



COLLIER AREA TRANSIT

# Transit Development Plan FY 2016-2025 Major Update

## Executive Summary



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## **Introduction**

This Executive Summary provides an overview of the Collier Area Transit (CAT) Transit Development Plan (TDP), the strategic guide for public transportation in the county over the next 10 years. It represents Collier County's vision for public transportation in its service area during federal fiscal years (FY) 2016 - 2025.

## **Objectives of the Plan**

The main purpose of the TDP for Collier County, is to meet the requirements of the State regulation for public transit providers to qualify for State block grant funding. The TDP includes a 10-year plan for transit and mobility needs, cost and revenue projections, and community transit goals, objectives, and policies.

## **Background**

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

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

The FY 2016-2025 TDP meets the requirements for a major TDP update in accordance with Rule Chapter 14-73, Florida Administrative Code (FAC). Each interim year, public transit providers report TDP achievements to FDOT through the submittal of annual progress reports.

The TDP is the source for determining the types of projects and their priority in the public transportation component of the Transportation Improvement Plan (TIP). The plan also must be consistent with the approved Local Government Comprehensive Plans and the Metropolitan Planning Organization's (MPO) Long Range Transportation Plan (LRTP). The Collier MPO LRTP is being developed concurrently and all aspects of the TDP development process have been coordinated with the MPO to ensure consistency.

## **TDP Major Components**

The major components that comprise the TDP are briefly described below.

### **Baseline Conditions**

Study area demographics for Collier County were reviewed, including a physical description of the study



area, a population profile, and demographic and journey-to-work characteristics. The baseline conditions section also includes a review of new developments, and tourism information. The information compiled and presented in the full TDP major update provides the basis for more-detailed analysis in subsequent tasks of the TDP. Land use trends, major transit trip generators and attractors, economic factors, existing roadway conditions, major employers, and commuter workflow patterns were also explored.

## **Transit Performance Evaluation**

The existing transit services in the study area were reviewed and evaluated, including ridership trends, vehicle inventory, public transportation service providers, trend analysis of CAT's performance, and a peer review to assist CAT in setting measurable targets for ridership and improvements.

## **Public Outreach**

A public outreach strategy was developed and implemented to obtain feedback from the greatest number of participants throughout the plan development process. The activities completed as part of the outreach plan are listed below.

- Visioning survey (online and on-board the transit vehicles)
- Visioning workshop
- TDP Review Committee meetings
- Discussion group workshops
- Stakeholder interviews
- Transit user interviews at the transfer facility
- Public meetings
- Committee presentations

## **Review of Plans, Studies, and Policies**

The document review section of the full TDP provides information on the pertinent documents that directly affect or are relevant to transit and transportation planning in Collier County.

## **Situation Appraisal**

The TDP rule requires an assessment of the local operating environment in which the transit agency operates. Using information obtained through the public outreach process, a review of CAT's trends, and technical analysis, the situation appraisal documents factors that will help CAT better understand its local environment and the critical issues that could impact programs and services over the TDP planning period. Topics reviewed included regional transportation issues, socioeconomic trends, travel behavior, existing and future land use, technology, service and operational trends, revenue and policy environment, and ridership forecasting.

## **Transit Demand and Mobility Needs**

An evaluation of transit demand and mobility needs in Collier County was completed by reviewing CAT

ridership trends, the results of the FDOT-approved ridership forecasting tool known as the Transit Boarding Estimation and Simulation Tool (TBEST), and a transit market assessment. The transit market assessment includes an evaluation from two different perspectives: the discretionary market and the traditional market. These tools were used to determine whether existing transit routes are serving areas of the county considered to be transit-supportive for the corresponding transit market. The CAT system has done extremely well capturing ridership, despite the lower density levels throughout the county based on developing a route structure that connects transit dependent populations with the service.

## **Goals, Objectives, and Initiatives**

The vision, mission, goals, objectives, and initiatives were updated for the FY 2016-2025 TDP to incorporate feedback received from the public involvement process and the review of local transportation planning documents. The goals are also consistent with the name of the department carrying them out – Collier County Public Transit & Neighborhood Enhancement.

## **Transit Alternatives**

The proposed improvements for fixed-route transit service represent the transit needs for the next 10 years and were developed without consideration of funding constraints. The improvements in no way establish a financial commitment for Collier County; they have been developed only for transit planning purposes and do not reflect the actual budget or expenses of CAT. Transit alternatives for Collier County were developed through a number of methods:

- Public outreach activities
- Discussions with public agency staffs
- Discussions with the TDP Review Committee
- Coordination with the LRTP planning process
- Situation appraisal
- Transit demand and mobility needs analysis

Using the factors previously listed, the following operating and capital alternatives were identified as the needs plan for CAT during the 10-year planning horizon. Table ES-1 presents the Operating Needs Plan, including funded and unfunded needs and the corresponding year of proposed implementation. New service alternatives and associated capital alternatives that have been identified are considered unfunded at this time based on the current CAT budget. The services will remain unfunded unless additional revenue streams are identified. Therefore, 2025 is the corresponding year for all unfunded alternatives. Table ES-2 presents the capital and infrastructure alternatives and phasing plan that was identified through the same process as the operating improvements. In addition, many of the capital alternatives, including park and ride lots, transfer points, and new vehicles are only needed when associated with the newly proposed service alternatives. It is important to note that the priorities listed in Tables ES-1 and ES-2 are subject to the availability of funding. If alternative revenue sources are identified for the implementation of any improvement, regardless of the implementation year identified in the TDP that improvement may be advanced for implementation in an earlier year.

The priorities listed in Tables ES-1 and ES-2 do not exactly mirror, but are consistent with the goals, objectives, and initiatives in this report. Map ES-1 displays the facility and service-based transit alternatives visually.

**Table ES-1: 10-Year TDP Operating Needs Plan**

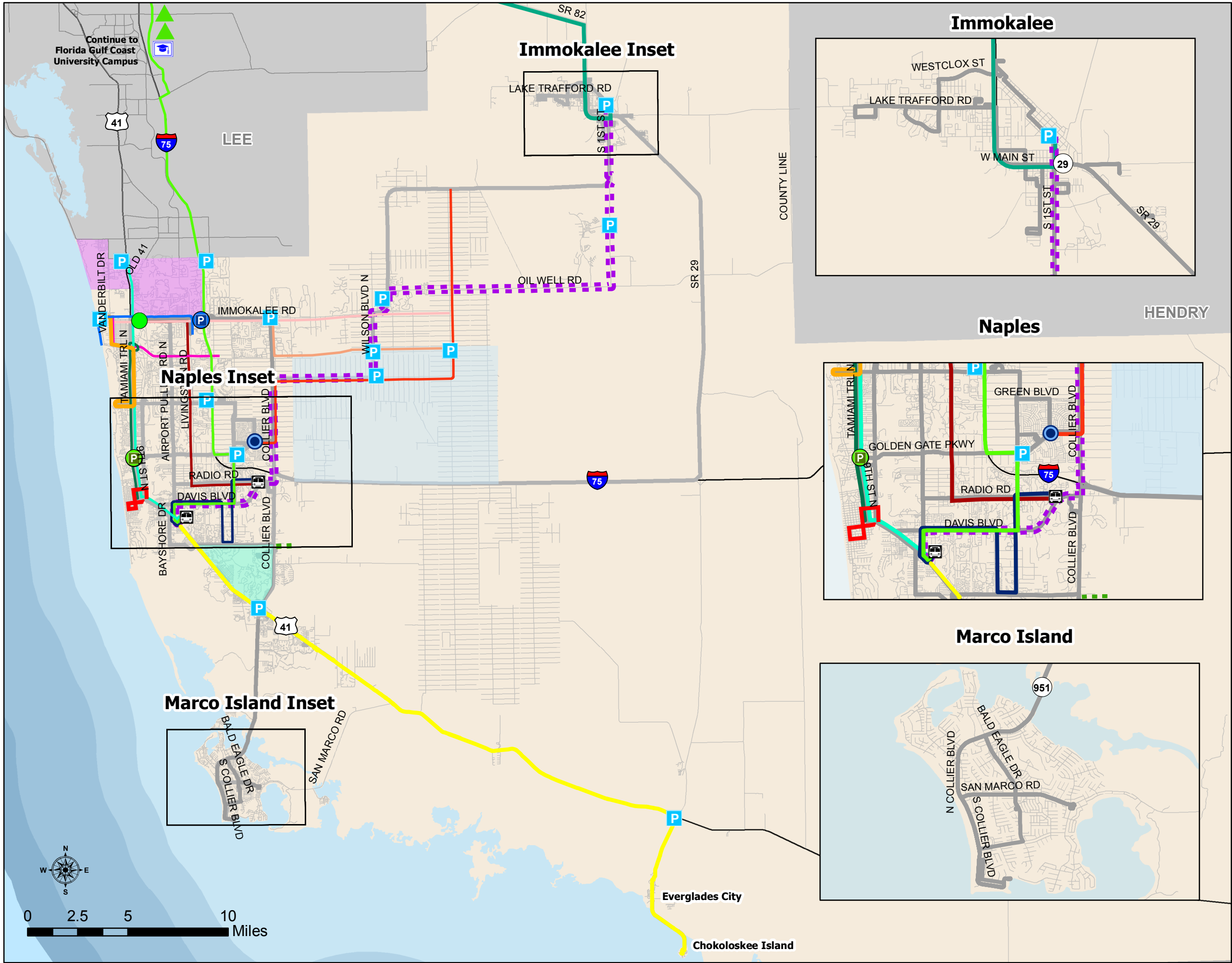
Service Type/Mode	Description	Implementation Year	Annual Operating Cost 2016
<b>Maintain Existing Fixed Route/Fixed Guideway</b>			
Existing Bus	Maintain Existing Fixed Route Service	2016	\$6,320,997
Existing Paratransit	Maintain Existing Paratransit	2016	\$3,609,147
<b>Fixed Route/Fixed Guideway Improvements</b>			
Fixed-Route 10	Seasonal Beach Access Route	2016	\$81,537
Fixed-Route 11	Red Route-US 41/Creekside	2025	\$511,756
Fixed-Route 12	Gold Route-Airport/Creekside	2025	\$595,468
Fixed-Route 13	Orange Route-NCH/Coastland Mall	2025	\$567,564
Fixed-Route 14	Teal Route-Bayshore/Coastland Mall	2025	\$637,324
Fixed-Route 15	Purple Route-Golden Gate City	2025	\$544,125
Fixed-Route 16	Gray Route-Golden Gate City	2025	\$761,014
Fixed-Route 17	Green Route-Rattlesnake/Edison College (Rattlesnake-Hammock Ext.)	2025	\$605,513
Fixed-Route 18	Yellow Route-US 41 East/Naples Manor (Rattlesnake-Hammock Ext.)	2025	\$693,055
Fixed-Route 19	Blue Route/GG Estates/Immokalee (Realigned via Ave Maria)	2025	\$940,432
Fixed-Route 20	Pine Ridge	2025	\$1,032,442
Circulator Route 21	Marco Island Circulator	2025	\$181,375
Express Route 121	Express Immokalee/Marco	2025	\$120,824
Circulator Route 22	Immokalee Circulator 1	2025	\$578,019
Circulator Route 23	Immokalee Circulator 2	2025	\$591,482
Fixed-Route 24	US 41 East/Charlee Estates	2025	\$599,933
Fixed-Route 25	Golden Gate Pkwy/Goodlette Road	2025	\$674,157
Fixed-Route 26	Pine Ridge/Clam Pass (No full day service)	2025	\$679,179
Fixed-Route 27	CR 951/Immokalee Rd	2025	\$567,564
Circulator Route 301	Downtown Naples Loop	2025	\$500,638
Circulator Route 302	Beach to Seagate via Goodlett-Frank	2025	\$500,638
Fixed-Route 30	CAT Ops Center to Creekside (via Livingston)	2025	\$505,349
Fixed-Route 31	Immokalee Road (Everglades to Beach)	2025	\$505,349
Fixed-Route 32	Immokalee-Vineyards (via Vanderbilt)	2025	\$446,461
Fixed-Route 33	County Barn/Santa Barbara	2025	\$505,349
Fixed-Route 34	Corkscrew/Golden Gate	2025	\$446,461
Fixed-Route 35	Mercato/5th Ave (Thursday-Saturday Only)	2025	\$446,461
Fixed-Route 36	Vanderbilt Beach Rd Extension	2025	\$446,461
Flex Route 202	South Naples Flex	2025	\$334,846
Flex Route 203	North Naples Flex	2025	\$334,846
Flex Route 204	Golden Gate Flex	2025	\$334,846
Express Route 122	Gov Center to Everglades City (US 41)	2025	\$446,461
Express Route 123	Immokalee to Lehigh Acres	2025	\$334,846
Express Route 124	Gov Center to Florida Gulf Coast University Lee County Campus	2025	\$334,846
Express Route 125	Collier-Lee County Connector	2025	\$446,461
Paratransit	Proposed New Service Paratransit	2025	\$4,437,887

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

**Table ES-2: 10-Year TDP Capital Implementation Plan**

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





## 2016 - 2025 CAT Transit Development Plan

### Existing Services

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

### Circulator Needs

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

### Express Service Needs

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

### Fixed-Route Service Needs

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

### Flex Service Needs

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

### Future Services

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

## Map ES-1: 10-Year Potential Transit Improvements



## 10-Year Implementation Plan

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

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

Table ES-3 displays the status quo financial plan with service and funding continuing at existing levels with inflation and minor planning or capital improvements occurring. The status quo financial plan has a balanced operating budget, but results in a \$2.3 million dollar surplus for capital over the 10-year planning horizon. The surplus is not additional funding that CAT will have available, but results based on the programming of capital funding and scheduling of capital projects. In FY 2026, immediately following the TDP's planning horizon, CAT will need to purchase replacement vehicles that will utilize the surplus funding and require additional capital funding. It is important to note that in previous years maintaining the current level of service resulted in the need for use of Reserve funding from Collier County. Any future year deficits in funding that may result for the provision of existing service would need to be covered through Collier County Reserve funding, an increase in fares, service reductions, or new funding sources. Table ES-3 provides a balanced status quo operating budget based on the best financial data available to project future year costs and revenues. Table ES-4 identifies the needs-based financial plan incorporating the tenth year service improvements and major capital investments as identified in Tables ES-1 and ES-2. The needs-based financial plan includes a deficit of \$50.9 million dollars, comprised of \$28.1 million of operating cost and \$22.8 million of capital cost. New funding would be required to realize any service or improvement beyond maintaining the current level of service. Nevertheless, operating and capital costs for the Needs Plan have been prepared in the event that additional funding is identified.

## Ten-Year TDP Financial Plan

Numerous assumptions were made to project public transportation costs and revenues for the TDP planning timeframe of FY 2016 through FY 2025. The assumptions made for operating and capital costs and revenues are based on a variety of factors, including NTD data, trend data, operating characteristics,

planning documents, the FDOT Work Program FY 2016 - 2020, the Collier MPO Transportation Improvement Program (TIP) FY 2015 - 2019, staff correspondence, and the Collier County FY 2015 Adopted Budget. These assumptions are summarized below.

### **Cost Assumptions**

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

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

### **Revenue Assumptions**

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



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

Table ES-3: Status Quo Financial Plan

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

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

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

Table ES-4: Needs-Based Financial Plan

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

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

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

## Potential Revenue Sources

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

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



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

## Conclusion

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

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