded maintaining the 95% target.	Maintain 95% of Existing Service
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. Modifications were made to increase frequency to Route 11. Additional modification to the remaining north/south routes is not scheduled for this year. CAT has exceeded maintaining the 95% target.	Maintain 95% of Existing Service



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 route 11 during peak hours. 100% of the identified frequency enhancements for FY22 has been achieved. The completion of increased frequency along some routes is not scheduled for implementation until future progress reports. PTNE staff will continue to seek additional funding.	Implement 30% of route frequency enhancement noted in the Implementation plan.
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 Plan does not contain an implementation year for this initiative. A study is being worked on between CAT and the Collier MPO to look into regional travel which may include BRT as an option if warranted.	Complete Regional Study by 2024 and evaluate bus rapid transit as part of study.
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.	2029	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.	Implement 2 MOD projects from the implementation plan by 2029.
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. Current Average OCR Status is Good, which exceeds the target.	Maintain Cartegraph Overall Condition Rating (OCR) of Average as an accumulative average of all bus stops.
Initiative 1.2.2	Install and maintain bus stop amenities according to an ADA compliant Passenger Amenities	Ongoing	CAT has developed an Amenities Program, to identify future bus stop improvements and standards. As funding becomes	Install a minimum of ten ADA-

	Program and Bus Stop Amenities Guidelines.		available the program will be followed. 15 ADA compliant bus stop improvements have been completed so far in FY22.	compliant bus stop improvements.
Initiative 1.2.3	Install a minimum of ten ADA-compliant, accessible bus stop shelters per year.	Ongoing	In FY22, 12 new ADA-compliant shelters have been constructed. Further construction is planned within the year.	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.	Ongoing	Coordination with FDOT as well Collier County Transportation Planning occurs monthly to evaluate potential stop improvements in conjunction with roadway improvements. Coordination is underway for needed bus stop improvements along Collier Blvd.	Meet a minimum of monthly with staff regarding roadway and new developments
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. 15 ADA-compliant stops have been constructed in FY22 with more planned for improvement.	Install a minimum of ten ADA-compliant bus stop improvements.
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	CAT provides service to all Very High and High TOI areas noted in the latest TDP Update and will continue to explore opportunities to enhance service in those areas.	Evaluate TOI once new census data becomes available.
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. No service expansions were identified to be completed this fiscal year.	Implement at least 2 service expansions from the implementation plan.

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	CAT currently provides service in these areas but will continue to explore funding opportunities for improved service to these areas.	By 2029, implement MOD or expanded service for Golden Gate Estates area from Implementation plan.
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.	2023, 2024, 2027, 2029	CAT has completed the Route 11 frequency enhancement this fiscal year which completes 11% of the total listed frequency enhancements. CAT continues to explore MOD options with plans for implementation by 2029.	Implement 30% of route frequency enhancement or at least 2 MOD areas noted in the Implementation plan.
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.	2023, 2024, 2027, 2029	CAT has completed the Route 11 frequency enhancement this fiscal year which completes 11% of the total listed frequency enhancements. CAT continues to explore MOD options with plans for implementation by 2029.	Implement 30% of route frequency enhancement noted in the Implementation plan.

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.	Ongoing	CAT is working with Commuter Services to establish vanpooling with major employers. As of March 2022, 6 vanpools were established in Collier County with 88 participants. A park and ride study has been conducted identifying potential properties suitable for these facilities. Funding opportunities will be pursued for the acquisition and/or development of these lots.	Meet quarterly with FDOT and Commute Connector to discuss the progress and effectiveness of the Vanpool service. Pursue Park and Ride Study initiatives towards acquisition and construction of lots in the future.
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.	2023, 2024, 2027, 2029	Collier County has obtained a grant through Florida Developmental Disabilities Council to provide on demand service, which will provide informative data for further implementation for TD riders in the future.	Implement at least one MOD service from Implementation plan based on paratransit ridership data.
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	CAT 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.	Continue regular partnership coordination with the MPO, FDOT and County Division to provide input of how transit improvements can be incorporated in

				applicable roadway projects.
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.	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. In the past year we have attended 2 Immokalee CRA meetings and 1 Bayshore Gateway Triangle CRA meeting.	Attend at least 2 Community Improvement Organization's meetings annually to encourage transit improvements in their applicable district.
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	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.	Attend monthly County coordination meetings.  Pursue Land Development Code (LDC) amendments as applicable.

	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.	Completed 2021	The Comprehensive Operating Analysis developed metrics to determine the adequate level of service for each route type and a process to take if levels are not being met.	
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. CAT and the Collier MPO are working to fund a regional transportation study that will look into these areas.	Complete Regional Study by 2024.
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.	Complete Regional Study by 2024 and pursue funding recommendation from the study.



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 is continuously evaluating the best means of broadcasting initiatives and promotion of services, radio, social media and digital advertising is consistently published by our Marketing Coordinator. Further effort is needed to monitor ridership connected to marketing campaigns.	2% increase in ridership attributable to marketing and advertising 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.	2024, 2029	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. A local, on-island, trolley was proposed for the residents in Marco Island, but they were not supportive of the idea.	Brand routes that are targeting tourist.
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, 2029	The rideCAT and planCAT apps are available to riders to view current routes and bus locations as well as buy and use tickets. The Transit App is also available which allows users to track the routes with additional capabilities. MOD is still being investigated for feasibility.	Implement MOD software along with MOD Service to manage and facilitate the use of service.
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	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	Complete Marketing Strategies study by 2024.

	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.		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 FY22, CAT has attended multiple public outreach activities/events but further coordination with the Chamber of Commerce is required to distribute CAT service information. A planned increase in our corporate bus pass program advertising may help complete this goal with more outreach to the local businesses.	Develop material to promote the use of CAT geared towards the employer to be completed by 2023
Initiative 1.7.4	Provide travel training for persons interested in using the CAT system.	Ongoing	CAT Travel Training is available to educate riders on how to use the system whenever requested. CAT's website also includes detailed guides on how to use the system, read our schedules, and the services available.	Maintain CAT's website with the latest information regarding travel training and provide information to paratransit passengers that may be able to utilized Fixed Route services.
Initiative 1.7.5	Conduct outreach activities at community events, schools, and other organizations to teach	Ongoing	CAT staff has so far attended or hosted 6 events in FY22. Further outreach activities are planned for the rest of the year.	Attend or host at a minimum 6 events

	students and the public how to use CAT and the benefits of CAT services.			throughout the year.
Initiative 1.7.6	Garner relationships with local media and news outlets to keep the community aware and involved.	Ongoing	CAT created radio advertisements on local radio stations and will continue to explore further marketing strategies with local media outlets.	Submit news release to media outlets to promote service change and events.

**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	Refer to Initiative 1.4.2	Refer to Initiative 1.4.2
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.	Attend MPO Committee meeting including BPAC and CMC.
Initiative 2.1.3	Coordinate with Collier County Driver License and Motor Vehicle Service Centers to promote CAT fixed-route	Recommend target implementation in 2025		Develop promotional material and meet with DMV to be completed by 2025

	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.	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.	Complete Marketing Strategies study by 2024.
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	CAT is planning to increase awareness of the corporate bus pass program, which will reach out to major businesses in the area with information about our services and a special rate on the monthly pass for large businesses.	Develop marketing material for corporate bus pass program. Distribute to all the qualified employers by 2023.
Objective 2.2	Design mobility services to reduce environmental impacts.			
Initiative 2.2.1	Transition fleet to alternative fuels vehicles.	2023, Ongoing	CAT is required to develop an electrification plan and will have to hire a consultant to help them prepare this	Complete Electrification Transition plan by 2023.

			plan. Recommended implementation date is 2023 in order to qualify for future grant. In FY20 CAT applied and was awarded the 5339 Bus and Bus Facility Grant which includes 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.	2023, 2029	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.	Complete Electrification Transition plan by 2023.  Implement 1 MOD area from the Implementation Plan.
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.	2023, 2024	In 2020 CAT was awarded the 5339 Bus and Bus Facility Grant which includes purchasing 2 Electric Vehicles to serve as back-up power for emergencies.	Complete Electrification Transition plan by 2023.
Initiative 2.3.2	Explore solar powered canopies to energize the maintenance building and buses and provide shade.	2024, 2025	In 2020 CAT was awarded the 5339 Bus and Bus Facility Grant which include the purchase of solar panels to provide electricity to the facility.	Complete the construction of solar canopies by FY25



**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. None of the events this fiscal year have been specific to job/employer outreach.	Participate in a minimum of 2 job/employer outreach events.
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.	Ongoing	CAT developed a flyer describing the benefits of utilizing Public Transportation which included economic, health and environmental benefits.	Develop marketing material.
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.	2024	CAT has not made progress on this initiative.	Develop marketing material and distribute by 2024.

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.	Use of social media, media outlets, and radio to disseminate information.
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.	Utilization of social media ad placements to market transit.
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.	Ongoing	Event, Sales & Marketing Coordinator manages all forms of social media to reach out and communicate with the public to provide information regarding mobility services.	Develop marketing strategies to target different demographic and programs by 2024.
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	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.	Participate in Quarterly Meetings.

	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.	Ongoing	Refer to Initiatives 1.4.2 and 2.1.1	Participate in quarterly meetings.
<b>Goal 4: Coordinate the development and provision of mobility services with local, regional, state planning efforts and through public and private partnerships.</b>				
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).	2023	CAT will coordinate with County Planning Division to pursue inclusion of the recommended changes listed in the TIA into the Collier County Land Development Code and Growth Management Plan as applicable.	Implement recommendations from TIA by 2023.

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.	Participate in bi-weekly meetings to review future developments.
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 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.	Implement recommendations from TIA by 2023.
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	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. Coordination with Transportation Planning is needed to determine whether adding a transit component to traffic impact studies is feasible.	Implement recommendations from TIA by 2023.

	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.	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.	Meet monthly with appropriate divisions.
<b>Goal 5: Use technologies and innovations in service delivery to improve productivity, efficiency, reliability, and cost-effectiveness of mobility services and operations.</b>				
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. Already in place are: A Mobile App and Website functionality to display Real-time arrival and departure per stop information and also allowing riders to buy tickets, view routes, and plan trips for Fixed Route. CAT has developed General Transit Feed Specifications that were submitted to Google Transit and approved. Passengers can plan their	Implement ITS initiatives within the Implementation Plan.

			trip using Google Maps. A paratransit app for Paratransit Service allowing passengers to view and edit trips as well as manage their account balance on the app.	
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.	2029	CAT will work on this initiative closer to planned implementation.	Implement MOD software along with MOD service to manage and facilitate the use of service by 2029.
Initiative 5.1.3	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.	2023	The data and evaluation of the paratransit mobile app, will allow us to determine what is needed upon implementation of MOD Service.	Implement ITS initiatives within the Implementation Plan by 2023
Initiative 5.1.4	Explore technology to allow merchants and employers to reduce	2023	CAT offers a corporate 30-Day Pass for employers with more than 300	Implement ITS initiatives within the Implementation Plan by 2023.

	fares for patrons and employees using smart cards and/or mobile pay applications.		employees for a discounted rate. The existing program is being evaluated. Patrons receive a reduced fare when buying multi-day passes on the RideCAT App or a smart card.	
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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 are monitored monthly at a minimum and updated as needed when route performance is not meeting desired standards. CAT previously conducted a Comprehensive Operations Analysis (COA) to examine existing service and are acting on the recommended improvements moving forward.	Annual review of route performance and compare to the established level of service.
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.	2022, 2024, 2026	Surveys are developed and distributed or advertised as necessary. Surveys have been created to pull a variety of information from transit users. CAT conducted a survey throughout 2022 utilizing QR codes affixed on the interior of buses, collecting valuable information. CAT is developing another survey for 2023.	Conduct passenger survey every two years.
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.	Provide comment cards at all events.  Maintain website to allow for comments and suggests to be submitted.



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 incorporated operator feedback into the route examinations and service recommendations.	Conduct operator surveys to obtain operational input every two years.
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.	Maintain Fleet age of less than seven years.
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.	Maintain inspection process to allow for operator to communicate concerns regarding vehicles.
<b>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.</b>				
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 coordinator is in contact with advertisers.	Maintain advertising program within the bus.  Modify program to allow for wrapping vehicles by 23.
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	CAT educates the public and local decision-makers on the importance of public transportation and the need for financial support at every opportunity, which includes attending MPO and Commissioner Board meetings throughout FY2022.	Attend Board meetings and MPO Board meetings to discuss transit initiatives and general services.
Initiative 7.1.3	Submit grant applications available through Federal, State, local, and private sources.	Ongoing	Grants are submitted as required.	Annually submit FTA and FDOT Grants.
Initiative 7.1.4	Annually seek to identify and obtain available alternative revenue sources for the provision of new and improved transit services.	Ongoing	CAT continuously searches for alternative revenue sources for new and improved transit services.	Evaluate Notice of Funding Opportunities as they become available.
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	No	Due to a lack of staff resources, this initiative has not yet been implemented.	Serve on and coordinate with the Collier County Tourist Development Council (TDC) by 2024

	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.	Partial	Refer to Initiative 4.1.1	Refer to Initiative 4.1.1
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.”	2024	There is a current provision for interested parties to participate in an “Adopt a Bench” program but the program will have to be enhanced and the opportunity for receive funding from a “Friends of CAT” group will have to be explored.	Modify advertising program to allow funds to be accepted via an establishment of 501(c)(3). By 2024.

## Section 5 – 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) 2022 Adopted Budget. Based on currently identified funding, existing service levels and capital improvements are planned through the first nine years of this Annual Progress Report, 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 2023 through FY 2032. 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, and the Collier MPO Transportation Improvement Plan. The only difference between the table in this update and the tables contained in the Major TDP is the addition of a new 10<sup>th</sup> year utilizing the assumption noted.

Transportation Improvement Program (TIP) FY 2022 - 2026, staff correspondence, and the Collier County FY 2022 Adopted Budget. These assumptions are summarized below.

### Cost Assumptions

#### Operating

Numerous cost assumptions were made to forecast transit costs for 2023 through 2032. 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 1.89% was used for all operating cost projections, based on the average Consumer Price Index (CPI) historical data from 2012-2021.
- Annual operating costs for future service enhancements are based on the projected annual service hours and cost per revenue hour of \$91.92 for fixed-route service and \$50.41 for paratransit service (both in FY21).
- 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 \$82,600 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 1.89% was used for capital cost projections, based on average CPI historical data from 2012 to 2021.
- 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 22/23 budget estimates 1% Enhancement Shelter Rehab to be \$45,000. Bus shelter expenses were assumed at the FY 2022 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 1.89%.
- Technology costs for Avail replacement, APCs, annunciators, onboard information media, and farebox replace were obtained from the draft budget proposals received.

## 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 2023-2027), the CAT FY 2021 TDP Annual Progress Report, and the Collier County Government FY 2022 Requested Budget. The distribution of 10-year operating revenues included in the 10-year Cost Feasible Plan.

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 2023-2027 for Collier County; an annual growth rate (1.89%) is applied after FY 2022, 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 2023-2027 for Collier County.

- Projected FDOT Block Grant revenues for 2023-2027 were obtained from the FDOT Adopted Work Program FY 2023-2027 for Collier County. A conservative annual growth rate of 1.89% 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 2023-2027 for Collier County. A conservative annual growth rate of 1.89% 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 5-2. Table 5-2 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 5-1 shown below, is the updated list of unfunded transit priorities approved by the MPO Board on April 8, 2022.

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 5-1  
2022 Transit Priorities**

Improvement	Category	Ranking	Implementation Year	Annual Cost	3-Year Operating Cost	10-Year Operating Cost	Capital Cost
Maintenance and Operations Facility Replacement	Transit Asset Management (TAM)	1	2025	\$ -	\$-	\$ -	\$7,900,000
Administration/Passenger Station Roof Replacement	Transit Asset Management (TAM)	2	2022	\$ -	\$-	\$ -	\$357,000
Route 15 from 90 to 45 minutes	Increase Frequency	3	2023	\$163,238	\$489,715	\$1,632,384	\$503,771
Route 11 from 30 to 20 minutes	Increase Frequency	4	2023	\$652,954	\$1,958,861	\$6,529,536	\$503,771
Route 12 from 90 to 45 minutes	Increase Frequency	5	2023	\$282,947	\$848,840	\$2,829,466	\$503,771
Route 16 from 90 to 45 minutes	Increase Frequency	6	2024	\$156,105	\$468,316	\$1,561,054	\$503,771
Fixed Route Bus - Replacement	Transit Asset Management (TAM)	7	2023	\$ -	\$-	\$ -	\$520,000
Route 14 from 60 to 30 minutes	Increase Frequency	8	2024	\$243,915	\$731,744	\$2,439,146	\$512,698
Site SL-15 Creekside	Park and Ride	9	2024	\$ -	\$-	\$ -	\$564,940
Beach Lot Vanderbilt Beach Rd	Park and Ride	10	2024	\$ -	\$-	\$ -	\$2,318,200
Route 17/18 from 90 to 45 minutes	Increase Frequency	11	2024	\$258,550	\$775,649	\$2,585,495	\$503,771
Route 13 from 40 to 30 minutes	Increase Frequency	12	2024	\$83,712	\$251,135	\$837,115	\$512,698
New Island Trolley	New Service	13	2025	\$551,082	\$1,653,246	\$5,510,821	\$864,368
Study: Mobility on Demand	Other Improvements	14	2025	\$ -	\$-	\$ -	\$50,000
Study: Fares	Other Improvements	15	2025	\$ -	\$-	\$ -	\$50,000
Support Vehicle - Replacement	Transit Asset Management (TAM)	16	2024	\$ -	\$-	\$ -	\$30,000
New Bayshore Shuttle	New Service	17	2026	\$201,000	\$602,999	\$2,009,995	\$531,029
Support Vehicle - Replacement	Transit Asset Management (TAM)	18	2025	\$ -	\$-	\$ -	\$30,000
Radio Rd Transfer Station Lot	Park and Ride	19	2027	\$ -	\$-	\$ -	\$479,961



Beach Lot Pine Ridge Rd	Park and Ride	20	2027	\$ -	\$-	\$ -	\$2,587,310
Immokalee Rd - Split Route 27 creating EW Route	Route Network Modifications	21	2028	\$189,885	\$569,654	\$1,898,846	\$550,016
Fixed Route Bus - Replacement	Transit Asset Management (TAM)	22	2027	\$ -	\$-	\$ -	\$525,000
Collier Blvd - Split Route 27 creating NS Route	Route Network Modifications	23	2028	\$189,885	\$569,654	\$1,898,846	\$550,016
Fixed Route Bus - Replacement	Transit Asset Management (TAM)	24	2027	\$ -	\$-	\$ -	\$525,000
New Route 19/28 - Extend Hours to 10:00 PM	Service Expansion	25	2028	\$29,288	\$87,863	\$292,876	\$0
Fixed Route Bus - Replacement	Transit Asset Management (TAM)	26	2027	\$ -	\$-	\$ -	\$525,000
Route 24 - Extend Hours to 10:00 PM	Service Expansion	27	2028	\$30,298	\$90,893	\$302,976	\$0
Fixed Route Bus - Replacement	Transit Asset Management (TAM)	28	2027	\$ -	\$-	\$ -	\$525,000
Goodlette Frank Rd - Split Route 25 creating NS Route	Route Network Modifications	29	2028	\$183,805	\$551,416	\$1,838,052	\$550,016
MOD – North Naples	New Service	30	2030	\$81,723	\$245,169	\$817,230	\$81,961
New Autonomous Circulator	New Service	31	2030	\$52,411	\$157,232	\$524,105	\$569,681
MOD – Marco Island	New Service	32	2030	\$108,912	\$326,736	\$1,089,119	\$81,961
MOD – Golden Gate Estates	New Service	33	2030	\$163,446	\$490,338	\$1,634,460	\$81,961
New Naples Pier Electric Shuttle	New Service	34	2030	\$82,213	\$246,638	\$822,125	\$569,681
MOD – Naples	New Service	35	2030	\$193,889	\$581,666	\$1,938,887	\$81,961

## COSTS AND REVENUES SUMMARY

Table 5-2 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 are identified in Table 5-3.

Table 5-2 – Status Quo Financial Plan

## 2023-2032 Cost Feasible Plan

Cost/Revenue		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-Year Total
		1	2	3	4	5	6	7	8	9	10	
<b>Operating</b>												
<b>Operating Cost</b>												
Maintain Existing Service - Fixed Route	Existing	\$8,119,998	\$8,273,466	\$8,429,835	\$8,589,159	\$8,751,494	\$8,916,897	\$9,085,426	\$9,257,141	\$9,432,101	\$9,610,367	\$88,465,884
Maintain Existing Service - Paratransit	Existing	\$5,012,924	\$5,107,668	\$5,204,203	\$5,302,562	\$5,402,781	\$5,504,893	\$5,608,936	\$5,714,944	\$5,822,957	\$5,933,011	\$54,614,877
Route 22 Realigned - no cost	Route Realignment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Route 23 Realigned plus freq 60 to 40	Route Realignment	\$0	\$410,707	\$418,469	\$426,379	\$434,437	\$442,648	\$451,014	\$459,538	\$468,223	\$477,073	\$3,988,489
New Route 25 EW, no change	Route Realignment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Route 25 NS, to Immokalee Rd	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$487,335	\$496,545	\$983,880
New Route 27 EW, Immokalee to Randa	Route Realignment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Route 27 NS, Collier 441 to Immok	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,006,906	\$1,025,937	\$2,032,843
Route 121 - Add one AM and one PM	Increase Frequency	\$0	\$176,155	\$179,485	\$182,877	\$186,333	\$189,855	\$193,443	\$197,100	\$200,825	\$204,620	\$1,710,694
Route 11 from 30 to 20 mins	Increase Frequency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$803,299	\$818,481	\$1,621,780
Route 12 from 90 to 45 mins	Increase Frequency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$348,096	\$354,675	\$702,771
Route 13 from 40 to 30 min	Increase Frequency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$114,872	\$117,043	\$231,915
Route 14 from 60 to 30 min	Increase Frequency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$334,708	\$341,034	\$675,742
Route 15 from 90 to 45 min	Increase Frequency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,825	\$204,620	\$405,445
Route 16 from 90 to 45 min	Increase Frequency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$214,213	\$218,262	\$432,475
Route 17/18 90 to 45 minutes	Increase Frequency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$354,790	\$361,496	\$716,286
Route 24 from 85 to 60-min	Increase Frequency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Route 11 - Extend Hours to 10:00 PM	Increase Hours of Service	\$0	\$0	\$0	\$0	\$0	\$0	\$128,962	\$131,400	\$133,883	\$136,414	\$530,659
Route 13 - Extend Hours to 10:00 PM	Increase Hours of Service	\$0	\$0	\$0	\$0	\$0	\$0	\$87,694	\$89,352	\$91,041	\$92,761	\$360,848
Route 14 - Extend Hours to 10:00 PM	Increase Hours of Service	\$0	\$0	\$0	\$0	\$0	\$0	\$87,694	\$89,352	\$91,041	\$92,761	\$360,848
Route 17/18 - Extend Hours to 10:00 P	Increase Hours of Service	\$0	\$0	\$0	\$0	\$0	\$0	\$158,882	\$161,884	\$164,944	\$168,061	\$653,771
Route 19/28 - Extend Hours to 10:00 P	Increase Hours of Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$77,652	\$79,120	\$156,772
New Island Trolley	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$856,852	\$873,047	\$1,729,899
New Bayshore Shuttle	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$361,484	\$368,317	\$729,801
New Autonomous Circulator	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$273,122	\$278,284	\$551,405
New Naples Pier Electric Shuttle	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$428,426	\$436,523	\$864,949
Mobility on Demand - Golden Gate	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$851,750	\$867,848	\$1,719,599
Mobility on Demand - North Naples	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$425,875	\$433,924	\$859,799
Mobility on Demand - Naples	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,010,394	\$1,029,490	\$2,039,884
Mobility on Demand - Marco Island	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$567,562	\$578,289	\$1,145,850
<b>Total Operating Costs</b>		<b>\$13,132,922</b>	<b>\$13,967,997</b>	<b>\$14,231,992</b>	<b>\$14,500,976</b>	<b>\$14,775,045</b>	<b>\$15,054,293</b>	<b>\$15,802,052</b>	<b>\$16,100,711</b>	<b>\$25,123,174</b>	<b>\$25,598,002</b>	<b>\$168,287,163</b>
<b>Operating Revenues</b>												
Federal Grant 5311	Existing	Federal	\$669,825	\$682,485	\$695,384	\$708,526	\$721,917	\$735,562	\$749,464	\$763,629	\$778,061	\$7,297,618
Local Match (5311)	Existing	Local	\$669,825	\$682,485	\$695,384	\$708,526	\$721,917	\$735,562	\$749,464	\$763,629	\$778,061	\$7,297,618
Federal Grant 5307 Operating Assistanc	Existing	Federal	\$1,058,234	\$1,078,235	\$1,098,613	\$1,119,377	\$1,140,533	\$1,162,089	\$1,184,053	\$1,206,431	\$1,229,233	\$11,529,264
Local Match (5307)	Existing	Local	\$1,058,234	\$1,078,235	\$1,098,613	\$1,119,377	\$1,140,533	\$1,162,089	\$1,184,053	\$1,206,431	\$1,229,233	\$11,529,264
Federal Grant 5307 ADA and Preventati	Existing	Federal	\$615,314	\$626,943	\$638,792	\$650,866	\$663,167	\$675,701	\$688,471	\$701,484	\$714,742	\$6,703,729
Federal Grant 5307 - CARES Act (ADA, F	Existing	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal Grant 5307 - ARP (ADA, Fleet M	Existing	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FDOT Transit Block Grant Operating Ass	Existing	State	\$815,204	\$830,611	\$846,309	\$862,305	\$878,602	\$895,208	\$912,127	\$929,366	\$946,931	\$8,881,492
TD Funding	Existing	State	\$797,187	\$812,254	\$827,606	\$843,248	\$859,185	\$875,424	\$891,969	\$908,827	\$926,004	\$8,685,209
Local Match for FDOT Transit Block Gra	Existing	Local	\$815,204	\$830,611	\$846,309	\$862,305	\$878,602	\$895,208	\$912,127	\$929,366	\$946,931	\$8,881,492
Local TD Funding	Existing	Local	\$2,291,975	\$2,335,293	\$2,379,430	\$2,424,401	\$2,470,223	\$2,516,910	\$2,564,479	\$2,612,948	\$2,662,333	\$24,970,643
Collier County CAT Enhancements	Existing	Local	\$3,429,210	\$3,494,022	\$3,560,059	\$3,627,344	\$3,695,901	\$3,765,753	\$3,836,926	\$3,909,444	\$3,983,332	\$37,360,609
Federal Grant 5307	New	Federal	\$0	\$0	\$298,977	\$304,628	\$310,385	\$316,252	\$785,461	\$800,306	\$815,432	\$830,844
FDOT Match for Federal 5307 and 5310	New	State	\$0	\$0	\$149,489	\$152,314	\$155,193	\$158,126	\$392,731	\$400,153	\$407,716	\$415,422
Local Match for Federal 5307 and 5310	New	Local	\$0	\$0	\$149,489	\$152,314	\$155,193	\$158,126	\$392,731	\$400,153	\$407,716	\$415,422
Existing Paratransit Fare Revenue	Existing	Local	\$180,345	\$183,754	\$187,227	\$190,765	\$194,371	\$198,044	\$201,787	\$205,601	\$209,487	\$1,964,829
Fare Revenue from New/Improved Serv	New	Fare	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fare Revenue from Existing Services	Existing	Fare	\$732,366	\$746,208	\$760,311	\$774,681	\$789,322	\$804,241	\$819,441	\$834,928	\$850,708	\$7,978,992
Other Local Revenues	Existing	Other Local Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Additional Local Revenue Required - Ne	New	Other Local Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Operating Revenue</b>			<b>\$13,132,922</b>	<b>\$13,381,134</b>	<b>\$14,231,992</b>	<b>\$14,500,976</b>	<b>\$14,775,045</b>	<b>\$15,054,293</b>	<b>\$16,265,284</b>	<b>\$16,572,698</b>	<b>\$17,624,050</b>	<b>\$17,957,145</b>
<b>Annual Revenues Minus Costs</b>			<b>\$0</b>	<b>(\$586,863)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$463,233</b>	<b>\$471,988</b>	<b>(\$7,499,124)</b>	<b>(\$7,640,858)</b>

## 2023-2032 Cost Feasible Plan

Capital			1	2	3	4	5	6	7	8	9	10	
Cost/Revenue			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-Year Total
<b>Capital Costs</b>													
<b>Vehicles</b>			<b>\$765,200</b>	<b>\$4,226,993</b>	<b>\$1,160,000</b>	<b>\$72,200</b>	<b>\$4,437,386</b>	<b>\$1,973,133</b>	<b>\$923,006</b>	<b>\$601,167</b>	<b>\$2,712,013</b>	<b>\$3,990,099</b>	<b>\$20,861,197</b>
Replacement Fixed Route Buses - Maintain Existing Service			\$489,000	\$2,800,000	\$1,160,000	\$0	\$3,950,246	\$1,724,960	\$585,854	\$0	\$0	\$3,098,517	\$13,808,577
Replacement Vans - Maintain Existing Paratransit Services			\$250,000	\$360,000	\$0	\$0	\$487,140	\$248,173	\$337,152	\$601,167	\$350,017	\$891,580	\$3,525,230
Replacement of Support Vehicles			\$26,200	\$0	\$0	\$72,200	\$0	\$0	\$0	\$0	\$0	\$0	\$98,400
Route 23 Realigned plus freq 60 to 40			\$0	\$533,496	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$533,496
Increase Frequency on Routes 24 and 121			\$0	\$533,496	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$533,496
New Island Trolley			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$503,769	\$0	\$503,769
MOD Service Zones (expanded microtransit)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,017	\$0	\$350,017
Spares for New Service and Improved Existing Service			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$608,208	\$0	\$608,208
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
<b>Other Capital/Infrastructure</b>			<b>\$2,001,766</b>	<b>\$17,001,000</b>	<b>\$484,997</b>	<b>\$519,163</b>	<b>\$503,503</b>	<b>\$513,019</b>	<b>\$522,715</b>	<b>\$532,594</b>	<b>\$542,660</b>	<b>\$552,917</b>	<b>\$23,174,334</b>
Shelter Rehab			\$34,595	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$34,595
Facility			\$1,500,000	\$16,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000,000
Bus Shelters			\$467,171	\$476,000	\$484,997	\$494,163	\$503,503	\$513,019	\$522,715	\$532,594	\$542,660	\$552,917	\$5,089,739
Security - Driver Protection Barriers			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Technology - Avail Replacement			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Technology - APC			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Technology - Annunciators			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Technology - Onboard Information Media			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Technology - Farebox Replacement			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Study Santa Barbara Corridor			\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Study: Regional Service and Fares			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Study I-75 Managed Lanes Express			\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Study Everglades City Vanpool			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Capital Costs</b>			<b>\$2,766,966</b>	<b>\$21,227,993</b>	<b>\$1,644,997</b>	<b>\$591,363</b>	<b>\$4,940,889</b>	<b>\$2,486,152</b>	<b>\$1,445,721</b>	<b>\$1,133,762</b>	<b>\$3,254,674</b>	<b>\$4,543,015</b>	<b>\$44,035,531</b>
<b>Capital Revenues</b>													
Local Match - Planning	Existing	Local	\$9,877	\$11,410	\$11,626	\$11,845	\$12,069	\$12,297	\$12,530	\$12,767	\$13,008	\$13,254	\$120,683
Federal Grant 5305 MPO Capital Assista	Existing	Federal											\$0
Federal Grant 5307 Capital Assistance	Existing	Federal	\$1,203,365	\$3,906,913	\$1,226,109	\$1,249,282	\$1,272,893	\$1,296,951	\$1,321,464	\$1,346,439	\$1,371,887	\$1,397,816	\$15,593,119
Federal Grant 5339 Capital Assistance	Existing	Federal	\$1,000,000	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000,001
Federal Grant 5339 Capital Assistance	Existing	Federal	\$453,082	\$2,318,153	\$461,645	\$470,370	\$479,260	\$488,318	\$497,548	\$506,951	\$516,533	\$526,295	\$6,718,156
Federal Grant 5310 Capital Assistance	Existing	Federal	\$225,000	\$324,000	\$0	\$0	\$438,426	\$223,356	\$303,437	\$541,051	\$315,015	\$802,422	\$3,172,707
Local Match 5310 Capital Assistance	Existing	Federal	\$25,000	\$36,000	\$0	\$0	\$48,714	\$24,817	\$33,715	\$60,117	\$35,002	\$89,158	\$352,523
Federal (FTAT + SU) for ADA Improve	Existing	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CARES (Security, 1 bus, Avail, Farebox re	Existing	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Capital Revenues</b>			<b>\$2,916,324</b>	<b>\$11,596,476</b>	<b>\$1,699,379</b>	<b>\$1,731,498</b>	<b>\$2,251,363</b>	<b>\$2,045,740</b>	<b>\$2,168,693</b>	<b>\$2,467,324</b>	<b>\$2,251,444</b>	<b>\$2,828,946</b>	<b>\$31,957,188</b>
<b>Annual Revenues Minus Costs</b>			<b>\$149,358</b>	<b>(\$9,631,517)</b>	<b>\$54,383</b>	<b>\$1,140,135</b>	<b>(\$2,689,526)</b>	<b>(\$440,412)</b>	<b>\$722,972</b>	<b>\$1,333,563</b>	<b>(\$1,003,230)</b>	<b>(\$1,714,070)</b>	<b>(\$12,078,344)</b>



Table 5-3 – Needs based Financial Plan

2023-2032 Unconstrained Plan												
Cost/Revenue		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-Year Total
		1	2	3	4	5	6	7	8	9	10	
<b>Operating Cost</b>												
Maintain Existing Service - Fixed Route	Existing	\$8,119,998	\$8,273,466	\$8,429,835	\$8,589,159	\$8,751,494	\$8,916,897	\$9,085,426	\$9,257,141	\$9,432,101	\$9,610,367	\$88,465,884
Maintain Existing Service - Paratransit	Existing	\$5,012,924	\$5,107,668	\$5,204,203	\$5,302,562	\$5,402,781	\$5,504,893	\$5,608,936	\$5,714,944	\$5,822,957	\$5,933,011	\$54,614,877
Route 22 Realigned - no cost	Route Realignment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Route 23 Realigned plus freq 60 to 40	Route Realignment	\$0	\$410,707	\$418,469	\$426,379	\$434,437	\$442,648	\$451,014	\$459,538	\$468,223	\$477,073	\$3,988,489
New Route 25 EW, no change	Route Realignment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Route 25 NS, to Immokalee Rd	Add New Service	\$0	\$0	\$0	\$0	\$452,169	\$460,715	\$469,423	\$478,295	\$487,335	\$496,545	\$2,844,482
New Route 27 EW, Immokalee to Randall	Route Realignment	\$0	\$0	\$0	\$0	\$467,125	\$475,953	\$484,949	\$494,114	\$503,453	\$0	\$2,425,594
New Route 27 NS, Collier 441 to Immokalee Rd	Add New Service	\$0	\$0	\$0	\$0	\$467,125	\$475,953	\$484,949	\$494,114	\$503,453	\$1,025,937	\$3,451,531
Route 121 - Add one AM and one PM	Increase Frequency	\$0	\$176,155	\$179,485	\$182,877	\$186,333	\$189,855	\$193,443	\$197,100	\$200,825	\$204,620	\$1,710,694
Route 11 from 30 to 20 mins	Increase Frequency	\$0	\$704,622	\$717,939	\$731,508	\$745,334	\$759,421	\$773,774	\$788,398	\$803,299	\$818,481	\$6,842,776
Route 12 from 90 to 45 mins	Increase Frequency	\$0	\$305,336	\$311,107	\$316,987	\$322,978	\$329,082	\$335,302	\$341,639	\$348,096	\$354,675	\$2,965,203
Route 13 from 40 to 30 min	Increase Frequency	\$0	\$100,761	\$102,665	\$104,606	\$106,583	\$108,597	\$110,650	\$112,741	\$114,872	\$117,043	\$978,517
Route 14 from 60 to 30 min	Increase Frequency	\$0	\$293,592	\$299,141	\$304,795	\$310,556	\$316,425	\$322,406	\$328,499	\$334,708	\$341,034	\$2,851,157
Route 15 from 90 to 45 min	Increase Frequency	\$0	\$176,155	\$179,485	\$182,877	\$186,333	\$189,855	\$193,443	\$197,100	\$200,825	\$204,620	\$1,710,694
Route 16 from 90 to 45 min	Increase Frequency	\$0	\$187,899	\$191,450	\$195,069	\$198,756	\$202,512	\$206,340	\$210,239	\$214,213	\$218,262	\$1,824,740
Route 17/18 90 to 45 minutes	Increase Frequency	\$0	\$311,208	\$317,090	\$323,083	\$329,189	\$335,411	\$341,750	\$348,209	\$354,790	\$361,496	\$3,022,226
Route 24 from 85 to 60-min	Increase Frequency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Route 11 (until 10 PM)	Increase Hours of Service	\$0	\$0	\$0	\$0	\$0	\$0	\$128,962	\$131,400	\$133,883	\$136,414	\$530,659
Route 13 (until 10 PM)	Increase Hours of Service	\$0	\$0	\$0	\$0	\$0	\$0	\$87,694	\$89,352	\$91,041	\$92,761	\$360,848
Route 14 (until 10 PM)	Increase Hours of Service	\$0	\$0	\$0	\$0	\$0	\$0	\$87,694	\$89,352	\$91,041	\$92,761	\$360,848
Route 17/18 (until 10 PM)	Increase Hours of Service	\$0	\$144,682	\$147,417	\$150,203	\$153,042	\$155,934	\$158,882	\$161,884	\$164,944	\$168,061	\$1,405,050
Route 19/28 (until 10 PM)	Increase Hours of Service	\$0	\$0	\$0	\$0	\$72,049	\$73,411	\$74,798	\$76,212	\$77,652	\$79,120	\$453,242
Route 24 (until 10 PM)	Increase Hours of Service	\$0	\$0	\$0	\$0	\$30,600	\$30,600	\$31,212	\$31,836	\$32,473	\$33,124	\$237,969
New Island Trolley	Add New Service	\$0	\$751,597	\$765,802	\$780,276	\$795,023	\$810,049	\$825,359	\$840,958	\$856,852	\$873,047	\$7,298,961
New Bayshore Shuttle	Add New Service	\$0	\$0	\$323,073	\$329,179	\$335,400	\$341,739	\$348,198	\$354,779	\$361,484	\$368,317	\$2,762,169
New Autonomous Circulator	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$263,083	\$268,055	\$273,122	\$278,284	\$1,082,544
New Naples Pier Electric Shuttle	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$412,679	\$420,479	\$428,426	\$436,523	\$1,698,108
Mobility on Demand - Golden Gate	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$820,444	\$835,951	\$851,750	\$867,848	\$3,375,994
Mobility on Demand - North Naples	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$410,222	\$417,975	\$425,875	\$433,924	\$1,687,997
Mobility on Demand - Naples	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$973,257	\$991,651	\$1,010,394	\$1,029,490	\$4,004,792
Mobility on Demand - Marco Island	Add New Service	\$0	\$0	\$0	\$0	\$0	\$0	\$546,701	\$557,034	\$567,562	\$578,289	\$2,249,586
<b>Total Operating Costs</b>		<b>\$13,132,922</b>	<b>\$16,943,850</b>	<b>\$17,587,161</b>	<b>\$17,919,559</b>	<b>\$19,746,706</b>	<b>\$20,119,952</b>	<b>\$24,230,990</b>	<b>\$24,688,990</b>	<b>\$25,155,647</b>	<b>\$25,679,851</b>	<b>\$205,205,628</b>
<b>Operating Revenues</b>												
Federal Grant 5311	Existing Federal	\$669,825	\$681,681	\$693,747	\$706,026	\$718,522	\$731,240	\$744,183	\$757,355	\$770,761	\$784,403	\$7,257,743
Local Match (5311)	Existing Local	\$669,825	\$681,681	\$693,747	\$706,026	\$718,522	\$731,240	\$744,183	\$757,355	\$770,761	\$784,403	\$7,257,743
Federal Grant 5307 Operating Assistance	Existing Federal	\$1,058,234	\$1,098,046	\$1,117,481	\$1,137,261	\$1,157,390	\$1,177,876	\$1,198,725	\$1,219,942	\$1,241,535	\$1,263,510	\$11,670,000
Local Match (5307)	Existing Local	\$1,058,234	\$1,098,046	\$1,117,481	\$1,137,261	\$1,157,390	\$1,177,876	\$1,198,725	\$1,219,942	\$1,241,535	\$1,263,510	\$11,670,000
Federal Grant 5307 ADA and Preventative Maintenance	Existing Federal	\$615,314	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$615,315
Federal Grant 5307 - ARP (ADA, Fleet Maintenance, Fuel, Bus Operators)	Existing Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1
FDOT Transit Block Grant Operating Assistance	Existing State	\$815,204	\$829,633	\$844,317	\$859,262	\$874,470	\$889,949	\$905,701	\$921,732	\$938,046	\$954,650	\$8,832,962
TD Funding	Existing State	\$797,187	\$811,298	\$825,658	\$840,272	\$855,144	\$870,281	\$885,685	\$901,361	\$917,315	\$933,552	\$8,637,752
Local Match for FDOT Transit Block Grant	Existing Local	\$815,204	\$829,633	\$844,317	\$859,262	\$874,470	\$889,949	\$905,701	\$921,732	\$938,046	\$954,650	\$8,832,962
Local TD Funding	Existing Local	\$2,291,975	\$2,332,543	\$2,373,829	\$2,415,846	\$2,458,606	\$2,502,123	\$2,546,411	\$2,591,482	\$2,637,352	\$2,684,033	\$24,834,199
Collier County CAT Enhancements	Existing Local	\$3,429,210	\$3,489,907	\$3,551,678	\$3,614,543	\$3,678,520	\$3,743,630	\$3,809,892	\$3,877,327	\$3,945,956	\$4,015,800	\$37,156,464
Federal Grant 5307	New Federal	\$0	\$0	\$298,977	\$304,628	\$310,385	\$316,252	\$322,161	\$328,114	\$334,122	\$340,184	\$4,462,286
FDOT Match for Federal 5307 and 5310 - New	New State	\$0	\$0	\$149,489	\$152,314	\$155,193	\$158,126	\$162,114	\$166,156	\$170,254	\$174,408	\$2,231,143
Local Match for Federal 5307 and 5310 - New	New Local	\$0	\$0	\$149,489	\$152,314	\$155,193	\$158,126	\$162,114	\$166,156	\$170,254	\$174,408	\$2,231,143
Existing Paratransit Fare Revenue	Existing Local	\$180,345	\$183,537	\$186,786	\$190,092	\$193,457	\$196,881	\$200,366	\$203,912	\$207,521	\$211,195	\$1,954,093
Fare Revenue from New/Improved Services-New	New Fare	\$0	\$116,172	\$168,304	\$171,485	\$174,726	\$178,028	\$181,389	\$184,800	\$188,261	\$191,772	\$3,734,354
Fare Revenue from Existing Services	Existing Fare	\$732,366	\$745,329	\$758,521	\$771,947	\$785,601	\$799,516	\$813,667	\$828,069	\$842,726	\$857,642	\$7,935,393
<b>Total Operating Revenue</b>		<b>\$13,132,922</b>	<b>\$12,897,504</b>	<b>\$13,773,820</b>	<b>\$14,018,586</b>	<b>\$14,525,601</b>	<b>\$14,521,092</b>	<b>\$16,235,158</b>	<b>\$16,525,259</b>	<b>\$16,820,547</b>	<b>\$17,121,117</b>	<b>\$149,313,556</b>
<b>Annual Revenues Minus Costs</b>		<b>\$0</b>	<b>(\$4,046,346)</b>	<b>(\$3,813,342)</b>	<b>(\$3,901,023)</b>	<b>(\$5,479,105)</b>	<b>(\$5,598,859)</b>	<b>(\$7,995,832)</b>	<b>(\$8,163,731)</b>	<b>(\$8,335,100)</b>	<b>(\$8,558,734)</b>	<b>(\$55,892,072)</b>

## 2023-2032 Unconstrained Plan

Cost/Revenue	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-Year Total
Capital Costs	1	2	3	4	5	6	7	8	9	10	
<b>Vehicles</b>	<b>\$2,370,601</b>	<b>\$6,395,514</b>	<b>\$3,805,056</b>	<b>\$2,287,612</b>	<b>\$4,437,386</b>	<b>\$3,536,729</b>	<b>\$923,006</b>	<b>\$601,167</b>	<b>\$350,017</b>	<b>\$3,990,098</b>	<b>\$28,697,186</b>
Replacement Fixed Route Buses - Maintain Existing Service	\$2,094,401	\$0	\$1,087,159	\$0	\$3,950,246	\$1,724,960	\$585,854	\$0	\$0	\$3,098,517	\$12,541,137
Replacement Vans - Maintain Existing Paratransit Services	\$250,000	\$360,000	\$0	\$0	\$487,140	\$248,173	\$337,152	\$601,167	\$350,017	\$891,580	\$3,525,230
Replacement of Support Vehicles	\$26,200	\$0	\$0	\$72,200	\$0	\$0	\$0	\$0	\$0	\$0	\$98,400
Preventative Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Vehicles for Improved, MOD & New Services	\$0	\$4,084,750	\$2,174,318	\$1,661,559	\$0	\$1,480,871	\$0	\$0	\$0	\$0	\$9,401,498
Spares for New Service and Improved Existing Service	\$0	\$1,066,993	\$543,579	\$553,853	\$0	\$0	\$0	\$0	\$0	\$0	\$2,164,425
Spares for New MOD Services	\$0	\$0	\$0	\$0	\$0	\$82,724	\$0	\$0	\$0	\$0	\$82,724
New Naples Pier Electric Shuttle	\$0	\$883,772	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$883,772
ADA Service for New Fixed Route Hours	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Capital/Infrastructure</b>	<b>\$2,001,766</b>	<b>\$18,001,000</b>	<b>\$484,997</b>	<b>\$519,163</b>	<b>\$503,503</b>	<b>\$513,019</b>	<b>\$522,715</b>	<b>\$532,594</b>	<b>\$542,660</b>	<b>\$552,917</b>	<b>\$24,174,334</b>
Shelter Rehab	\$34,595	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$34,595
Bus Shelters	\$467,171	\$476,000	\$484,997	\$494,163	\$503,503	\$513,019	\$522,715	\$532,594	\$542,660	\$552,917	\$5,089,739
Facility	\$1,500,000	\$17,500,000									\$19,000,000
Security - Driver Protection Barriers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Technology - Avail Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Technology - APC	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Technology - Annunciators	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Technology - Onboard Information Media	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Technology - Farebox Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Study Santa Barbara Corridor	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Study: Regional Service and Fares	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Study I-75 Managed Lanes Express	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
<b>Total Capital Costs</b>	<b>\$4,372,367</b>	<b>\$24,396,514</b>	<b>\$4,290,053</b>	<b>\$2,806,775</b>	<b>\$4,940,889</b>	<b>\$4,049,748</b>	<b>\$1,445,721</b>	<b>\$1,133,762</b>	<b>\$892,677</b>	<b>\$4,543,014</b>	<b>\$52,871,520</b>
<b>Capital Revenues</b>											
Local Match - Planning	\$9,877	\$11,410	\$11,612	\$11,817	\$12,027	\$12,240	\$12,456	\$12,677	\$12,901	\$13,129	\$120,146
Federal Grant 5305 MPO Capital Assistance											\$0
Federal Grant 5307 Capital Assistance	\$1,203,365	\$3,906,913	\$1,224,665	\$1,246,341	\$1,268,401	\$1,290,852	\$1,313,700	\$1,336,953	\$1,360,617	\$1,384,700	\$15,536,506
Federal Grant 5339 Capital Assistance	\$1,000,000	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000,001
Federal Grant 5339 Capital Assistance	\$453,082	\$2,318,153	\$2,359,184	\$2,400,942	\$2,443,439	\$2,486,687	\$2,530,702	\$2,575,495	\$2,621,081	\$2,667,475	\$22,856,240
Federal Grant 5310 Capital Assistance	\$225,000	\$324,000	\$0	\$0	\$438,426	\$223,356	\$303,437	\$541,051	\$315,015	\$802,422	\$3,172,707
Local Match 5310 Capital Assistance	\$25,000	\$36,000	\$0	\$0	\$48,714	\$24,817	\$33,715	\$60,117	\$35,002	\$89,158	\$352,523
Federal (FIAT + SU) for ADA Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CARES (Security, 1 bus, Avail, Farebox replacement)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Capital Revenues</b>	<b>\$2,916,324</b>	<b>\$11,596,476</b>	<b>\$3,595,461</b>	<b>\$3,659,100</b>	<b>\$4,211,007</b>	<b>\$4,037,952</b>	<b>\$4,194,010</b>	<b>\$4,526,292</b>	<b>\$4,344,616</b>	<b>\$4,956,885</b>	<b>\$48,038,123</b>
<b>Annual Revenues Minus Costs</b>	<b>(\$1,456,043)</b>	<b>(\$12,800,038)</b>	<b>(\$694,592)</b>	<b>\$852,325</b>	<b>(\$729,883)</b>	<b>(\$11,795)</b>	<b>\$2,748,289</b>	<b>\$3,392,530</b>	<b>\$3,451,939</b>	<b>\$413,870</b>	<b>(\$4,833,397)</b>