EXECUTIVE SUMMARY
Committee Action
Item 5a
Fiscal Year 2024 TDP Annual Update

Objective:
To endorse the FY2024 Annual Progress Report of the Transit Development Plan.

Considerations:
In order to receive State Block Grant Funds for system operations, each transit agency must develop a Transit Development Plan (TDP) Major Update every five years and an annual progress report for all other years. The deadline to submit all TDP updates to the Florida Department of Transportation (FDOT) for approval is September 1, 2024. The requirements that must be met in the TDP Annual Progress Report are outlined in Rule 14-73.001, *Florida Administrative Code*. The FY2023 TDP Annual Progress Report outlines the progress that Collier Area Transit has made over the past year towards achieving the goals and objectives identified in the last TDP Major Update, which was approved October 27, 2020 by the Board of Collier County Commissioners and approved by FDOT on December 14, 2020.

The TDP Annual Progress Report is a status report on the ten-year planning document that recommends implementation strategies to achieve the goals and objectives. This document also evaluates where there were discrepancies in the implementations that differ with the TDP Major Update. The funding shown in the Financial Section of the TDP Annual Progress Report for FY 2025-2034 is for planning purposes only and should not be considered a proposed budget.

The TDP Annual Progress Report is required to go through the Collier Area Transit Public Participation Plan process, which includes endorsement from Public Transit Advisory Committee and a fifteen-day public comment period. The public comment period has begun June 18, 2024 and will expire on July 3, 2024. Any comments received as part of this process will be included for the record that is communicated to the Board of County Commissioners for final approval before transmitting to FDOT.

Recommendation:
Endorse the Fiscal Year 2024 Annual Progress Report to the Transit Development Plan.

Attachment:
FY2024 TDP Annual Update

Prepared by: Alex Showalter **Date:** 6/13/24
Alexander Showalter, Planner II

Approved by: ______ **Date:** 06/13/24
Brian Wells, PTNE Division Director

Collier Area Transit
Transit Development Plan (TDP)
FY2024 Annual Progress Report

Prepared by:
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Division 8300 Radio Road
Naples, Florida 34104
(239) 252-5840

Collier County BCC Approval: TBD
FDOT Approval: TBD

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 1st 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 2024 TDP Progress Report is the fourth progress report to the 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

TDP Annual Progress Report Review Items	Location in TDP Annual Progress Report
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 10th 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 2021-2030 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 includes 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 four years (2021, 2022, 2023, and 2024) of the TDP Program Elements and briefly describes the milestones or achievements between July 1, 2023 and June 30, 2024. Additional noteworthy accomplishments over the last year are also documented.

Planning and Service Operations

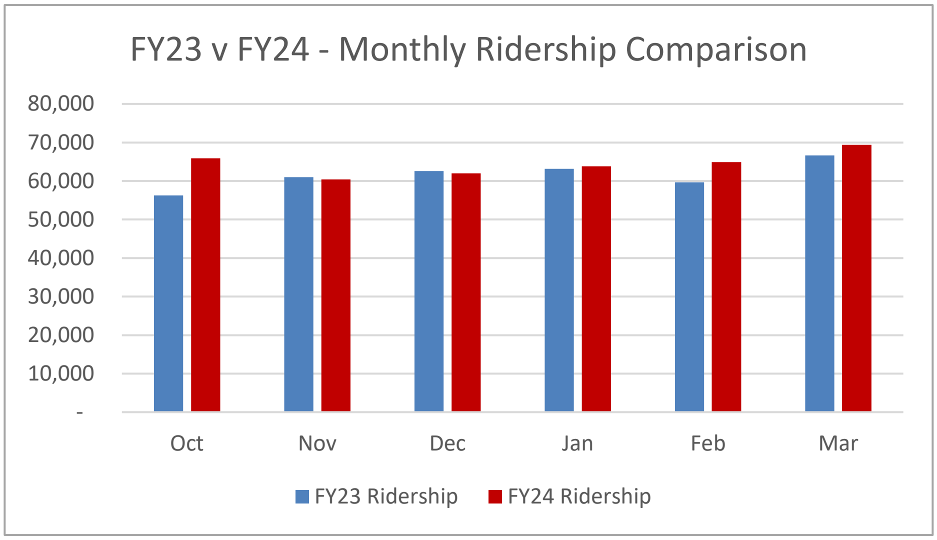
Service Improvements - Collier County completed a Comprehensive Operation Analysis (COA) in July 2021, shortly after completing its TDP Major Update. The COA set up a road map for improvements to the CAT system over the next few years. Significant changes were introduced during the first quarter of the County Fiscal Year 22-23 with the implementation of the Seasonal Schedule Change in November 2022. These changes were identified as some of the COA short-term recommendations for the system and included route consolidation and alignment modifications to six of the now sixteen routes, eliminating two routes through consolidation. These changes were made to improve operational efficiencies, including ensuring the remaining routes were able to service the areas where routes were eliminated.

With the implementation of these changes identified in the COA, CAT have seen a steady growth in ridership comparing year over year. Budgetary constraints shifted the focus on route changes this past year towards route scheduling changes and trying to maximize on-time performance, with little room to add service. Although no changes were made to the route paths in FY2024, many tweaks were made to the route timings to reflect typical roadway conditions and help our drivers maintain the scheduled times. Introduced for the seasonal schedule in November 2023, the most impactful changes were as follows:

- Removal of last loop to Route 11
- Removal of last loop to Route 12
- Removal of last loop to Route 13
- Removal of last loop to Route 14
- Removal of last loop to Route 17

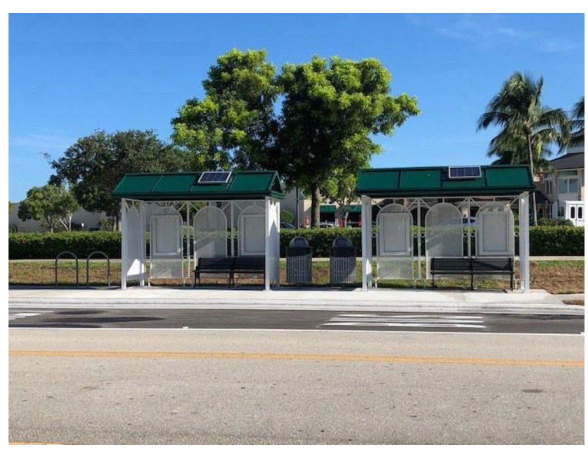
Traffic and congestion have only been getting worse throughout Collier over the past few years with continuing development and expansion. This situation forces CAT to react to these trends while maintaining our budget and continuing to offer reliable service. The changes listed were done out of necessity for lengthening the time between timepoints, to offer a more reliable service to our passengers. The stretching of the route times forced the routes to run later and would have caused CAT to go over our budget, had the last loops been kept in operation.

Figure 2-1: Service Improvement Impact on Ridership



Although the changes implemented throughout FY24 did not completely align with the service enhancements that were originally planned, CAT was still able to maintain and increase ridership throughout the system. Off-season modifications were implemented in April 2024 to adjust route timings in response to the traffic volume shifts. The changes introduced in April had no changes to the routing of our busses.

ADA Bus Stop and Bus Shelter Improvements - CAT continues to implement its bus shelter improvement plan with plans for construction of 14 shelters and 2 benches located across the county for FY24. ADA improvements have been planned for another 20 stops scattered throughout Collier. As project delays were experienced during FY23, many of the improvements scheduled for last year have been pushed to be completed during FY24. The goal of completing at least 10 bus shelters and 10 ADA improvements per year will be exceeded this fiscal year with the ongoing construction of these improvements tallying up to 36 total ADA improvements.



Redesigned Paradise Beach Trolley – In February 2024, CAT resumed the annual beach bus service providing free rides from Conner Park to Vanderbilt Beach and Wiggins Pass Beach Access from February through April. This service allows patrons to park for free at Conner Park and catch a free ride to one of two beaches nearby (Figure 2-4). CAT has brought back this service in 2024 rebranded as the Paradise Beach Trolley. The route name is a reference to a nickname for the coastal area of Collier County, Florida's Paradise Coast. The trolley used for the route has a new beach themed wrap, shown below, clearly identifying itself from the rest of CAT's regular fixed route busses. The service runs Friday-Monday, and additional service was provided the entire week of spring break (March 10-15) and leading up to Easter (March 25-30). The route operated from 8:00 AM – 3:00 PM and 4:00 PM – 7:30 PM.

Figure 2-3
System Map

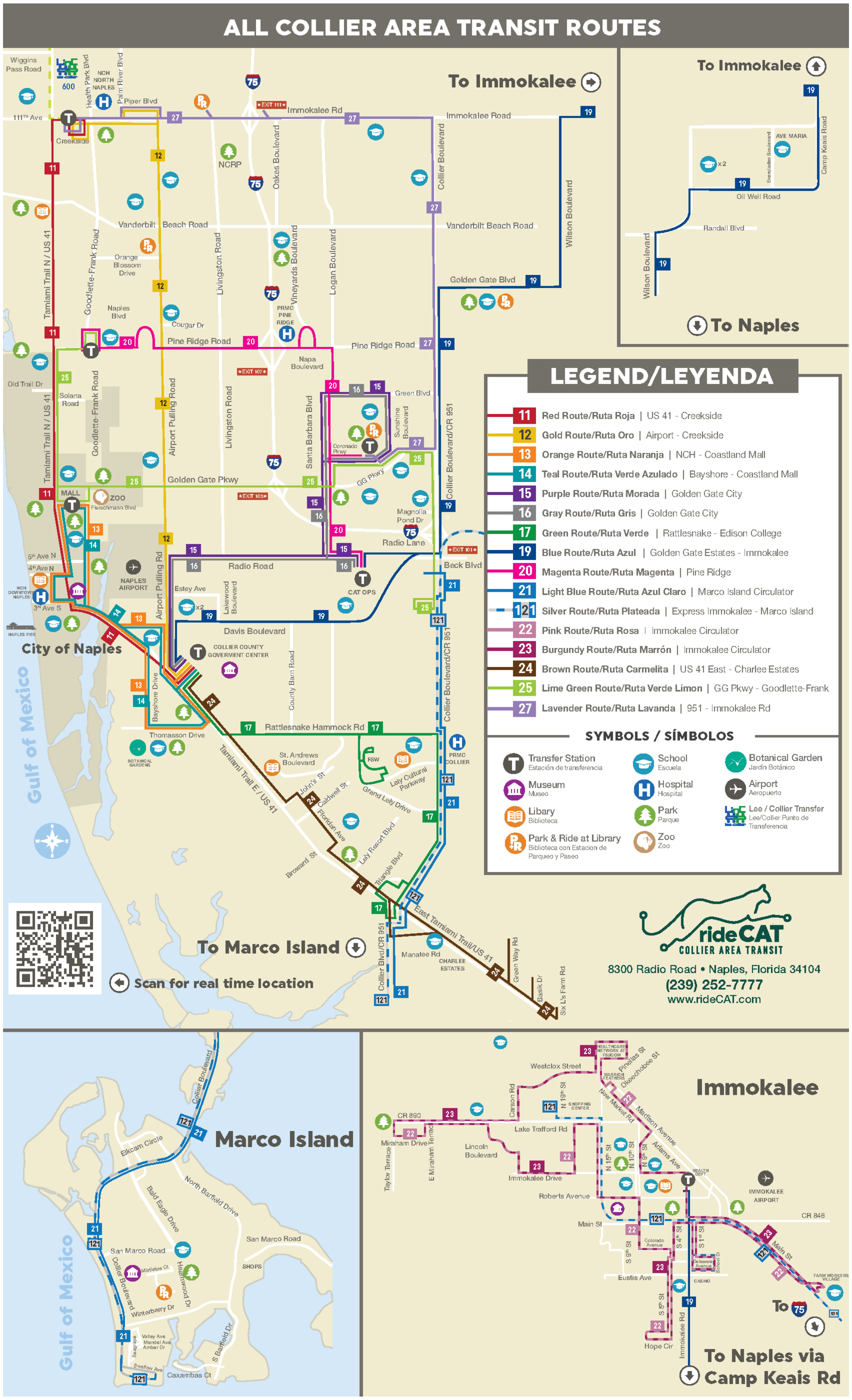
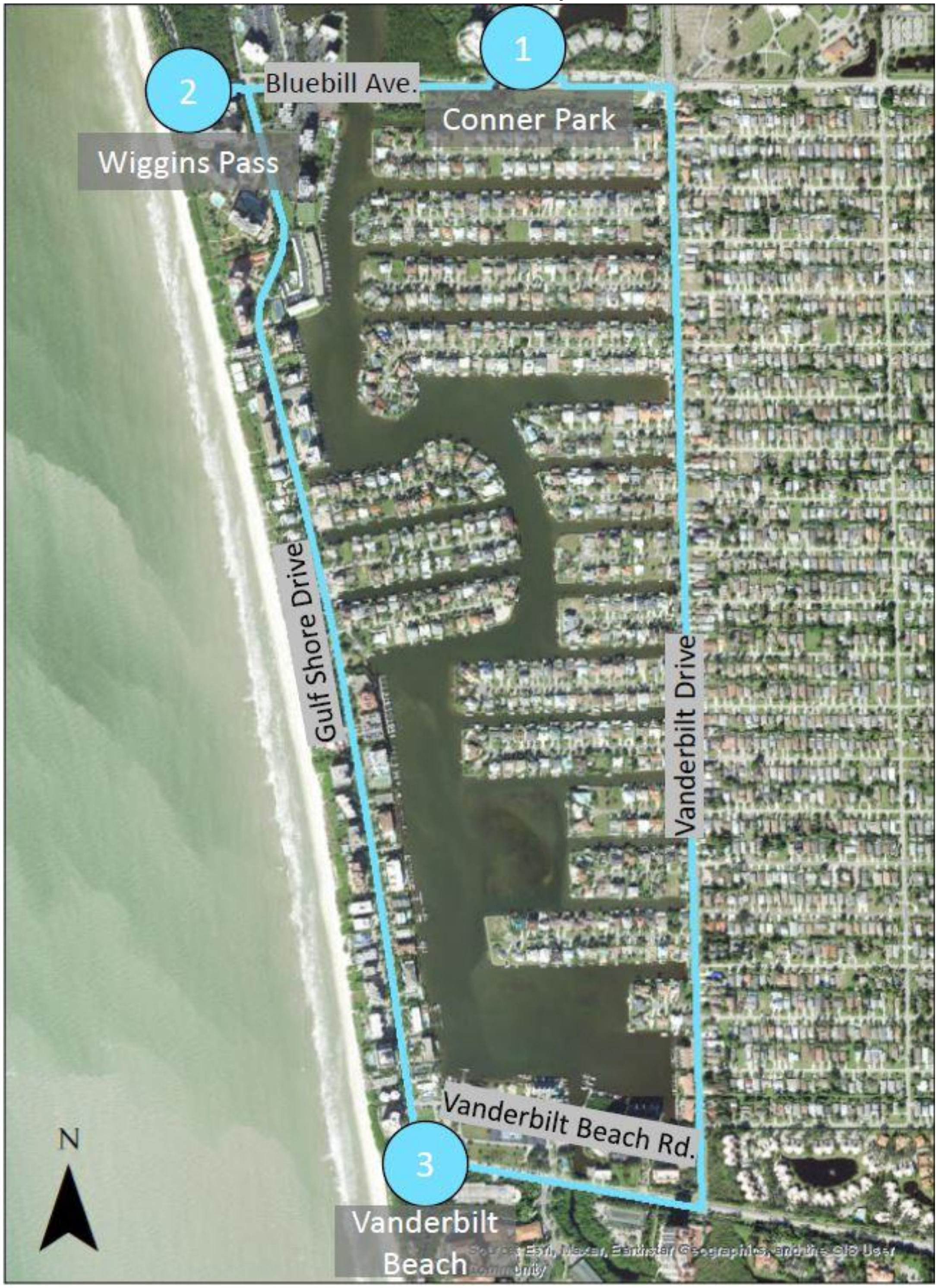


Figure 2-4
Route 29 Beach Trolley



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, identified as transfer stations, 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, which is currently under maintenance for improvements.

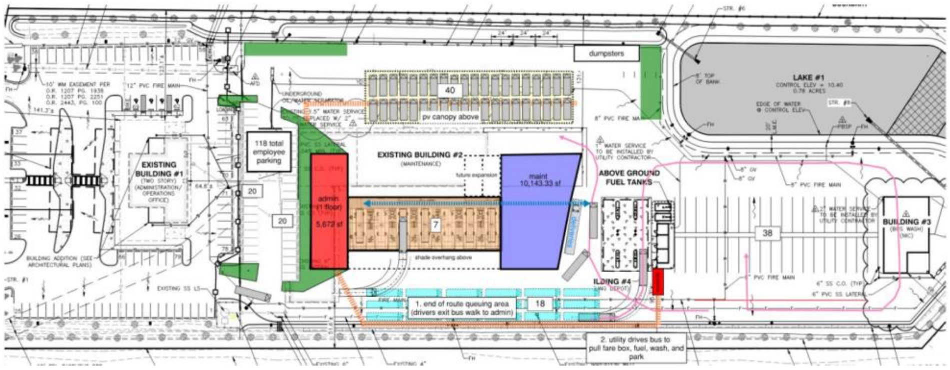
Intermodal Transfer Facility

CAT Operations and Transfer Station

CAT Operations and Transfer Station – 8300 Radio Road

In 2017, the CAT Operations and Maintenance Facility was severely damaged by Hurricane Irma. As a result of the damage and the continual aging of the structure, CAT along with other professionals have concluded that the facility has met its useful life and should be replaced on the existing site. In September 2020, Collier County received notice of award from the Federal Transit Administration (FTA) for $9,020,000 under FTA's Bus and Bus Facilities Program which will be used in part to construct a new Operations & Maintenance facility on site. In April 2023, FTA allocated an additional $10,671,225 to Collier as part of the Emergency Relief Funds from Hurricane Irma directed to this project. The site plan for the new facility, shown in **Figure 2-5**, will ensure an efficient and effective transit service to meet the needs of passengers. Staff has begun the process towards constructing the facility by releasing the project for bid and selecting Jacobs Engineering Firm for design of the facility.

Figure 2-5: CAT Operations and Maintenance Facility

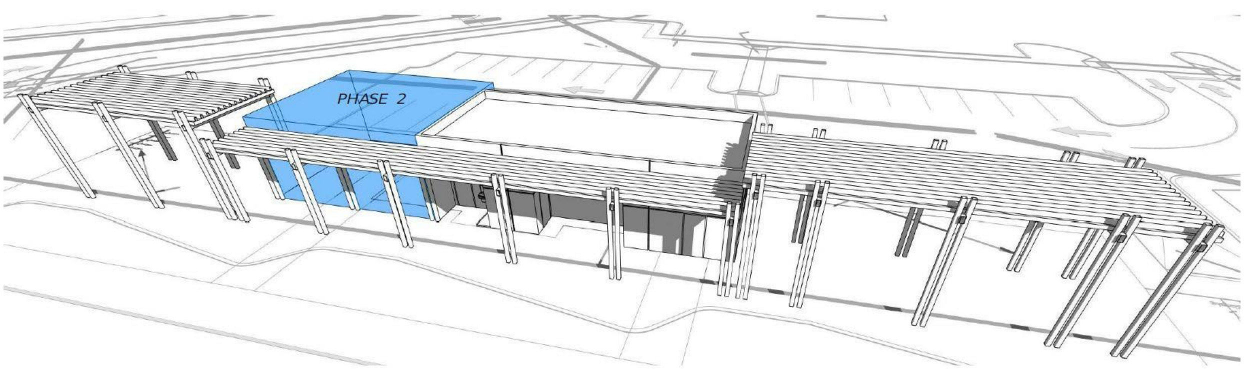


In addition to the construction project, CAT staff obtained approval of its conditional use (CU) on the 8300 Radio Road Facility to eliminate the limit on the number of allowable routes that could utilize the transfer facility. The elimination of the cap has opened the CAT system up to connect with regional bus companies, allowing greater regional access for transit dependent populations.

CAT Intermodal Transfer Facility - Immokalee

Collier County is constructing a transfer facility in the Immokalee Community on a vacant parcel owned by Collier County. The project site is a grassed field adjacent to a green wooded area with an asphalt/concrete driveway providing vehicular access to the Health Department and a maintenance shed. The property is approximately 1.7 acres in size and is zoned Residential Single Family-3 with a conditional use providing for governmental facilities. The bus transfer station will include passenger and transit efficiency enhancements including new bays for the buses to pull off the street; canopy cover for the sheltered transfer of passengers; waiting platform with benches and trash receptacles; vending machines for food or a Food Truck vendor; restroom facilities for passengers and drivers; and ADA improvements. Figure 3 below is a rendering of the proposed improvements on that site. Currently, passengers transferring at this location are using a shelter located in the parking lot shared by visitors to the Health Department, County Library and the David Lawrence Center. This project is under construction and is planned to be completed by late 2024.

Figure 2-6: Conceptual Plan of the Immokalee Transfer Facility



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 at the end of FY23, the following efforts were conducted between May 2023 and June 2024.

CAT staff is continually trying to promote our services to the younger generations by giving presentations about the Fixed Route system and providing bus rides when able. CAT was able to present at the following schools and camps:

- May 24, 2023 – **Lely High School Presentation**
- June 9, 2023 – **Eagle Lakes Summer Camp Presentation**
- June 13, 2023 – **Golden Gate Community Park Camp Presentation**
- June-August, 2023 – **Promoted Summer Paw Pass** – Targeted youth to buy a Summer Paw Pass for one pass to ride all summer from June – August.
- October 21, 2023 – **Big Cypress Elementary Fall Festival**
- November 17, 2023 – **CCPS Visually Impaired and Deaf Student Presentation**
- May 3, 2024 – **Manatee Elementary School Vehicle Day**

Presentations & Other Marketing Activities

- October 17, 2023 – **FPTA Marketing Awards –** CAT wrote two submissions to the Florida Public Transit Association (FPTA) Marketing Awards to be presented at the FPTA Conference. CAT won the 1st place prize in the Print Category for the redesigned bus schedules introduced in early 2023.
- October 26, 2023 – **107.7 FM Radio Interview** – CAT had staff attend an interview with a local Spanish broadcast radio station and were able to share information about the services offered.

- November 4, 2023 - **Try Transit Day for Mobility Week** - Collier Area Transit offered FREE RIDES on November 4th, 2023 as part of Mobility Week. This was our tribute to Mobility Week 2023 which was scheduled the week leading up to November 4th. CAT promoted the event on social media as well as airing commercials on local radio stations. The ridership saw an increase of about 16% on that Saturday.
- December 9, 2023 - **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.
- January 23, 2024 - **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, 35-40 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.
- January 25, 2024 – **Leadership Collier Presentation** – CAT staff was able to present to the 2024

Leadership Collier Class and answer any questions they have about the services and equipment we use to operate both fixed route and paratransit around the county.

- February 14, 2024 – **Senior Expo** – CAT Paratransit staff attended the Collier County Senior Expo, sharing information to seniors and caregivers about the paratransit services and how they may contribute to a more active and healthier lifestyle.
- February 17, 2024 – **Veterans Expo** – CAT staff attended the Collier County Veteran and Dependents Expo where we were able to provide information regarding our services to veterans and family members.
- April – May, 2024 – **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 two months with us updating the theme and content for each month promoting our services.
- April 20, 2024 - **Try Transit Day** – CAT partnered with Lee, Sarasota, and Manatee Counties to offer Try Transit for FREE regionally on Saturday, April 20, 2023. This was a great opportunity to promote our services along with the environmental and health benefits that go along with riding transit.
- April 26th, 2024 – **Barron Collier Field Trip** – Staff of Barron Collier High School reached out to CAT to introduce students to the bus system and the benefits of the service provided. A field trip was organized from their school to Berkshire Plaza for lunch, and a stop at CAT Headquarters for a quick presentation from CAT staff.
- June 7, 2024 – **Youth Leadership Council** – Similar to the Leadership Collier Presentation, CAT Staff presented to the Collier Youth Leadership Council, presenting and answering questions regarding CAT Fixed Route and Paratransit services.

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 June 18th through July 3rd, 2024. 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 of 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 FY24. Collier County will continue this effort to provide an accessible service for all.

This section provides an analysis of the discrepancies between the 2024-2033 Transit Development Plan APR 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 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 2024. 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 and continued implementation at the through FY23. The last of the cost-neutral recommendations listed within the COA were completed with our seasonal schedule change at the start of FY23. These changes consisted of the re-alignment of Route 19 with removal of Route 28, Route consolidation of Routes 20 and 26, and alignment changes to Route 25 and Route 21.

We have made significant progress in respect to the listed technology upgrades in our implementation plan. 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. 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. In late FY22, CAT began the project installing upgrades to much of our other software and onboard technology.

CAT, working with the Collier MPO, LeeTran, and Jacobs Engineering has completed a Regional Service and Regional Fare Study. MPO selected Jacobs engineering as the consultant on the project and began with a kick-off meeting in March 2023. This study included exploring the UF/IFAS / Lehigh Acres area for possible connection with our service along with additional ideas for regional connectivity and fare-sharing. The final study was completed in early 2024 and presented to the Board of County Commissioners for approval in May 2024.

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. As we completed the multiple route modifications identified previously, we are currently monitoring those changes for future route or timing adjustments if necessary. As mentioned above, we have also completed the Regional Service and Fares Study and Immokalee/Lehigh Acres Service on time with the date identified within our implementation plan. Regarding the I-75 Managed Lanes Express Study, this action will be put further on hold as FDOT lays out plans for improving I-75 running through Collier County through their I-75 South Corridor Master Plan. Based on current funding constraints, the resources required to enact higher frequencies on our routes will not be feasible for the next year, which led us to push the frequency enhancements further back in our timeline.

Table 3-1
CAT TDP APR 2024–2033 Implementation Plan (Plan from FY 23 TDP APR)

Service Improvements	Previous Implementation Year	Revised Implementation Year	10-Year Operating Cost YOE	10-Year Capital Cost YOE	Existing or New Revenues
Maintain Existing Service			$117,818,191	$20,769,768	
Maintain Existing Fixed-Route Service	2023	2024	$68,693,299	$15,836,143	Existing
Maintain Existing Paratransit Service	2023	2024	$49,124,892	$4,742,027	Existing
Replacement of Support Vehicles	2023	2024	$0	$191,598	Existing
Route Network Modifications			$9,441,652	$2,153,818	
Realign Route 13 shorten to 40 min. headway	2024	2025	$0	$0	Existing
Realign Route 14 operate at 60 min. headway	2024	2025	$0	$0	Existing
Realign Route 21 create Marco Express	2025	2026	$0	$0	Existing
Realign Route 23 headway 60 to 40 minutes	2024	2025	$3,805,909	$503,771	Existing
Golden Gate Pkwy Split Route 25 E-W Route	2027	2029	$0	$0	Existing
Goodlette Frank Rd - Split Route 25 N-S Route	2027	2029	$1,838,052	$550,016	Unfunded
Immokalee Rd - Split Route 27 E-W Route	2027	2029	$1,898,845	$550,015	Unfunded
Collier Blvd - Split Route 27 N-S Route	2027	2029	$1,898,846	$550,016	Unfunded
Increase frequency			$20,046,823	$4,048,022	
Route 15 from 90 to 45 min	2024	2025	$1,632,384	$503,771	Unfunded
Route 16 from 90 to 45 min	2024	2025	$1,561,054	$503,771	Unfunded
Route 121 - add one AM, one PM	2024	2025	$1,632,384	$503,771	Unfunded
Route 14 from 60 to 30 min	2024	2025	$2,439,146	$512,698	Unfunded
Route 17/18 from 90 to 45 minutes	2024	2025	$2,585,495	$503,771	Unfunded
Route 11 from 30 to 20 mins	2024	2025	$6,529,536	$503,771	Unfunded
Route 12 from 90 to 45 mins	2024	2025	$2,829,466	$503,771	Unfunded
Route 13 from 40 to 30 min	2024	2025	$837,115	$512,698	Unfunded

CAT TDP 2024–2033 Implementation Plan (Plan from FY 23 TDP APR) – (cont.)

Service Improvements	Previous Implementation Year	Revised Implementation Year	10-Year Operating Cost YOE	10-Year Capital Cost YOE	Existing or New Revenues
Service Expansion			**$2,404,181**	**$0**	
Route 17/18 - Extend to 10:00 PM	2025	2025	$1,202,011	$0	Existing
New Route 19/28 - Extend to 10:00 PM	2028	2029	$292,876	$0	Unfunded
Route 24 - Extend to 10:00 PM	2028	2029	$302,976	$0	Unfunded
Route 11 - Extend to 10:00 PM	2030	2031	$256,914	$0	Existing
Route 13 - Extend to 10:00 PM	2030	2031	$174,702	$0	Existing
Route 14 - Extend to 10:00 PM	2030	2031	$174,702	$0	Existing
New Service			**$14,346,741**	**$2,862,604**	
New Island Trolley	2025	2026	$5,510,821	$864,368	Unfunded
New Bayshore Shuttle	2026	2027	$2,009,995	$531,029	Unfunded
New Autonomous Circulator	2030	2031	$524,105	$569,681	Unfunded
New Naples Pier Electric Shuttle	2030	2031	$822,125	$569,681	Unfunded
MOD – Golden Gate Estates	2030	2031	$1,634,460	$81,961	Unfunded
MOD – North Naples	2030	2031	$817,230	$81,961	Unfunded
MOD – Naples	2030	2031	$1,938,887	$81,961	Unfunded
MOD – Marco Island	2030	2031	$1,089,119	$81,961	Unfunded
Route from UF/IFAS to Lehigh Acres	2030	2031	Unknown	Unknown	Unfunded
Express Premium Route to Lee County	2030	2031	Unknown	Unknown	Unfunded
Other Improvements			**$0**	**$50,000**	
Study: I-75 Managed Lanes Express	2025	2026	$0	$25,000	Existing
Study: Santa Barbara Corridor Service	2024	2025	$0	$25,000	Existing
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 2024–2033 Implementation Plan (Plan from FY 23 TDP APR) – (cont.)

Service Improvements	Previous Implementation Year	Revised Implementation Year	10-Year Operating Cost YOE	10-Year Capital Cost YOE	Existing or New Revenues
Transit Asset Management			**$0**	**$22,668,400**	
Support truck replacement	2023	2024	$0	$26,200	Funded
Replace 3 Cutaway Vehicles	2023	2024	$0	$250,000	Funded
Five (5) 35ft Buses Replacement	2024	2025	$0	$2,800,000	Unfunded
Replace 4 Cutaway Vehicles	2024	2025	$0	$360,000	Unfunded
Replacement Maintenance and Operations Facility	2024	2024	$0	$18,000,000	Partial Funding
two (2) 40ft Bus Replacement	2025	2026	$0	$1,160,000	Unfunded
Replacement of 2 Support Vans	2026	2027	$0	$46,000	Unfunded
Replacement of Support Truck	2026	2027	$0	$26,200	Unfunded
10-Year Funded Projects and Maintain Existing Service			**$123,432,429**	**$39,599,739**	
10-Year Total of Unfunded Projects			**$40,624,917**	**$12,952,872**	

Section 4 – Status of Goals and Objectives

Assessment of 2020 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 initiatives have been removed to eliminate duplicates and streamline the assessment process. 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 2020. Having implemented that new service design, revisions to goals, objectives, and strategies were necessary to reflect the changing 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 may no longer be applicable or relevant. Many of the goals and objectives have been met, whereas others have been stymied and we were not able to achieve the initial target or target dates. The initial targets and target dates have been left in the following table to help measure where we stand and the progress we've made.

Objective/ Initiative	Description	Timeline/ Implemented	2024 Assessment	Target
Goal 1: Operate reliable, convenient, and cost-effective mobility services that safely and efficiently meet the mobility needs of Collier County's workers, residents, and visitors.				
Objective 1.1	Improve efficiency, service quality, and level of service to adequately serve workers, residents, and visitors while contributing to the economic vitality of the county.			
Initiative 1.1.1	Operate east/west corridor service to provide access to jobs, education, healthcare and community services, and recreation.	Ongoing	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; Route 20 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 19 operates from the Government Center out to Immokalee. 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. Route 19 provides service from Immokalee to the Government Center. Route 121 runs an express route from Immokalee to Marco Island. Route 25 now serves North/South for a portion of Goodlette-Frank Rd. 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.	2026	CAT had frequency improvements scheduled for FY24, although budget restrictions have forced us to delay those improvements. 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 to accomplish our goal.	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.	Ongoing	The Plan does not contain an implementation year for this initiative. A regional fare and service study has been completed recommending a route in the North-East of the county connecting two high transit areas without an existing connection. FDOT has begun a regional BRT study with corridors within Collier up for evaluation.	Completed Regional Service and Fares Study in 2024 and evaluate bus rapid transit as part of FDOT 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	CAT ran a pilot service offering mobility-on-demand in the Bayshore area which was successful in FY23. 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. 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 Program and Bus Stop Amenities Guidelines.	Ongoing	CAT has developed an Amenities Program, to identify future bus stop improvements and standards. Bus stop reviews are completed bi-weekly to verify amenities and remedy any issues noticed. ADA improvements have been completed both by CAT and by FDOT. More than 10 ADA-compliant improvements are planned to be completed by the end of FY24.	Install a minimum of ten ADA-compliant bus stop improvements.
Initiative 1.2.3	Install a minimum of ten ADA-compliant, accessible bus stop shelters per year.	Ongoing	In FY24, 34 stops are slated for improvements, all of which include ADA improvements.	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.	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	Refer to Initiatives 1.2.2 & 1.2.3	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 Very High and High TOI areas noted in the Major TDP Update and will continue 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. The service expansion identified for FY24 has been pushed out another 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 continues to explore funding opportunities for improved service to these areas. Changes were made to service Route 21 closer to Golden Gate City allowing for more workers to commute to Marco on the bus.	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.	2025, 2026, 2029	CAT has implemented 22% of the total listed frequency enhancements from the Major TDP Update. We were unable to implement frequency enhancements within this fiscal year. 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	Refer to Initiative 1.3.4		Refer to Initiative 1.3.4	
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 continue promoting vanpooling as a great option with major employers. A park and ride study has been conducted identifying potential properties suitable for these facilities. We have developed one of the park and ride lots along Immokalee Rd. with parking for up to 20 cars. Funding opportunities will be pursued for the acquisition and/or development of further 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.	Ongoing	Collier County previously obtained a grant through Florida Developmental Disabilities Council to provide on demand service, which has provided valuable information regarding how to operate this type of service. Unfortunately, due to the cost of maintaining the service, MOD service will be evaluated for future implementation.	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.	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	The Bi-Weekly coordination meetings have been re-instated and attended by CAT. CAT participates and requests improvements in line with our visions for future service. 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 yet.	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.	Ongoing	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. Metrics are used as a guidance but have not been adopted as a policy.	
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.	Complete	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 have completed a Regional Transit and Fares Study recommending an additional route between Immokalee and Lehigh Acres.	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 has completed the Regional Transit and Fares Study which has suggestions for possible funding of the identified regional route.	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.	Ongoing	CAT's Beach Bus is a branded service specific to fit the coastal theme, this year with a brand-new Paradise Beach Trolley wrap. As services associated with tourism branding are a key element. A previous attempt to pilot a Trolley on Marco Island failed but CAT will still explore options to expand targeted services.	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 app is available to riders to buy and use tickets. The Transit App is also available which allows users to track the routes with additional capabilities as well as purchasing tickets. MOD was implemented as a pilot paratransit service in FY23, but has not continued due to funding constraints.	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	Incomplete	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. We are unable to complete a Marketing Strategies study at this time.	
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 FY24, CAT has attended multiple public outreach activities/events but further coordination with the Chamber of Commerce is required to distribute CAT service information. CAT has prepared a reduction to the employee threshold for the Corporate Bus Pass Program, which has been distributed to large employers.	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 exceeded hosting or attending 6 events in FY24. 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. CAT regularly advertises any public participation periods through local newspapers.	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	Refer to Initiative 1.4.2	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	Refer to Initiative 1.6.1	Ongoing	Refer to Initiative 1.6.1	Refer to Initiative 1.6.1
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.	Completed/ Ongoing	CAT has tried to increase awareness of the corporate bus pass program with an employee threshold reduction. CAT has reached 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.	2024, Ongoing	CAT is required to develop an electrification plan and have begun the process to hire a consultant to help prepare the plan. We have passed our recommended implementation date, but have started this initiative during FY24. In FY20 CAT applied and was awarded the 5339 Bus and Bus Facility Grant which included the purchase of 2 electric vehicles.	Complete Electrification Transition plan by 2023.

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.	2025, 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 for fixed route service. CAT has begun the process to start the Electrification Transition Plan in 2024.	Complete Electrification Transition plan by 2025 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.	2025	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. CAT has begun the process to start the Electrification Transition Plan.	Complete Electrification Transition plan by 2025
Initiative 2.3.2	Explore solar powered canopies to energize the maintenance building and buses and provide shade.	2025	Solar powered canopies are being considered in the design of the new maintenance facility, currently in development.	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. Outreach to large employers has occurred with the change to our corporate bus pass program.	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. Social media has also been used to distribute marketing materials showing the benefits of our transit service.	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.	Incomplete	CAT has not made progress on this initiative.	Develop marketing material and distribute by 2025.

Initiative 3.1.4	Refer to Initiative 1.6.1	Ongoing	Refer to Initiative 1.6.1	Refer to Initiative 1.6.1
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	Refer to Initiative 1.7.5	Ongoing	Refer to Initiative 1.7.5	Refer to Initiative 1.7.5
Objective 3.2	Build partnerships for participation in discussions relating to proposed future development and redevelopment.			
Initiative 3.2.1	Refer to Initiative 1.5.2	Ongoing	Refer to Initiative 1.5.2	Refer to Initiative 1.5.2
Initiative 3.2.2	Refer to Initiatives 1.4.2 and 2.1.1	Ongoing	Refer to Initiatives 1.4.2 and 2.1.1	Refer to Initiatives 1.4.2 and 2.1.1
Goal 4: Coordinate the development and provision of mobility services with local, regional, state planning efforts and through public and private partnerships.				
Objective 4.1	Coordinate integrated land use and transportation planning efforts to incorporate transit needs into the development review and approval process.			
Initiative 4.1.1	Work with Collier County to implement recommendations listed in the Collier County Transit Impact Analysis (TIA).	Ongoing	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 2025.

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. The regular bi-weekly meetings have been re-instated, and CAT participates regularly.	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 2025.
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. Coordination with Transportation Planning is needed to determine whether adding a transit component to traffic impact studies is feasible.	Implement recommendations from TIA by 2025.

	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 is notified of any roadway, utilities, and or stormwater projects and participates in meetings as required, previous bi-weekly meetings have been re-instated, and CAT participates regularly.	Meet monthly with appropriate divisions.
Goal 5: Use technologies and innovations in service delivery to improve productivity, efficiency, reliability, and cost-effectiveness of mobility services and operations.				
Objective 5.1	Explore, monitor, test, and deploy technology applications to enhance mobility services, increase awareness of CAT services, and ease of access to CAT services.			
Initiative 5.1.1	Improve customer information systems, including website and through directly curated and through available mobile applications, to enhance availability of and access to CAT service information and trip planning, to support increased ridership.	Ongoing	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 Specificationsthat 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. New Kiosks have been installed at the transfer stations displaying real-time bus info and maps, along with other information to help passengers plan trips.	
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 Piloted an On-Demand Paratransit service, allowing same day rides, but has not continued due to funding constraints. CAT will work on this initiative again closer to the initial planned implementation.	Implement MOD software along with MOD service to manage and facility 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.	Ongoing	Account-based payment systems are now in operation for our paratransit riders, and fixed route riders can buy fares on their RideCAT mobile accounts. Fare technology coordination was looked at as a part of the Regional Transit and Fares Study.	Implement ITS initiatives within the Implementation Plan by 2025

Initiative 5.1.4	Explore technology to allow merchants and employers to reduce fares for patrons and employees using smart cards and/or mobile pay applications.	Ongoing	CAT offers a corporate discounted 30-Day Pass for large employers of 250 employees or more.	Implement ITS initiatives within the Implementation Plan by 2025.
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 have acted on the recommended cost-neutral improvements. Further implementation is planned.	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 has most recently conducted a survey regarding the rider needs during the Regional Service and Fare Study. Surveys will also be created later this year with our Major TDP Update.	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 and during public participation. 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. Processes have been expanded to include feedback from senior drivers within our process to create season and off-season schedules.	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 years.	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.
Goal 7 Maximize the use of all funding sources available, including through partnerships with businesses, employers, and other institutions to increase and improve access to mobility services and mobility for workers, residents, visitors.				
Objective 7.1	Increase and expand revenue sources.			
Initiative 7.1.1	Explore opportunities for generating advertising revenue on and inside the buses.	Ongoing	Collier Area Transit has an adopted Advertising Policy, the selling of advertising commenced in FY15. Our Marketing coordinator is in contact with advertisers. Exterior advertising is being explored.	Maintain advertising program within the bus. Modify program to allow for wrapping vehicles by 2025.
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 FY2024.	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 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.	2024	CAT will attend TDC meetings to determine the next steps for becoming involved and explore options for improving our service and reach.	Serve on and coordinate with the Collier County Tourist Development Council (TDC) by 2024

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) 2023 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 2025 through FY 2034. 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 last year's TDP APR is the addition of a new 10th year utilizing the assumptions noted. These assumptions are summarized below.

Cost Assumptions

Operating

Numerous cost assumptions were made to forecast transit costs for 2025 through 2034. 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 adopted budget (FY23). These costs include the cost to operate and maintain existing services and facilities, such as administrative buildings, maintenance facilities, and transithubs.
- An annual inflation rate of 2.28% was used for all operating cost projections, based on the average Consumer Price Index (CPI) historical data from2013-2022.
- Annual operating costs for future service enhancements are based on the projected annual service hours and cost per revenue hour of $110.16 for fixed-route service and $51.41 for paratransit service (both in FY23).
- Implementing the new route alignments represents increased levels of service in improvements such as Route 14, Route 19, 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 ifimplemented.

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 $150,000 for paratransit cutaway vehicles, based on information provided by the JTA Bus Contract and FDOT Trips Contract. Twenty-two fixed-route vehicles and 56 paratransit vehicles will need to be purchased between 2025 and 2034.
- An annual growth rate of 2.28% was used for capital cost projections, based on average CPI historical data from 2013 to 2022.
- 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 of2.28%.
- 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 2023 TDP Annual Progress Report, and the Collier County Government FY 2023 adopted 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 2.28% annually starting in 2024. 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 2025‑FY 2034 reflects Adopted Work Program FY 2023‑2027 for Collier County; an annual growth rate (2.28%) is applied after FY 2024, 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 2024‑2035 were obtained from the FDOT Adopted Work Program FY 2023‑2027 for Collier County. A conservative annual growth rate of 2.28% 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 2023 YTD Route Statistics data provided by CAT, with a conservative 2.28% 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 2.28% 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 $14.9 million in capital funds was assumed in the 10-year plan to fund the existing fixed-route bus replacement program and $8.8 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 May 10, 2024.

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

2023 Transit Priorities

Improvement	Category	Ranking	Implementation Year	Annual Cost	3-Year Operating Cost	10-Year Operating Cost	Capital Cost
Route 15 from 90 to 45 minutes	Increase Frequency	1	2023	$ 163,238	$ 489,715	$ 1,632,384	$ 503,771
Route 11 from 30 to 20 minutes	Increase Frequency	2	2023	$ 652,954	$ 1,958,861	$ 6,529,536	$ 503,771
Route 12 from 90 to 45 minutes	Increase Frequency	3	2023	$ 282,947	$ 848,840	$ 2,829,466	$ 503,771
Administration/Passenger Station Roof	Transit Asset Management	4	2023	$ -	$ -	$ -	$ 174,000
Route 16 from 90 to 45 minutes	Increase Frequency	5	2023	$ 156,105	$ 468,316	$ 1,561,054	$ 503,771
Route 14 from 60 to 30 minutes	Increase Frequency	6	2023	$ 243,915	$ 731,744	$ 2,439,146	$ 512,698
Site SL-15 Creekside	Park and Ride	7	2023	$ -	$ -	$ -	$ 564,940
Beach Lot Vanderbilt Beach Rd	Park and Ride	8	2023	$ -	$ -	$ -	$ 2,318,200
Route 17/18 from 90 to 45 minutes	Increase Frequency	9	2023	$ 258,550	$ 775,649	$ 2,585,495	$ 503,771
Route 13 from 40 to 30 minutes	Increase Frequency	10	2023	$ 83,712	$ 251,135	$ 837,115	$ 512,698
40' Fixed Route Bus Replacement	Transit Asset Management	11	2023	$ -	$ -	$ -	$ 580,000
Replacement of Support Truck	Transit Asset Management	12	2023	$ -	$ -	$ -	$ 50,000
Replace Cutaway Vehicle	Transit Asset Management	13	2023	$ -	$ -	$ -	$ 150,000
Replace Cutaway Vehicle	Transit Asset Management	14	2023	$ -	$ -	$ -	$ 150,000
Replace Cutaway Vehicle	Transit Asset Management	15	2023	$ -	$ -	$ -	$ 150,000
New Island Trolley	New Service	16	2024	$ 551,082	$ 1,653,246	$ 5,510,821	$ 864,368
Study: Mobility on Demand	Other Improvements	17	2024	$ -	$ -	$ -	$ 50,000
Study: Fares	Other Improvements	18	2024	$ -	$ -	$ -	$ 50,000
Support Vehicle - Truck	Transit Asset Management	20	2024	$ -	$ -	$ -	$ 30,000
Replace Cutaway Vehicle	Transit Asset Management	21	2024	$ -	$ -	$ -	$ 150,000
Replace Cutaway Vehicle	Transit Asset Management	22	2024	$ -	$ -	$ -	$ 150,000
Replace Cutaway Vehicle	Transit Asset Management	23	2024	$ -	$ -	$ -	$ 150,000
Replace Cutaway Vehicle	Transit Asset Management	24	2024	$ -	$ -	$ -	$ 150,000
New Bayshore Shuttle	New Service	25	2025	$ 201,000	$ 602,999	$ 2,009,995	$ 531,029
Administration Building 1st floor reconfiguration	Other Improvements	19	2024	$ 0	$ 0	$ 0	$ 750,000
Fixed Route Bus - Replacement	Transit Asset Management	26	2025	$ -	$ -	$ -	$ 500,000
Fixed Route Bus - Replacement	Transit Asset Management	27	2025	$ -	$ -	$ -	$ 500,000
Support Vehicle - Replacement	Transit Asset Management	28	2025	$ -	$ -	$ -	$ 30,000
Support Vehicle - Replacement	Transit Asset Management	29	2025	$ -	$ -	$ -	$ 30,000
Radio Rd Transfer Station Lot	Park and Ride	30	2026	$ -	$ -	$ -	$ 479,961
Beach Lot Pine Ridge Rd	Park and Ride	31	2026	$ -	$ -	$ -	$ 2,587,310
Immokalee Rd - Split Route 27 creating EW Route	Route Network Modifications	32	2027	$ 189,885	$ 569,654	$ 1,898,846	$ 550,016
Collier Blvd - Split Route 27 creating NS Route	Route Network Modifications	33	2027	$ 189,885	$ 569,654	$ 1,898,846	$ 550,016
New Route 19/28 - Extend Hours to 10:00 PM	Service Expansion	34	2027	$ 29,288	$ 87,863	$ 292,876	$ -
Route 24 - Extend Hours to 10:00 PM	Service Expansion	35	2027	$ 30,298	$ 90,893	$ 302,976	$ -
Goodlette Frank Rd - Split Route 25 creating NS	Route Network Modifications	36	2027	$ 183,805	$ 551,416	$ 1,838,052	$ 550,016
35' Fixed Route Bus Replacement	Transit Asset Management	37	2024	$ -	$ -	$ -	$ 560,000
35' Fixed Route Bus Replacement	Transit Asset Management	38	2024	$ -	$ -	$ -	$ 560,000
35' Fixed Route Bus Replacement	Transit Asset Management	39	2024	$ -	$ -	$ -	$ 560,000
35' Fixed Route Bus Replacement	Transit Asset Management	40	2024	$ -	$ -	$ -	$ 560,000
35' Fixed Route Bus Replacement	Transit Asset Management	41	2024	$ -	$ -	$ -	$ 560,000
40' Fixed Route Bus Replacement	Transit Asset Management	42	2025	$ -	$ -	$ -	$ 580,000
40' Fixed Route Bus Replacement	Transit Asset Management	43	2025	$ -	$ -	$ -	$ 580,000
Replacement of 2 Support Vans	Transit Asset Management	44	2026	$ -	$ -	$ -	$ 46,000
Replacement of Support Truck	Transit Asset Management	45	2026	$ -	$ -	$ -	$ 26,200
MOD – North Naples	New Service	46	2030	$ 81,723	$ 245,169	$ 817,230	$ 81,961
New Autonomous Circulator	New Service	47	2030	$ 52,411	$ 157,232	$ 524,105	$ 569,681
MOD – Marco Island	New Service	48	2030	$ 108,912	$ 326,736	$ 1,089,119	$ 81,961
MOD – Golden Gate Estates	New Service	49	2030	$ 163,446	$ 490,338	$ 1,634,460	$ 81,961
New Naples Pier Electric Shuttle	New Service	50	2030	$ 82,213	$ 246,638	$ 822,125	$ 569,681
MOD – Naples	New Service	51	2030	$ 193,889	$ 581,666	$ 1,938,887	$ 81,961

Proposed 2024 Transit Priorities

CAT submits the new transit priorities on an annual basis to the MPO, CAT's updated Transit Priorities List comprises various approved plans, including the Park and Ride Study, Transit Asset Management, and the Major Transit Development Plan.

Improvement	Category	Ranking	Implementation Year	Annual Cost	3-Year Operating Cost	10-Year Operating Cost	Capital Cost
Route 15 from 90 to 45 minutes	Increase Frequency	1	2025	$ 163,238	$ 489,715	$ 1,632,384	$ 503,771
Route 11 from 30 to 20 minutes	Increase Frequency	2	2025	$ 652,954	$ 1,958,861	$ 6,529,536	$ 503,771
Route 12 from 90 to 45 minutes	Increase Frequency	3	2025	$ 282,947	$ 848,840	$ 2,829,466	$ 503,771
Administration/Passenger Station Roof	Transit Asset Management	4	2025	$ -	$ -	$ -	$ 174,000
Route 16 from 90 to 45 minutes	Increase Frequency	5	2025	$ 156,105	$ 468,316	$ 1,561,054	$ 503,771
Route 14 from 60 to 30 minutes	Increase Frequency	6	2025	$ 243,915	$ 731,744	$ 2,439,146	$ 512,698
Site SL- 15 Creekside	Park and Ride	7	2025	$ -	$ -	$ -	$ 564,940
Beach Lot Vanderbilt Beach Rd	Park and Ride	8	2025	$ -	$ -	$ -	$ 2,318,200
Route 17/18 from 90 to 45 minutes	Increase Frequency	9	2025	$ 258,550	$ 775,649	$ 2,585,495	$ 503,771
Route 13 from 40 to 30 minutes	Increase Frequency	10	2025	$ 83,712	$ 251,135	$ 837,115	$ 512,698
40' Fixed Route Bus Replacement	Transit Asset Management	11	2024	$ -	$ -	$ -	$ 580,000
Replacement of Support Truck	Transit Asset Management	12	2024	$ -	$ -	$ -	$ 50,000
Replace Cutaway Vehicle	Transit Asset Management	13	2024	$ -	$ -	$ -	$ 150,000
Replace Cutaway Vehicle	Transit Asset Management	14	2024	$ -	$ -	$ -	$ 150,000
Replace Cutaway Vehicle	Transit Asset Management	15	2024	$ -	$ -	$ -	$ 150,000
New Island Trolley	New Service	16	2026	$ 551,082	$ 1,653,246	$ 5,510,821	$ 864,368
Study: Mobility on Demand	Other Improvements	17	2025	$ -	$ -	$ -	$ 50,000
Study: Fares	Other Improvements	18	2025	$ -	$ -	$ -	$ 50,000
Administration Building 1st floor	Other Improvements	19	2024	$ 0	$ 0	$ 0	$ 750,000
Support Vehicle - Truck	Transit Asset Management	20	2024	$ -	$ -	$ -	$ 30,000
Replace Cutaway Vehicle	Transit Asset Management	21	2025	$ -	$ -	$ -	$ 150,000
Replace Cutaway Vehicle	Transit Asset Management	22	2025	$ -	$ -	$ -	$ 150,000
Replace Cutaway Vehicle	Transit Asset Management	23	2025	$ -	$ -	$ -	$ 150,000
Replace Cutaway Vehicle	Transit Asset Management	24	2025	$ -	$ -	$ -	$ 150,000
New Bayshore Shuttle	New Service	25	2025	$ 201,000	$ 602,999	$ 2,009,995	$ 531,029
Fixed Route Bus - Replacement	Transit Asset Management	26	2026	$ -	$ -	$ -	$ 500,000
Fixed Route Bus - Replacement	Transit Asset Management	27	2026	$ -	$ -	$ -	$ 500,000
Support Vehicle - Replacement	Transit Asset Management	28	2027	$ -	$ -	$ -	$ 30,000
Support Vehicle - Replacement	Transit Asset Management	29	2027	$ -	$ -	$ -	$ 30,000
Radio Rd Transfer Station Lot	Park and Ride	30	2026	$ -	$ -	$ -	$ 479,961
Beach Lot Pine Ridge Rd	Park and Ride	31	2026	$ -	$ -	$ -	$ 2,587,310
Immokalee Rd - Split Route 27 creating EW	Route Network Modifications	32	2029	$ 189,885	$ 569,654	$ 1,898,846	$ 550,016
Collier Blvd - Split Route 27 creating NS	Route Network Modifications	33	2029	$ 189,885	$ 569,654	$ 1,898,846	$ 550,016
New Route 19/28 - Extend Hours to 10:00 PM	Service Expansion	34	2029	$ 29,288	$ 87,863	$ 292,876	$ -
Route 24 - Extend Hours to 10:00 PM	Service Expansion	35	2029	$ 30,298	$ 90,893	$ 302,976	$ -
Goodlette Frank Rd - Split Route 25 creating	Route Network Modifications	36	2029	$ 183,805	$ 551,416	$ 1,838,052	$ 550,016
35' Fixed Route Bus Replacement	Transit Asset Management	39	2025	$ -	$ -	$ -	$ 560,000
35' Fixed Route Bus Replacement	Transit Asset Management	40	2025	$ -	$ -	$ -	$ 560,000
35' Fixed Route Bus Replacement	Transit Asset Management	41	2025	$ -	$ -	$ -	$ 560,000
40' Fixed Route Bus Replacement	Transit Asset Management	42	2026	$ -	$ -	$ -	$ 580,000
40' Fixed Route Bus Replacement	Transit Asset Management	43	2026	$ -	$ -	$ -	$ 580,000
Replacement of 2 Support Vans	Transit Asset Management	44	2027	$ -	$ -	$ -	$ 46,000
Replacement of Support Truck	Transit Asset Management	45	2027	$ -	$ -	$ -	$ 26,200
MOD – North Naples	New Service	46	2031	$ 81,723	$ 245,169	$ 817,230	$ 81,961
New Autonomous Circulator	New Service	47	2031	$ 52,411	$ 157,232	$ 524,105	$ 569,681
MOD – Marco Island	New Service	48	2031	$ 108,912	$ 326,736	$ 1,089,119	$ 81,961
MOD – Golden Gate Estates	New Service	49	2031	$ 163,446	$ 490,338	$ 1,634,460	$ 81,961
New Naples Pier Electric Shuttle	New Service	50	2031	$ 82,213	$ 246,638	$ 822,125	$ 569,681
MOD – Naples	New Service	51	2031	$ 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

2025-2034 Cost Feasible Plan

Cost/Revenue			2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10-Year Total
Operating			1	2	3	4	5	6	7	8	9	10	
Operating Cost													
Maintain Existing Service - Fixed Route	Existing		$9,015,510	$9,221,063	$9,431,304	$9,646,337	$9,866,274	$10,091,225	$10,321,305	$10,556,630	$10,797,322	$11,043,501	$99,990,469
Maintain Existing Service - Paratransit	Existing		$7,131,499	$7,294,098	$7,460,403	$7,630,500	$7,804,476	$7,982,418	$8,164,417	$8,350,566	$8,540,958	$8,735,692	$79,095,027
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	$0	$0	$0	$0	$0	$0	$0	$0	$673,469	$673,469
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	$0	$700,957	$700,957
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	$0	$1,448,282	$1,448,282
Route 121 - Add one AM and one PM	Increase Frequency		$0	$0	$0	$0	$0	$0	$0	$0	$0	$288,856	$288,856
Route 11 from 30 to 20 mins	Increase Frequency		$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,155,424	$1,155,424
Route 12 from 90 to 45 mins	Increase Frequency		$0	$0	$0	$0	$0	$0	$0	$0	$0	$500,684	$500,684
Route 13 from 40 to 30 min	Increase Frequency		$0	$0	$0	$0	$0	$0	$0	$0	$0	$165,226	$165,226
Route 14 from 60 to 30 min	Increase Frequency		$0	$0	$0	$0	$0	$0	$0	$0	$0	$481,427	$481,427
Route 15 from 90 to 45 min	Increase Frequency		$0	$0	$0	$0	$0	$0	$0	$0	$0	$288,856	$288,856
Route 16 from 90 to 45 min	Increase Frequency		$0	$0	$0	$0	$0	$0	$0	$0	$0	$308,113	$308,113
Route 17/18 90 to 45 minutes	Increase Frequency		$0	$0	$0	$0	$0	$0	$0	$0	$0	$510,312	$510,312
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	$0	$0	$0	$192,571	$192,571
Route 13 - Extend Hours to 10:00 PM	Increase Hours of Service		$0	$0	$0	$0	$0	$0	$0	$0	$0	$130,948	$130,948
Route 14 - Extend Hours to 10:00 PM	Increase Hours of Service		$0	$0	$0	$0	$0	$0	$0	$0	$0	$130,948	$130,948
Route 17/18 - Extend Hours to 10:00 PM	Increase Hours of Service		$0	$0	$0	$0	$0	$0	$0	$0	$0	$237,247	$237,247
Route 19/28 - Extend Hours to 10:00 PM	Increase Hours of Service		$0	$0	$0	$0	$0	$0	$0	$0	$0	$111,691	$111,691
New Island Trolley	Add New Service		$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,232,452	$1,232,452
New Bayshore Shuttle	Add New Service		$0	$0	$0	$0	$0	$0	$0	$0	$0	$519,941	$519,941
New Autonomous Circulator	Add New Service		$0	$0	$0	$0	$0	$0	$0	$0	$0	$392,844	$392,844
New Naples Pier Electric Shuttle	Add New Service		$0	$0	$0	$0	$0	$0	$0	$0	$0	$616,226	$616,226
Mobility on Demand - Golden Gate	Add New Service		$0	$0	$0	$0	$0	$0	$0	$0	$0	$736,410	$736,410
Mobility on Demand - North Naples	Add New Service		$0	$0	$0	$0	$0	$0	$0	$0	$0	$368,205	$368,205
Mobility on Demand - Naples	Add New Service		$0	$0	$0	$0	$0	$0	$0	$0	$0	$873,571	$873,571
Mobility on Demand - Marco Island	Add New Service		$0	$0	$0	$0	$0	$0	$0	$0	$0	$490,705	$490,705
Total Operating Costs			**$16,147,009**	**$16,515,161**	**$16,891,707**	**$17,276,837**	**$17,670,749**	**$18,073,642**	**$18,485,721**	**$18,907,196**	**$19,338,280**	**$32,334,557**	**$191,640,860**
Operating Revenues													
Federal Grant 5311	Existing	Federal	$800,153	$818,397	$837,056	$856,141	$875,661	$895,626	$916,047	$936,933	$958,295	$980,144	$8,874,454
Local Match (5311)	Existing	Local	$800,153	$818,397	$837,056	$856,141	$875,661	$895,626	$916,047	$936,933	$958,295	$980,144	$8,874,454
Federal Grant 5307 Operating Assistanc	Existing	Federal	$1,808,252	$1,849,480	$1,891,648	$1,934,777	$1,978,890	$2,024,009	$2,070,157	$2,117,356	$2,165,632	$2,215,008	$20,055,209
Local Match (5307)	Existing	Local	$1,808,252	$1,849,480	$1,891,648	$1,934,777	$1,978,890	$2,024,009	$2,070,157	$2,117,356	$2,165,632	$2,215,008	$20,055,209
Federal Grant 5307 ADA and Preventati	Existing	Federal	$965,946	$987,969	$1,010,495	$1,033,534	$1,057,099	$1,081,201	$1,105,852	$1,131,065	$1,156,854	$1,183,230	$10,713,243
FDOT Transit Block Grant Operating Ass	Existing	State	$1,194,529	$1,221,764	$1,249,620	$1,278,112	$1,307,253	$1,337,058	$1,367,543	$1,398,723	$1,430,614	$1,463,232	$13,248,447
TD Funding	Existing	State	$737,630	$754,448	$771,649	$789,243	$807,237	$825,642	$844,467	$863,721	$883,414	$903,556	$8,181,006
Local Match for FDOT Transit Block Gran	Existing	Local	$1,194,529	$1,221,764	$1,249,620	$1,278,112	$1,307,253	$1,337,058	$1,367,543	$1,398,723	$1,430,614	$1,463,232	$13,248,447
Local TD Funding	Existing	Local	$73,763	$75,445	$77,165	$78,924	$80,724	$82,564	$84,447	$86,372	$88,341	$90,356	$818,101
Collier County CAT Enhancements	Existing	Local	$4,631,560	$4,737,160	$4,845,167	$4,955,637	$5,068,626	$5,184,190	$5,302,390	$5,423,284	$5,546,935	$5,673,405	$51,368,356
Federal Grant 5307 -PM	New	Federal	$1,008,555	$1,031,550	$1,055,069	$1,079,125	$1,103,729	$1,128,894	$1,154,633	$1,180,958	$1,207,884	$1,235,424	$11,185,822
FDOT Match for Federal 5307 and 5310 -	New	State	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Local Match for Federal 5307 and 5310 -	New	Local	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Existing Paratransit Fare Revenue	Existing	Local	$192,157	$196,538	$201,019	$205,603	$210,290	$215,085	$219,989	$225,005	$230,135	$235,382	$2,131,204
Fare Revenue from New/Improved Ser	New	Fare	$0	$0	$0	$0	$0	$0	$0	$0	$0	$808,438	$808,438
Fare Revenue from Existing Services	Existing	Fare	$931,530	$952,769	$974,492	$996,710	$1,019,435	$1,042,678	$1,066,452	$1,090,767	$1,115,635	$1,141,072	$10,331,540
Other Local Revenues	Existing	Other Local Sources	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Additional Local Revenue Required - N	New	Other Local Sources	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Operating Revenue			**$16,147,009**	**$16,515,161**	**$16,891,706**	**$17,276,837**	**$17,670,749**	**$18,073,642**	**$18,485,721**	**$18,907,196**	**$19,338,280**	**$20,587,632**	$171,190,227
Annual Revenues Minus Costs			($0)	($0)	($0)	($0)	($0)	($0)	($0)	($0)	($0)	($11,746,925)	($11,746,927)

2025-2034 Cost Feasible Plan

Capital			1	2	3	4	5	6	7	8	9	10	
Cost/Revenue			**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**10-Year Total**
Capital Costs													
Vehicles			**$2,434,517**	**$1,871,811**	**$4,759,875**	**$2,497,076**	**$1,396,437**	**$977,241**	**$2,879,823**	**$4,030,267**	**$381,881**	**$1,778,313**	**$25,410,250**
Replacement Fixed Route Buses - Maintain Existing Service			$554,063	$1,133,390	$4,057,311	$1,778,493	$606,348	$0	$0	$3,243,873	$1	$606,348	$14,954,612
Replacement Vans - Maintain Existing Paratransit Services			$1,678,977	$686,903	$702,565	$718,583	$734,967	$751,724	$1,922,158	$786,393	$4	$734,967	$8,888,891
Replacement of Support Vehicles			$201,477	$51,518	$0	$0	$55,123	$225,517	$57,665	$0	$1	$55,123	$666,746
Preventative Maintenance			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Route 23 Realigned plus freq 60 to 40			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Increase Frequency on Routes 24 and 121			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
										$0	$0	$0	$0
New Island Trolley			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Bayshore Shuttle			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Autonomous Circulator			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Naples Pier Electric Shuttle			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
MOD Service Zones (expanded microtransit)			$0	$0	$0	$0	$0	$0	$0	$0	$381,875	$381,876	$0
Spares for New Service and Improved Existing Service			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Spares for MOD Services			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
ADA Service for New Fixed Route Hours			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Capital/Infrastructure			**$2,533,377**	**$5,570,538**	**$13,557,976**	**$570,698**	**$583,710**	**$597,019**	**$610,631**	**$624,553**	**$638,793**	**$653,357**	**$28,035,135**
Shelter Rehab			$40,912	$41,845	$42,799	$43,775	$44,773	$45,794	$46,838	$47,906	$48,998	$50,115	$429,235
Facility			$2,000,000	$5,000,000	$13,000,000								$22,334,797
Bus Shelters			$492,465	$503,693	$515,177	$526,923	$538,937	$551,225	$563,793	$576,648	$589,795	$603,242	$5,221,103
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
Technlogy - 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	$0	$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	$25,000	$0	$0	$0	$0	$0	$0	$0	$0	$25,000
Study Everglades City Vanpool			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Capital Costs			**$4,967,894**	**$7,442,349**	**$18,317,852**	**$3,067,774**	**$1,980,147**	**$1,574,260**	**$3,490,454**	**$4,654,820**	**$1,020,674**	**$2,431,670**	**$53,445,385**
Capital Revenues													
Federal Grant 5307 Capital Assistance	Existing	Federal	$2,920,334	$900,000	$13,920,520	$920,520	$941,508	$962,974	$984,930	$1,007,386	$1,030,355	$1,053,847	$27,888,688
Federal Grant 5339 Capital Assistance	Existing	Federal		$5,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$6,000,000
Federal Grant 5339 Capital Assistance	Existing	Federal	$368,583	$376,986	$385,582	$394,373	$403,364	$412,561	$421,968	$431,588	$441,429	$451,493	$3,907,704
Federal Grant 5310 Capital Assistance	Existing	Federal	$1,511,080	$618,213	$632,308	$646,725	$661,470	$676,552	$1,729,943	$707,754	$4	$661,470	$8,000,002
Local Match 5310 Capital Assistance	Existing	Federal	$167,898	$68,690	$70,256	$71,858	$73,497	$75,172	$192,216	$78,639	$0	$73,497	$888,889
Total Capital Revenues			**$4,967,894**	**$6,963,889**	**$15,008,666**	**$2,033,476**	**$2,079,839**	**$2,127,259**	**$3,329,056**	**$2,225,368**	**$1,471,788**	**$2,240,307**	$46,685,283
Annual Revenues Minus Costs			**($0)**	**($478,460)**	**($3,309,186)**	**($1,034,299)**	**$99,692**	**$553,000**	**($161,398)**	**($2,429,452)**	**$451,114**	**($191,363)**	**($6,760,102)**

Table 5-3 – Needs Based Financial Plan

2025-2034 Unconstrained Plan

Cost/Revenue			2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10-Year Total
Operating Cost			1	2	3	4	5	6	7	8	9	10	
Maintain Existing Service - Fixed Route	Existing		$9,015,510	$9,221,063	$9,431,304	$9,646,337	$9,866,274	$10,091,225	$10,321,305	$10,556,630	$10,797,322	$11,043,501	$99,990,469
Maintain Existing Service - Paratransit	Existing		$7,131,499	$7,294,098	$7,460,403	$7,630,500	$7,804,476	$7,982,418	$8,164,417	$8,350,566	$8,540,958	$8,735,692	$79,095,027
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	$562,330	$575,152	$588,265	$601,677	$615,396	$629,427	$643,778	$658,456	$673,469	$5,547,949
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	$612,276	$626,236	$640,514	$655,118	$670,054	$685,332	$700,957	$4,590,486
New Route 27 EW, Immokalee to Randall	Route Realignment		$0	$0	$0	$632,527	$646,948	$661,699	$676,786	$0	$0	$0	$2,617,959
New Route 27 NS, Collier 441 to Immokalee Rd	Add New Service		$0	$0	$0	$632,527	$646,948	$661,699	$676,786	$1,384,432	$1,415,997	$1,448,282	$6,866,671
Route 121 - Add one AM and one PM	Increase Frequency		$0	$241,188	$246,687	$252,311	$258,064	$263,948	$269,966	$276,121	$282,417	$288,856	$2,379,559
Route 11 from 30 to 20 mins	Increase Frequency		$0	$964,752	$986,748	$1,009,246	$1,032,257	$1,055,792	$1,079,864	$1,104,485	$1,129,667	$1,155,424	$9,518,235
Route 12 from 90 to 45 mins	Increase Frequency		$0	$418,059	$427,591	$437,340	$447,311	$457,510	$467,941	$478,610	$489,523	$500,684	$4,124,569
Route 13 from 40 to 30 min	Increase Frequency		$0	$137,959	$141,105	$144,322	$147,613	$150,978	$154,421	$157,941	$161,542	$165,226	$1,361,108
Route 14 from 60 to 30 min	Increase Frequency		$0	$401,980	$411,145	$420,519	$430,107	$439,913	$449,943	$460,202	$470,695	$481,427	$3,965,931
Route 15 from 90 to 45 min	Increase Frequency		$0	$241,188	$246,687	$252,311	$258,064	$263,948	$269,966	$276,121	$282,417	$288,856	$2,379,559
Route 16 from 90 to 45 min	Increase Frequency		$0	$257,267	$263,133	$269,132	$275,268	$281,545	$287,964	$294,529	$301,245	$308,113	$2,538,196
Route 17/18 90 to 45 minutes	Increase Frequency		$0	$426,099	$435,814	$445,750	$455,913	$466,308	$476,940	$487,814	$498,936	$510,312	$4,203,887
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	$179,977	$184,081	$188,278	$192,571	$744,907
Route 13 (until 10 PM)	Increase Hours of Service		$0	$0	$0	$0	$0	$0	$122,385	$125,175	$128,029	$130,948	$506,537
Route 14 (until 10 PM)	Increase Hours of Service		$0	$0	$0	$0	$0	$0	$122,385	$125,175	$128,029	$130,948	$506,537
Route 17/18 (until 10 PM)	Increase Hours of Service		$0	$198,096	$202,612	$207,232	$211,957	$216,789	$221,732	$226,788	$231,958	$237,247	$1,954,411
Route 19/28 (until 10 PM)	Increase Hours of Service		$0	$0	$0	$0	$99,785	$102,060	$104,387	$106,767	$109,201	$111,691	$633,891
Route 24 (until 10 PM)	Increase Hours of Service		$0	$0	$30,000	$30,600	$31,212	$31,836	$32,473	$110,449	$112,967	$115,542	$495,079
New Island Trolley	Add New Service		$0	$1,029,069	$1,052,531	$1,076,529	$1,101,074	$1,126,178	$1,151,855	$1,178,117	$1,204,979	$1,232,452	$10,152,784
New Bayshore Shuttle	Add New Service		$0	$0	$444,037	$454,161	$464,516	$475,106	$485,939	$497,018	$508,350	$519,941	$3,849,068
New Autonomous Circulator	Add New Service		$0	$0	$0	$0	$0	$0	$367,154	$375,525	$384,087	$392,844	$1,519,610
New Naples Pier Electric Shuttle	Add New Service		$0	$0	$0	$0	$0	$0	$575,928	$589,059	$602,489	$616,226	$2,383,702
Mobility on Demand - Golden Gate	Add New Service		$0	$0	$0	$0	$0	$0	$688,252	$703,944	$719,994	$736,410	$2,848,601
Mobility on Demand - North Naples	Add New Service		$0	$0	$0	$0	$0	$0	$344,126	$351,972	$359,997	$368,205	$1,424,301
Mobility on Demand - Naples	Add New Service		$0	$0	$0	$0	$0	$0	$816,443	$835,058	$854,097	$873,571	$3,379,170
Mobility on Demand - Marco Island	Add New Service		$0	$0	$0	$0	$0	$0	$458,615	$469,072	$479,767	$490,705	$1,898,159
Total Operating Costs			**$16,147,009**	**$21,393,147**	**$22,354,948**	**$24,741,886**	**$25,405,700**	**$25,984,863**	**$30,252,493**	**$31,019,485**	**$31,726,730**	**$32,450,099**	**$261,476,360**
Operating Revenues													
Federal Grant 5311	Existing	Federal	$800,153	$818,397	$837,056	$856,141	$875,661	$895,626	$916,047	$936,933	$958,295	$980,144	$8,874,454
Local Match (5311)	Existing	Local	$800,153	$818,397	$837,056	$856,141	$875,661	$895,626	$916,047	$936,933	$958,295	$980,144	$8,874,454
Federal Grant 5307 Operating Assistance	Existing	Federal	$1,808,252	$1,849,480	$1,891,648	$1,934,777	$1,978,890	$2,024,009	$2,070,157	$2,117,356	$2,165,632	$2,215,008	$20,055,209
Local Match (5307)	Existing	Local	$1,808,252	$1,849,480	$1,891,648	$1,934,777	$1,978,890	$2,024,009	$2,070,157	$2,117,356	$2,165,632	$2,215,008	$20,055,209
Federal Grant 5307 ADA and Preventative Maintenance	Existing	Federal	$965,946	$987,969	$1,010,495	$1,033,534	$1,057,099	$1,081,201	$1,105,852	$1,131,065	$1,156,854	$1,183,230	$10,713,243
Federal Grant 5307 - ARP (ADA, Fleet Maintenance, Fuel, Bus Operators)	Exiting	Federal	$0	$0	$0	$0	$0	$0	$0	$0	$1	$2	$3
FDOT Transit Block Grant Operating Assistance	Existing	State	$1,194,529	$1,221,764	$1,249,620	$1,278,112	$1,307,253	$1,337,058	$1,367,543	$1,398,723	$1,430,614	$1,463,232	$13,248,447
TD Funding	Existing	State	$737,630	$754,448	$771,649	$789,243	$807,237	$825,642	$844,467	$863,721	$883,414	$903,556	$8,181,006
Local Match for FDOT Transit Block Grant	Existing	Local	$1,194,529	$1,221,764	$1,249,620	$1,278,112	$1,307,253	$1,337,058	$1,367,543	$1,398,723	$1,430,614	$1,463,232	$13,248,447
Local TD Funding	Existing	Local	$73,763	$75,445	$77,165	$78,924	$80,724	$82,564	$84,447	$86,372	$88,341	$90,356	$818,101
Collier County CAT Enhancements	Existing	Local	$4,631,560	$4,737,160	$4,845,167	$4,955,637	$5,068,626	$5,184,190	$5,302,390	$5,423,284	$5,546,935	$5,673,405	$51,368,356
Federal Grant 5307	New	Federal	$1,008,555	$1,031,550	$1,055,069	$1,079,125	$1,103,729	$1,128,894	$1,154,633	$1,180,958	$1,207,884	$1,235,424	$11,185,822
FDOT Match for Federal 5307 and 5310 - New	New	State	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Local Match for Federal 5307 and 5310 - New	New	Local	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Existing Paratransit Fare Revenue	Existing	Local	$192,157	$196,538	$201,019	$205,603	$210,290	$215,085	$219,989	$225,005	$230,135	$235,382	$2,131,204
Fare Revenue from New/Improved Services-New	New	Fare	$0	$159,060	$231,320	$236,594	$241,988	$247,505	$755,570	$772,797	$790,417	$808,438	$4,243,689
Fare Revenue from Existing Services	Existing	Fare	$931,530	$952,769	$974,492	$996,710	$1,019,435	$1,042,678	$1,066,452	$1,090,767	$1,115,636	$1,141,073	$10,331,542
Total Operating Revenue			**$16,147,009**	**$16,674,220**	**$17,123,026**	**$17,513,431**	**$17,912,737**	**$18,321,147**	**$19,241,291**	**$19,679,993**	**$20,128,699**	**$20,587,633**	**$183,329,186**
Annual Revenues Minus Costs			**($0)**	**($4,718,927)**	**($5,231,922)**	**($7,228,455)**	**($7,492,963)**	**($7,663,715)**	**($11,011,202)**	**($11,339,492)**	**($11,598,031)**	**($11,862,466)**	**($78,147,174)**

2025-2034 Unconstrained Plan

Cost/Revenue	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10-Year Total
Capital Costs	1	2	3	4	5	6	7	8	9	10	
Vehicles	**$2,434,517**	**$8,282,908**	**$7,657,955**	**$4,868,401**	**$1,396,437**	**$3,157,241**	**$4,209,527**	**$4,030,266**	**$804,323**	**$9,645,709**	**$46,487,284**
Replacement Fixed Route Buses - Maintain Existing Service	$554,063	$1,133,390	$4,057,311	$1,778,493	$606,348	$0	$0	$3,243,873	$0	$3,393,480	$14,766,957
Replacement Vans - Maintain Existing Paratransit Services	$1,678,977	$686,903	$702,565	$718,583	$734,967	$751,724	$1,922,158	$786,393	$804,323	$822,662	$9,609,256
Replacement of Support Vehicles	$201,477	$51,518	$0	$0	$55,123	$225,517	$57,665	$0	$0	$0	$591,300
Preventative Maintenance	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Vehicles for Improved, MOD & New Services	$0	$4,338,939	$2,318,463	$1,778,493	$0	$1,992,069	$2,037,488	$0	$0	$4,750,872	$17,216,324
Spares for New Service and Improved Existing Service	*$0*	*$1,133,390*	*$579,616*	*$592,831*	*$0*	*$0*	*$0*	*$0*	$0	$678,696	$2,984,533
Spares for New MOD Services	$0	$0	$0	$0	$0	$187,931	$192,216	$0	$0	$0	$380,147
New Naples Pier Electric Shuttle	$0	$938,768	$0	$0	$0	$0	$0	$0	$0	$0	$938,768
ADA Service for New Fixed Route Hours	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Capital/Infrastructure	**$2,533,377**	**$5,570,538**	**$13,557,976**	**$570,698**	**$583,710**	**$597,019**	**$610,631**	**$624,553**	**$638,793**	**$653,357**	**$25,940,652**
Shelter Rehab	$40,912	$41,845	$42,799	$43,775	$44,773	$45,794	$46,838	$47,906	$48,998	$50,115	$453,753
Bus Shelters	$492,465	$503,693	$515,177	$526,923	$538,937	$551,225	$563,793	$576,648	$589,795	$603,242	$5,461,900
Facility	$2,000,000	$5,000,000	$13,000,000	$0	$0	$0	$0	$0	$0	$0	$20,000,000
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
Technlogy - 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	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Study: Regional Service and Fares	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Study I-75 Managed Lanes Express	$0	$25,000	$0	$0	$0	$0	$0	$0	$0	$0	$25,000
Total Capital Costs	**$4,967,894**	**$13,853,446**	**$21,215,931**	**$5,439,099**	**$1,980,147**	**$3,754,260**	**$4,820,158**	**$4,654,819**	**$1,443,116**	**$10,299,067**	**$72,427,937**
Capital Revenues											
Federal Grant 5307 Capital Assistance	$2,920,334	$900,000	$13,920,520	$920,520	$941,508	$962,974	$984,930	$1,007,386	$1,030,355	$1,053,847	$24,642,374
Federal Grant 5339 Capital Assistance	$0	$5,000,000	$0	$0	$0	$0	$0	$1	$2	$3	$5,000,006
Federal Grant 5339 Capital Assistance	$368,583	$376,986	$385,582	$394,373	$403,364	$412,561	$421,968	$431,588	$441,429	$451,493	$4,087,927
Federal Grant 5310 Capital Assistance	$1,511,080	$618,213	$632,308	$646,725	$661,470	$676,552	$1,729,943	$707,754	$723,891	$740,396	$8,648,330
Local Match 5310 Capital Assistance	$167,898	$68,690	$70,256	$71,858	$73,497	$75,172	$192,216	$78,639	$80,432	$82,266	$960,926
Total Capital Revenues	**$4,967,894**	**$6,963,889**	**$15,008,666**	**$2,033,476**	**$2,079,839**	**$2,127,259**	**$3,329,056**	**$2,225,369**	**$2,276,109**	**$2,328,005**	**$43,339,563**
Annual Revenues Minus Costs	**($0)**	**($6,889,557)**	**($6,207,265)**	**($3,405,623)**	**$99,692**	**($1,627,000)**	**($1,491,102)**	**($2,429,450)**	**$832,993**	**($7,971,062)**	**($29,088,374)**