

COLLIER COUNTY
Metropolitan Planning Organization



AGENDA

Board of County Commission Chambers
Collier County Government Center
3299 Tamiami Trail East, 3rd Floor
Naples, FL 34112

September 11, 2020

9:00 AM

Councilwoman Elaine Middelstaedt, Esq., Chair
Councilman Erik Brechnitz, Vice-Chair
Commissioner Penny Taylor
Commissioner Andy Solis, Esq.
Commissioner Burt L. Saunders
Commissioner Donna Fiala
Commissioner William L. McDaniel, Jr.
Councilman Mike McCabe
Councilman Paul Perry

This meeting of the Collier Metropolitan Planning Organization (MPO) is open to the public and citizen input is encouraged. Any person wishing to speak on any scheduled item may do so upon recognition of the Chairperson. Any person desiring to have an item placed on the agenda shall make a request in writing with a description and summary of the item, to the MPO Director or MPO Chairman 14 days prior to the date of the next scheduled meeting of the MPO. Any person who decides to appeal a decision of this Board will need a record of the proceedings pertaining thereto, and therefore may need to ensure that a verbatim record of the proceeding is made, which record includes the testimony and evidence upon which the appeal is to be based. In accordance with the Americans with Disabilities Act, any person requiring special accommodations to participate in this meeting should contact Anne McLaughlin, MPO Executive Director, 72 hours prior to the meeting by calling (239) 252-8192. The MPO's planning process is conducted in accordance with Title VI of the Civil Rights Act of 1964 and Related Statutes. Any person or beneficiary who believes that within the MPO's planning process they have been discriminated against because of race, color, religion, sex, age, national origin, disability, or familial status may file a complaint with the Collier MPO Executive Director, Anne McLaughlin at (239) 252-8192 or by writing to Ms. McLaughlin at 2885 South Horseshoe Dr., Naples, FL 34104.

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. PLEDGE OF ALLEGIANCE**
- 4. APPROVAL OF THE AGENDA, PREVIOUS MINUTES AND CONSENT ITEMS**
 - 4.A. June 12, 2020 Meeting Minutes**
- 5. PUBLIC COMMENTS FOR ITEMS NOT ON THE AGENDA**
- 6. AGENCY UPDATES**
 - 6.A. FDOT**
 - 6.B. MPO EXECUTIVE DIRECTOR**
- 7. COMMITTEE CHAIR REPORTS**
 - 7.A. CITIZENS ADVISORY COMMITTEE (CAC)**
 - 7.A.1. Citizens Advisory Committee Chair Report**
 - 7.B. TECHNICAL ADVISORY COMMITTEE (TAC)**
 - 7.B.1. Technical Advisory Committee Chair Report**
 - 7.C. BICYCLE PEDESTRIAN ADVISORY COMMITTEE (BPAC)**
 - 7.C.1. Bicycle and Pedestrian Advisory Committee Chair Report**
 - 7.D. CONGESTION MANAGEMENT COMMITTEE (CMC)**
 - 7.D.1. Congestion Management Committee Chair Report**
 - 7.E. LOCAL COORDINATING BOARD (LCB)**
- 8. REGULAR BOARD ACTION (ROLL CALL REQUIRED)**
- 9. REGULAR BOARD ACTION (NO ROLL CALL)**
 - 9.A. Approve the Transportation System Performance Report and Action Plan**
 - 9.B. Adopt Collier County's Transit Safety Performance Targets by Resolution**
 - 9.C. Approve Revisions to the Continuity of Operations Plan (COOP)**
 - 9.D. Endorsement of the Transit Development Plan (TDP) Major Update**
- 10. PRESENTATIONS (MAY REQUIRE BOARD ACTION)**

10.A. Update on 2045 Long Range Transportation Plan (LRTP)

10.B. FDOT Update on Current Project Development & Environmental (PD&E) Studies

11. DISTRIBUTION ITEMS

11.A. Administrative Modifications to FY2021-2025 Transportation Improvement Program (TIP)

12. MEMBER COMMENTS

13. NEXT MEETING DATE

13.A. Next Meeting Date - October 9, 2020 - 9:00 a.m. Board of County Commissioners Chambers, 3299 Tamiami Trail East, Naples, FL 34112

14. ADJOURN

09/11/2020

COLLIER COUNTY
Metropolitan Planning Organization

Item Number: 4.A

Item Summary: June 12, 2020 Meeting Minutes

Meeting Date: 09/11/2020

Prepared by:

Title: – Metropolitan Planning Organization

Name: Karen Intriago

09/02/2020 10:45 AM

Submitted by:

Title: Executive Director - MPO – Metropolitan Planning Organization

Name: Anne McLaughlin

09/02/2020 10:45 AM

Approved By:

Review:

Metropolitan Planning Organization	Brandy Otero	MPO Analyst Review	Completed	09/02/2020 11:20 AM
Metropolitan Planning Organization	Anne McLaughlin	MPO Executive Director Review	Completed	09/02/2020 11:24 AM
Metropolitan Planning Organization	Anne McLaughlin	Meeting Pending		09/11/2020 9:00 AM

**Collier Metropolitan Planning Organization
Board of County Commission Chambers
Collier County Government Center
3299 Tamiami Trail East, 3rd Floor
Naples, FL 34112
June 12, 2020
9:00 a.m.
AND VIRTUALLY VIA ZOOM

1. CALL TO ORDER

Meeting was called to order at approximately 9:02 a.m.

2. ROLL CALL

Anne McLaughlin called roll and confirmed a quorum was present.

Members Present

Councilwoman Elaine Middelstaedt, City of Everglades City, Chair
Councilman Erik Brechnitz, City of Marco Island, Vice-Chair (joined late)
Commissioner Andy Solis, Collier County BCC District 2
Commissioner William L. McDaniel, Jr. District 5
Commissioner Penny Taylor, Collier County BCC District 4
Commissioner Burt Saunders, Collier County BCC District 3
Commissioner Donna Fiala, Collier County BCC District 1
Councilman Paul Perry, City of Naples
Councilman Mike McCabe, City of Naples

Members Absent

N/A

MPO Staff

Anne McLaughlin, Executive Director
Brandy Otero, Principal Planner
Karen Intriago, Administrative Assistant

EDOT

L. K. Nandam, District 1 Secretary
Victoria Peters
Lawrence Massey, Systems Planning Administrator, District 1

Others Present

Lorraine Lantz, Chair, *Technical Advisory Committee*
Neal Gelfand, Chair, *Citizens Advisory Committee*
Joseph Bonness, Chair, *Bicycle and Pedestrians Advisory Committee*

Eric Ortman, Blue Zones Project
 Scott R. Teach, Deputy County Attorney
 Tara Jones, Jacobs Engineering
 Wayne Gaither, Jacobs Engineering
 Yvonne McClellan, *Public member*
 Trinity Scott, Collier County
 Valerie Nowotnick, Minute Taker

3. PLEDGE OF ALLEGIANCE

Commissioner Fiala led the Pledge of Allegiance.

4. APPROVAL OF THE AGENDA, PREVIOUS MINUTES AND CONSENT ITEMS

4.A. March 13, 2020 Meeting Minutes

4.B. Amendment to the FY 18/19-19/20 Unified Planning Work Program (UPWP) including the De-Obligation of FY 20 Federal Planning (PL) Funds

4.C. Ratification of the Chair's approval of a zero-dollar Change Order to PO 4500195107 for the Transit (Contract #16-6562, Tindale-Oliver & Associates, Inc.)

4.D. Ratification of the Chair's approval of a zero-dollar Change Order to PO 4500193325 for the Transportation System Performance Report (Contract #16-6562, Tindale-Oliver & Associates, Inc.)

4.E. Ratify the Chair's Approval of the FY 2020/21-2021/22 Unified Planning Work Program (UPWP) and MPO Agreement

4.F. Ratify Chair's Approval of 2019 FDOT-MPO Joint Certification Statement

4.G. Annual Review and Adoption of the Updated Local Coordinating Board (LCB) for the Transportation Disadvantaged (TD) By-Laws

4.H. Ratification of the 2020 Transportation Disadvantaged Service Plan (TDSP) Minor Update

4.I. Approval of the Fiscal Year 2020/21 Transportation Disadvantage (TD) Planning Grant

4.J. Ratification of the Community Transportation Coordinator (CTC) Local Coordinating Board (LCB) Evaluation

Commissioner Solis moved for approval of the Agenda, Previous Minutes, and Consent Items. Commissioner Fiala seconded. Passed unanimously.

5. PUBLIC COMMENTS FOR ITEMS NOT ON THE AGENDA

Ms. McClellan – upcoming virtual workshop for East Naples Community Development Plan. Date is June 29, 2020 at 5:30 p.m. More information available on Collier County website. www.colliercountyfl.gov/eastnaplescdp. Registration is not yet open but you can call phone number: (239) 285-7552 for further information. It is a virtual seminar and no physical attendance is required.

6. AGENCY UPDATES

6.A. FDOT

Ms. Peters – Work program '26 cycle. Last year programmed new projects for FY 2025. Now programming for FY 2026. Currently vetting new draft priority projects. Engineers are performing constructability reviews of new priority project applications. MPO yearly document review on May 14 (invoice period April 1, 2019-June 30, 2019) and results were excellent. Collier will continue with low-risk assessment. Awaiting next revenue conference to determine projects to be deferred, if any. FDOT is being proactive in analyzing upcoming projects. Scheduled public meetings for I-75 direct connect managed lane study were postponed. Meetings will be rescheduled either for in person or virtually. Further information can be obtained from website: www.swflinterstates.com.

Commissioner Fiala – inquired about grant for median landscaping that was refused by Commissioners. Other communities are moving forward with maintenance. Concerned with appearance disparity in wealthier areas of county. **Ms. Peters** – will investigate and give status update by next board meeting in September.

6.B. MPO EXECUTIVE DIRECTOR

Ms. McLaughlin – None.

7. COMMITTEE CHAIR REPORTS

7.A. CITIZENS ADVISORY COMMITTEE (CAC)

7.A.1. Citizens Advisory Committee Chair Report

Ms. McLaughlin – introduced Neal Gelfand, Chair of the Citizens Advisory Committee (CAC). **Mr. Gelfand** read report into record of CAC meeting held on May 18, 2020 via Zoom. [video interrupted at 25:52 mark].

7.B. TECHNICAL ADVISORY COMMITTEE (TAC)

7.B.1. Technical Advisory Committee Chair Report

Ms. McLaughlin – introduced Lorraine Lantz, Chair of the Technical Advisory Committee (TAC). **Ms. Lantz** read report into record of TAC meeting held on May 18, 2020 via

Zoom.

7.C. BICYCLE PEDESTRIAN ADVISORY COMMITTEE (BPAC)

7.C.1. Bicycle and Pedestrian Advisory Committee Chair Report

Ms. McLaughlin – introduced Joseph Bonness, Chair of the Bicycle and Pedestrian Advisory Committee (BPAC). **Mr. Bonness** read report into record of BPAC meeting held on May 19, 2020 via Zoom. Mentioned 2 new appointees to committee: Tim Jacobs and Patty Huff.

Commissioner Fiala – received emails regarding BPAC members being divided on some conclusions in report. **Mr. Bonness** – different opinions on how to treat bicycle lanes and enforcement of proper use. Trying to produce network that is good for all abilities.

Commissioner McDaniel – supports efforts of committee. Should not cease enforcement of bicycle lane rules. Need to find happy medium between bicycle and vehicle laws. **Mr. Bonness** – education will be key.

Councilman McCabe – acknowledged issue pertaining to vehicles parking in bike lanes. Enforcement of vehicle parking in bike lanes needs to be improved. **Commissioner McDaniel** – suggested non-emergency contact number for bicyclists to notify Collier County Sheriff's Office of violations.

7.D. CONGESTION MANAGEMENT COMMITTEE (CMC)

7.D.1. Congestion Management Committee Chair Report

Ms. McLaughlin – read report into record of CMC meeting held on May 20, 2020 via Zoom on behalf of Tony Khawaja, Chair.

7.E. LOCAL COORDINATING BOARD (LCB)

7.E.1. Local Coordinating Board Chair Report

Ms. McLaughlin – introduced **Commissioner Fiala** as Chair of the Local Coordinating Board.

Commissioner Fiala – read report into record of LCB meeting held on June 3, 2020, via Zoom.

8. REGULAR BOARD ACTION (ROLL CALL REQUIRED)

8.A. Adopt the FY2021 - FY2025 Transportation Improvement Program (TIP) and Authorizing Resolution

Ms. McLaughlin – reviewed presentation of Transportation Improvement Program (TIP)

and Authorizing Resolution. Recommended adoption of FY 2021-2025 Transportation Improvement Program (TIP) and authorizing resolution. Draft FY 2021-2025 TIP was posted on MPO's website and distributed to advisory committees and MPO advisory network on March 27, 2020, after March 30, 2020 committee meetings were cancelled due to COVID-19 pandemic. No additional public comments were received. Gave presentation of TIP (included in agenda packet). No comments received yet from FHWA. TAC and CAC committees voted unanimously to endorse the TIP at their virtual meetings held on May 18, 2020. Requesting that the MPO adopt the TIP by resolution.

Commissioner Solis moved to adopt the FY2021-FY2025 Transportation Improvement Program (TIP) and Authorizing Resolution. Commissioner Saunders seconded.

Ms. McLaughlin took the roll call for vote:

Commissioner Taylor – yes
Commissioner McDaniel – yes
Commissioner Solis – yes
Commissioner Saunders – yes
Commissioner Fiala – yes
Councilman Paul Perry – yes
Councilman Eric Brechnitz – yes
Councilwoman Elaine Middelstaedt - yes
Councilman McCabe – yes

Motion passed unanimously.

9. REGULAR BOARD ACTION (NO ROLL CALL)

9.A. Approve 2020 Priority Projects

Ms. McLaughlin – reviewed 2020 Collier MPO Bicycle Pedestrian Priorities as ranked by the BPAC on November 19, 2019 (in agenda packet). Projects are slated to receive 100% of SU funding according to rolling allocation of funds for 5 years out. Approximately \$4.1M in funding. Gave presentation of materials in agenda packet. Followed newly adopted Bicycle and Pedestrian Master Plan when vetting current projects. FDOT begins review of scope and cost estimates. Have been advised that a couple project costs will increase significantly. Cost feasibility study for Marco Island project (CR951 & CR 92) has increased to 250-300k. Will continue working with FDOT for realistic cost.

Commissioner Fiala – inquired about scope of feasibility study for Marco Island. **Ms. McLaughlin** – pertains to CR951 through Marco Island to CR 92. Study is to determine if multi-purpose trail can be built separated from the roadway (paved). Had recommended wide shoulders but Marco Island City Council strongly suggested multi-purpose trail instead.

Councilman Brechnitz – Marco Island City Council believes this project is a high priority. Very concerned about cost of consulting contract for 250k. **Ms. Peters** – explained reasoning of

consultant retention and complexities of study to be completed. Area is in very environmentally sensitive area. Reaching out to many external agencies prior to commencement of project. PD&E may still have to be programmed if feasibility study concludes that the trail project is possible. Required because of FHWA funding requirements. **Councilman Brechnitz** – asked for clarification of “sensitive” area and location(s). **Ms. Peters** – approximately 6 miles and CR92 is all environmentally-sensitive. Brief discussion regarding current projects for widening of road and installation of sidewalks in area of CR951. [Councilman Brechnitz’s video was interrupted].

Commissioner McDaniel – expressed concern with amount of expenses associated with projects. **Commissioner Fiala** – CR 92 is a big concern. Very environmentally sensitive areas with mangroves, etc. Will be raising road 2 feet in fall 2020. **Councilman Brechnitz** – invited **Ms. McLaughlin** to attend City Council meeting to discuss Marco Island area project.

Commissioner McDaniel – mentioned East of 951 horizon study from 2006 and bridge study in 2008. Still ongoing project. Will be reaching out to community for those projects as well.

Commissioner Saunders moved to approve 2020 Priority Projects with stipulation that staff will resubmit items once vetting process is complete. Commissioner Fiala seconded. Passed unanimously.

9.B. Approve Collier County National Highway System (NHS) Justification Report and SR 82 NHS Justification Report

Ms. McLaughlin – introduced Kyle Purvis with FDOT to discuss Collier County National Highway System (NHS) Justification Report and SR 82 NHS Justification Report.

Mr. Purvis – Gave presentation in agenda packet. Discussed National Highway System (NHS). Principal arterials throughout the United States. Also inter-modal facilities connected (i.e., seaports, airports, etc.). Recommends moving 3 projects off schedule and adding one project onto it. Projects involving Naples Airport do not meet FHWA’s requirements so those projects are being marked as de-designation. Explained SR 82 project and designation. Will connect from SR 29 to SR 739 in Ft. Myers – NHS systems. Have coordinated with Lee County MPO, Hendry County MPO and Collier County MPO. Recommends approval of the SR 29 addition and de-designation of Naples Airport projects.

Commissioner Taylor – commented regarding Naples Airport not meeting 250k enplanement requirement. Asked if decision to de-designate was related to funding. **Mr. Purvis** - SR 82 would qualify for additional funds and the Naples Airport projects do not qualify for funding. **Commissioner McDaniel** – favorable to see SR 82 moving up on priority list. SR 82 has been very troubling over the years and caused traffic issues.

Commissioner McDaniel moved to approve Collier County National Highway System (NHS) Justification Report and SR 82 NHS Justification Report. Commissioner Taylor seconded. Passed unanimously.

9.C. Election of Representative to Serve on the Metropolitan Planning Organization Advisory Council (MPOAC) Board for Remainder of Calendar Year 2020.

Ms. McLaughlin – Councilman Reg Buxton was not re-elected. Need to select a new MPOAC member to finish out the term. **Commissioner McDaniel** offered to serve as primary.

Commissioner McDaniel – suggested that an alternate should also be named as a backup in case of emergency, etc.

Commissioner Fiala moved to approve Commissioner McDaniel to serve on the Metropolitan Planning Organization Advisory Council Board for the Remainder of the Calendar Year 2020. Commissioner Solis seconded. Passed unanimously.

Commissioner McDaniel moved to nominate Commissioner Solis as an alternate. Commissioner Fiala seconded. Passed unanimously.

9.D. Appointment of Representative to Multi-use Corridors of Regional Economic Significance (M-CORES) Southwest Central Florida Connector Task Force (SCFC)

Ms. McLaughlin – position will represent MPO Board. Meetings planned July, August, September, October 2020.

Commissioner McDaniel nominated Councilman McCabe to serve as MPO representative to the Multi-Use Corridors of Regional Economic Significance (M-CORES) Southwest Central Florida Connector Task Force (SCFC). Commissioner Fiala seconded. Passed unanimously.

See reference under Item 9.F.

Additional discussion among members regarding M-CORES Task Force. **Secretary Nandam** – gave overview of project to explain tasks delegated to M-CORES. **Commissioner Taylor** – suggested FDOT provide materials to **Councilman McCabe** and information on upcoming webinars. **Secretary Nandam** – will meet with **Councilman McCabe** to provide further instructions. Additional discussion among members as to responsibilities of M-CORES Task Force.

9.E. Approve Public Participation Plan (PPP) Amendment

Ms. McLaughlin – discussed changes to Public Participation Plan Amendment concerning insertion of language regarding COVID-19 safety precautions and alternatives for conducting business. Emphasis placed on public participation in amending language. Assured members of public that protocols would be followed. Received approval from FHWA of proposed amendment. Inquiry from April Olson (Conservancy) suggested several more public agencies to coordinate on the Federal and State land management. One agency responded and they were included. Other two agencies were not responsive.

Commissioner McDaniel – department is aggressive about public participation. Need to

prioritize underserved populations to translate documents. **Ms. McLaughlin** – noted concern about translation of documents and verified that documents will be translated into Spanish and Creole.

Commissioner Taylor moved to Approve Public Participation Plan (PPP) Amendment. Commissioner Fiala seconded. Passed unanimously.

9.F. Adopt the Pandemic Emergency Provisions and Authorizing Resolution

Before discussing Item 9.F., Commissioner Solis asked to revisit the appointment of Councilman McCabe to the Multi-Use Corridors of Regional Economic Significance (M-CORES) Southwest Central Florida Connector Task Force (SCFC) under Item 9.D. All discussions pertaining to this interlineated topic will be noted under Item 9.D.

Ms. McLaughlin – follow up to adopting amendments to Public Participation Plan. Suggested by FHWA and follows prior actions by Governor and Board of County Commissioners. Collier MPO Remote Public Meeting Procedures to be included in PPP.

Commissioner Taylor – inquired about Exhibit B - 48-hour window language to cut-off comments from public. **Ms. McLaughlin** – mirrors Board of County Commissioners procedures. Emails are difficult to track. Can assign staff member to track, if necessary. **Commissioner McDaniel** – FDOT has cut-off time on certain date for comments. Brief discussion among Board members regarding ensuring that public can participate in proceedings. Policy regarding receiving emails will be posted on website.

Commissioner Solis moved to Adopt the Pandemic Emergency Provisions and Authorizing Resolution. Commissioner Fiala seconded. Passed unanimously.

9.G. Adopt the Transportation Performance Management (TPM) Consensus Planning Document and Authorizing Resolution

Ms. McLaughlin – has been incorporated in TIP historically. Seeking formal approval of content.

Commissioner Fiala moved to Adopt the Transportation Performance Management (TPM) Consensus Planning Document and Authorizing Resolution. Commissioner Taylor seconded. Passed unanimously.

9.H. Approve Amendment to MPO Bylaws Increasing Membership on the Bicycle and Pedestrian Advisory Committee (BPAC) from Eleven (11) to Twelve (12)

Ms. McLaughlin – seeking approval of amendment to MPO bylaws to increase membership on BPAC committee from 11 to 12. Had 2 pending applicants who were approved. A third applicant is now pending. **Ms. Taylor** – inquired about obtaining quorums. **Ms. McLaughlin** – very avid committee – no issues with attendance/quorums. Brief discussion among board members concerning objections to increase. **Mr. Bonness** – explained concern

regarding having even number of members and possible split vote. Same scenario if odd number of members. **Councilman McCabe** – disagrees with increase – should limit to 11 members. Application received is not valid reason to increase membership. Additional discussion regarding increasing committee size and potential for more public participation.

***Commissioner Fiala** moved to Approve Amendment to MPO Bylaws Increasing Membership on the Bicycle and Pedestrian Advisory Committee (BPAC) from Eleven (11) to Twelve (12). **Commissioner Solis** seconded. Passed 8-1. **Councilman McCabe** voted against.*

9.I. Approval of New Appointment to the Bicycle and Pedestrian Advisory Committee (BPAC)

Ms. McLaughlin - Claudia Heeler – new applicant to BPAC – seeking approval for appointment to committee. Member of Palm River Homeowners Association.

***Commissioner Solis** moved to Approve Claudia Heeler as the New Appointment to the Bicycle and Pedestrian Advisory Committee. **Commissioner Fiala** seconded. Passed unanimously.*

10. PRESENTATIONS (MAY REQUIRE BOARD ACTION)

10.A. FDOT Presentation on Strategic Intermodal System (SIS) 2045 Cost Feasible Plan

Ms. McLaughlin – introduced **Mr. Massey** with FDOT to give presentation on Strategic Intermodal System (SIS) 2045 Cost Feasible Plan (CFP)(in agenda packet). SIS established in 2003 to enhance FL mobility and economic competitiveness. Statewide network of high priority transportation facilities including airports, spaceports, seaports, etc. Purpose of SIS CFP is to meet statutory requirements and balance needs with revenues. Discussed pending projects per diagram in presentation. Encouraged participation in online survey. **Commissioner McDaniel** – inquired about unmarked area on diagram between SR 82 and SR 29. **Mr. Massey** – inadvertent error – will be corrected.

10.B. Presentation on 2045 Long Range Transportation Plan (LRTP) Network Scenario Planning

Ms. McLaughlin – introduced Bill Gramer with Jacobs Engineering to give presentation on 2045 LRTP (in agenda packet). **Mr. Gramer** – on Phase 3 of LRTP (scenario planning). Explained existing and Alternative 1 improvements. Discussed Alternative 2 proposals. Will be 3 iterations that will be prepared. Presented to TAC and CAC committees and was approved. Will deliver to FDOT on June 15, 2020, and FDOT will return to Jacobs by July 1, 2020. Project is on schedule. **Commissioner McDaniel** – inquired about interchange at Everglades and I-75 to confirm that it is part of the “needs.” **Mr. Gramer** – it is not currently in the “needs” and it is not in the cost feasible plan. Brief discussion concerning needs plan and associated costs.

Commissioner Taylor – inquired about improvements to feasibility study and

Alternatives. **Mr. Gramer** – segments were brought to attention and will revise plan.

11. DISTRIBUTION ITEMS

N/A.

12. MEMBER COMMENTS

Councilwoman Middelstaedt – extended appreciation to **Commissioner McDaniel** for chairing meeting.

Councilman Perry – meeting was informative and looking forward to working with organization.

Commissioner Taylor – extends appreciation to Executive Director and MPO staff.

13. NEXT MEETING DATE

13.A. September 11, 2020 – 9:00 a.m., Board of County Commissioners Chambers, 3299 Tamiami Trail East, Naples FL 34112

14. ADJOURN

*There being no further business, **Commissioner McDaniel** adjourned the meeting at approximately 11:33 a.m.*

EXECUTIVE SUMMARY

Citizens Advisory Committee Chair Report

OBJECTIVE: For the MPO Board to receive a report from the Chair of the Citizens Advisory Committee (CAC) related to recent committee actions and recommendations.

CONSIDERATIONS: Staff prepared the attached written report. The CAC Chair will provide a verbal report providing additional information regarding recent committee activities.

COMMITTEE RECOMMENDATION: Committee recommendations are reported in the Executive Summary for each action item, and may be elaborated upon by the Chair in his/her report to the Board.

STAFF RECOMMENDATION: Not applicable

Prepared by: Anne McLaughlin, MPO Director

ATTACHMENT(S)

1. CAC Chair Report (DOCX)

09/11/2020

COLLIER COUNTY
Metropolitan Planning Organization

Item Number: 7.A.1**Doc ID:** 13447**Item Summary:** Citizens Advisory Committee Chair Report**Meeting Date:** 09/11/2020

Prepared by:

Title: – Metropolitan Planning Organization

Name: Karen Intriago

09/02/2020 9:38 AM

Submitted by:

Title: Executive Director - MPO – Metropolitan Planning Organization

Name: Anne McLaughlin

09/02/2020 9:38 AM

Approved By:**Review:**

Metropolitan Planning Organization	Brandy Otero	MPO Analyst Review	Completed	09/02/2020 10:57 AM
Metropolitan Planning Organization	Anne McLaughlin	MPO Executive Director Review	Completed	09/02/2020 11:05 AM
Metropolitan Planning Organization	Anne McLaughlin	Meeting Pending		09/11/2020 9:00 AM

CAC Committee Chair Report

The Citizens Advisory Committee met on a monthly basis throughout the summer to review and comment on the development of Roadway Network Alternatives for the 2045 Long Range Transportation Plan. The committee met using ZOOM as a virtual meeting platform on June 10, July 8, August 7 and August 31, 2020. The committee achieved a quorum at each meeting.

- **June 10** – Reviewed Alternatives 1 and 2 Deficiency Plots provided by FDOT, discussed options for Alternative 3 roadway network
- **July 8** – Reviewed Alternative 3 Deficiency Plot, options for Alternative 4; reviewed Project Evaluation Matrix and Map Series, and received a briefing on Jacob's preliminary cost estimating methodology and revenue assumptions
- **August 7** – Compared Alternative 3 and 4 Deficiency Plot, options for Alternative 5, including FDOT's model runs testing Connected Autonomous Vehicle assumptions and effect on network congestion; Chapters 1, 2 and 3 provided, comments due by 8/21/20

The committee resumed its regular monthly meeting schedule beginning on August 31.

Agency Reports 8/31/20

FDOT – Ms. Peters – provided information on the US Census. Referenced: www.my2020census.gov

Committee Actions 8/31/20

- MPO Senior Planner, Josephine Medina, introduced the topic and noted that the Transit Development Plan – Major Update (TDP) will be incorporated into the 2045 Long Range Transportation Plan (LRTP). Randy Farwell, with Tindale Oliver, provided a comprehensive overview of the TDP. Michelle Arnold, the County Public Transportation and Neighborhood Enhancement Director, assisted in responding to questions. The committee voted unanimously to endorse the Transit Development Plan – Major Update.
- MPO Principal Planner, Brandy Otero, introduced the topic of the Transportation System Performance Report and Action Plan (TSPR) and its relationship to the MPO's Congestion Management Process. Wally Blain, with Tindale Oliver, provided a comprehensive overview of the TSPR. The committee voted unanimously to endorse the Transportation System Performance Report and Action Plan.
- Jacobs Engineering provided an overview of the Alternative 5 Roadway Network the MPO submitted to FDOT on August 15th. (The results of the FDOT model run are not yet available.). A committee member expressed concern regarding the lack of a bypass route around the City of Naples and lack of connectivity to resolve congestion issues in County Commission District 2. Jacobs pointed out that the I-75 Managed Lane Study, improvements to SR29 and the Multi-Use Corridors of Regional Economic Significance (M-CORES) study were effectively looking at bypass options, and that the roadway network alternatives modeled for the LRTP included several road corridor extensions to alleviate congestion. Jacobs also provided an overview of the draft Chapter 4 Systemwide Needs Assessment and Draft Financial Resources Technical Memorandum. Comments are due September 7th.
- The committee voted unanimously to endorse Collier County's Transit Safety Performance Targets

Reports and Presentations

- FDOT presented updates on 4 PD&E Studies currently underway

Distribution Items

- An Administrative Modification to the FY21-25 Transportation Improvement Program was distributed

The next meeting is scheduled to occur on September 28th at 2:00 pm and will be virtual.

EXECUTIVE SUMMARY

Technical Advisory Committee Chair Report

OBJECTIVE: For the MPO Board to receive a report from the Chair of the Technical Advisory Committee related to recent committee actions and recommendations.

CONSIDERATIONS: Staff prepared the attached written report. Staff typically provides a verbal report at the MPO Board meeting, although the Chair is welcome to do so.

COMMITTEE RECOMMENDATION: Committee recommendations are reported in the Executive Summary for each action item, and may be elaborated upon by the Chair in his/her report to the Board.

STAFF RECOMMENDATION: Not applicable

Prepared by: Anne McLaughlin, MPO Director

ATTACHMENT(S)

1. TAC Chair Report (DOCX)

09/11/2020

COLLIER COUNTY
Metropolitan Planning Organization

Item Number: 7.B.1**Doc ID:** 13448**Item Summary:** Technical Advisory Committee Chair Report**Meeting Date:** 09/11/2020

Prepared by:

Title: – Metropolitan Planning Organization

Name: Karen Intriago

09/02/2020 9:40 AM

Submitted by:

Title: Executive Director - MPO – Metropolitan Planning Organization

Name: Anne McLaughlin

09/02/2020 9:40 AM

Approved By:**Review:**

Metropolitan Planning Organization	Brandy Otero	MPO Analyst Review	Completed	09/02/2020 10:43 AM
Metropolitan Planning Organization	Anne McLaughlin	MPO Executive Director Review	Completed	09/02/2020 10:59 AM
Metropolitan Planning Organization	Anne McLaughlin	Meeting Pending		09/11/2020 9:00 AM

TAC Committee Chair Report

The Technical Advisory Committee met on a monthly basis throughout the summer to review and comment on the development of Roadway Network Alternatives for the 2045 Long Range Transportation Plan. The committee met using ZOOM as a virtual meeting platform on June 10, July 8, August 7 and August 31, 2020. The committee achieved a quorum at each meeting.

- **June 10** – Reviewed Alternatives 1 and 2 Deficiency Plots provided by FDOT, discussed options for Alternative 3 roadway network
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The committee resumed its regular monthly meeting schedule beginning on August 31.

Agency Reports 8/31/20

FDOT – Ms. Peters – provided information on the US Census. Referenced: www.my2020census.gov

Committee Actions 8/31/20

- MPO Senior Planner, Josephine Medina, introduced the topic and noted that the Transit Development Plan – Major Update (TDP) will be incorporated into the 2045 Long Range Transportation Plan (LRTP). Randy Farwell, with Tindale Oliver, provided a comprehensive overview of the TDP. Michelle Arnold, the County Public Transportation and Neighborhood Enhancement Director, assisted in responding to questions. The committee voted unanimously to endorse the Transit Development Plan – Major Update with the following comments:
 - Revise to show the Everglades City vanpool is proposed to occur within the first 5-years of the plan
 - Update report on bicycle/pedestrian plans in Everglades City to include the recent priority project submittal
 - Review reporting on commuting between Lee and Collier Counties for consistency between the TDP and draft chapters of the 2045 LRTP.
- MPO Principal Planner, Brandy Otero, introduced the topic of the Transportation System Performance Report and Action Plan (TSPR) and its relationship to the MPO's Congestion Management Process. Wally Blain, with Tindale Oliver, provided a comprehensive overview of the TSPR. The committee voted unanimously to endorse the Transportation System Performance Report and Action Plan.
- Jacobs Engineering provided an overview of the Alternative 5 Roadway Network the MPO submitted to FDOT on August 15th. (The results of the FDOT model run are not yet available.). Jacobs also provided a brief overview of the draft Chapter 4 Systemwide Needs Assessment and Draft Financial Resources Technical Memorandum. Comments are due September 7th.
- The committee voted unanimously to endorse Collier County's Transit Safety Performance Targets

Reports and Presentations

- FDOT presented updates on 4 PD&E Studies currently underway

Distribution Items

- An Administrative Modification to the FY21-25 Transportation Improvement Program was distributed

The next meeting is scheduled to occur on September 28th at 9:30 am and will be virtual.

EXECUTIVE SUMMARY

Bicycle and Pedestrian Advisory Committee Chair Report

OBJECTIVE: For the MPO Board to receive a report from the Chair of the Bicycle and Pedestrian Advisory Committee (BPAC) related to recent committee actions and recommendations.

CONSIDERATIONS: Staff prepared the attached written report. The BPAC Chair will provide a verbal report providing additional information regarding recent committee activities.

COMMITTEE RECOMMENDATION: Committee recommendations are reported in the Executive Summary for each action item, and may be elaborated upon by the Chair in his/her report to the Board.

STAFF RECOMMENDATION: Not applicable

Prepared by: Anne McLaughlin, MPO Executive Director

ATTACHMENT(S)

1. BPAC Chair Report (DOCX)

09/11/2020

COLLIER COUNTY
Metropolitan Planning Organization

Item Number: 7.C.1**Doc ID:** 13449**Item Summary:** Bicycle and Pedestrian Advisory Committee Chair Report**Meeting Date:** 09/11/2020

Prepared by:

Title: – Metropolitan Planning Organization

Name: Karen Intriago

09/02/2020 9:42 AM

Submitted by:

Title: Executive Director - MPO – Metropolitan Planning Organization

Name: Anne McLaughlin

09/02/2020 9:42 AM

Approved By:**Review:**

Metropolitan Planning Organization	Brandy Otero	MPO Analyst Review	Completed	09/02/2020 10:59 AM
Metropolitan Planning Organization	Anne McLaughlin	MPO Executive Director Review	Completed	09/02/2020 11:03 AM
Metropolitan Planning Organization	Anne McLaughlin	Meeting Pending		09/11/2020 9:00 AM

BPAC Committee Chair Report

The Bicycle and Pedestrian Advisory Committee (BPAC) met using ZOOM as a virtual meeting platform on August 18, 2020 and a quorum was achieved.

Agency Reports

FDOT – Ms. Peters reported that she was working diligently on vetting the bike/ped priority projects, trying to get them into the next Cycle of the upcoming Work Program. Ms. Chesna discussed the statewide continuous bike/ped count program. Certain counties were chosen to put continuous counters on trails based on safety statistics. Announced that SUNTrail program will issue a Call for Projects in September that will close in December. Patty Huff asked whether the MPO could submit a project to close the 2-mile gap in the paved trail on east Tamiami Trail. Ms. McLaughlin responded that it would depend on whether Collier County would be willing to sign the FDOT maintenance agreement. Without a willing maintaining agency, the application could not be submitted.

MPO Director – Ms. McLaughlin reported on the Long Range Transportation Plan and opportunities to get involved if interested. Noted that FHWA and FTA had recommended during the certification review that the 2040 LRTP was not sufficiently multimodal and the 2045 LRTP needs to emphasize the multimodal components. Ms. McLaughlin also acknowledged receiving a proposal from a safety coalition led by Blue Zones involving bike/ped safety education.

Committee Actions

- Collier County FY20-25 Resurfacing Plan – Review and Comment: Ms. McLaughlin and Ms. Lantz reported on the County’s responses to comments provided by the committee during the May meeting:
 - Can shoulder construction be added as a bid item to the County Annual paving contract? – That could be done but it would change the nature of the project from repaving to new or reconstruction – more appropriate to submit a proposal for a new bike/ped priority project
 - The County does not support reducing vehicle lane width to less than 11 ft (in order to widen shoulders or lanes for bicycles); however staff will monitor the FDOT repaving project on US41 near Davis Blvd and Shadowlawn, which reduces some lane widths to 10’, to see how well it performs in terms of accommodating busses and commercial vehicles
 - All new County projects are incorporating bike/ped facilities in the design.
 - Collier County is considering all suggestions and considering the feasibility of adding onto current repaving projects and future construction projects.
 - CR 29 through Everglades City – In September, the Everglades City Council will vote on whether to send a letter formally asking the County to approve the road diet proposed as part of the bike/ped priority project submittal
- Staff gave an update on the status of the 2020 bike/ped project priorities and noted that the committee did not need to take action on the reconsideration of the 91st Ave N Sidewalk project after all because the County had submitted the project for consideration in response to the Congestion Management Committee’s Call for Projects.

Reports and Presentations

- None

Member Comments

- Mr. Musico noted that the temporary suspension of the Board's 40/40/20 policy for allocating SU Box funds is entering its 5th year. After some discussion, the committee voted to recommend to the MPO board to continue the 5-year rotating allocation schedule for SU funding.
- Mr. Musico asked that MPO staff move up the Call for Projects in 2021 to allow more time prepare submittals.

The next regularly scheduled meeting is on September 15, 2020 at 9:00 a.m.

EXECUTIVE SUMMARY

Congestion Management Committee Chair Report

OBJECTIVE: For the MPO Board to receive a report from the Chair of the Congestion Management Committee related to recent committee actions and recommendations.

CONSIDERATIONS: Staff prepared the attached written report. Staff typically provides a verbal report at the MPO Board meeting, although the Chair is welcome to do so.

COMMITTEE RECOMMENDATION: Committee recommendations are reported in the Executive Summary for each action item, and may be elaborated upon by the Chair in his/her report to the Board.

STAFF RECOMMENDATION: Not applicable

Prepared by: Anne McLaughlin, MPO Director

ATTACHMENT(S)

1. CMC Chair Report (DOCX)

09/11/2020

COLLIER COUNTY
Metropolitan Planning Organization

Item Number: 7.D.1**Doc ID:** 13450**Item Summary:** Congestion Management Committee Chair Report**Meeting Date:** 09/11/2020

Prepared by:

Title: – Metropolitan Planning Organization

Name: Karen Intriago

09/02/2020 9:44 AM

Submitted by:

Title: Executive Director - MPO – Metropolitan Planning Organization

Name: Anne McLaughlin

09/02/2020 9:44 AM

Approved By:**Review:**

Metropolitan Planning Organization	Brandy Otero	MPO Analyst Review	Completed	09/02/2020 10:55 AM
Metropolitan Planning Organization	Anne McLaughlin	MPO Executive Director Review	Completed	09/02/2020 11:05 AM
Metropolitan Planning Organization	Anne McLaughlin	Meeting Pending		09/11/2020 9:00 AM

CMC Committee Chair Report

The Congestion Management Committee (CMC) met using ZOOM as a virtual meeting platform on July 15, 2020 and a quorum was achieved.

The committee received agency updates from FDOT and committee members.

Committee Action Items

- Wally Blain, of Tindale Oliver, provided a comprehensive presentation on the Baseline Conditions Report and the Transportation System Performance Report and Action Plan. The two reports identify locations to focus efforts on improving congestion management and spending allocations. The report is to be updated every other year. The committee voted unanimously to approve the TSPR with the addition of van pool as a strategy for transit and a review of the current TIP to confirm the number of lanes proposed for Livingston Rd. The TSPR will be presented to the MPO Board on September 11, 2020.
- The committee discussed the upcoming Call for Projects and how the submittal process might differ this year based on the TSPR and the timeframe. MPO staff followed up after the meeting by sending out the implementation matrix and a new template for project concept sheets. MPO staff subsequently established 8/31/20 as the deadline to submit project concept sheets.
- The MPO Director briefed the committee on proposed revisions to the committee bylaws to maintain consistency with the MPO bylaws. Proposed revisions include revising the voting membership to reflect actual attendance at meetings, and a revision to the MPO bylaws to match. The committee voted unanimously to endorse the change to the CMC bylaws as recommended.

Reports and Presentations

- none

The next regularly scheduled meeting will be held on September 16, 2020 at 2 p.m.

EXECUTIVE SUMMARY

Approve the Transportation System Performance Report and Action Plan

OBJECTIVE: For the Board to approve the Transportation System Performance Report (TSPR).

CONSIDERATIONS: The Congestion Management Process 2017 Update (2017 CMP Update) calls for the preparation of a Biennial Transportation System Performance (TSP) Report. The project consultant, Tindale Oliver, will give a presentation on the TSPR, which includes an analysis of baseline conditions, an action plan and an implementation matrix. The consultant will describe how the TSPR and the MPO's Congestion Management Process (CMP) inter-relate.

Overall, the MPO's Congestion Management Process is inclusive of three reports.

- 2017 Congestion Management Process: provides an overview of the requirements for completing the CMP analysis in compliance with federal requirements.

The TSPR includes the final two reports:

- **Baseline Conditions Report (Attachment 1):** includes an overview of current conditions and identifies locations on the MPO's network where congestion exists covering steps 2 through 4 of the CMP. This report includes the data analysis which led to the identification of tiered congestion locations.
- **Action Plan (Attachment 2):** includes an analysis of congestion and identifies potential strategies for consideration in future funding through the Transportation Improvement Program and covers steps 5 through 8 of the CMP. This report includes analysis of the tiered congestion locations. As part of the Action Plan component, suggested revisions to the 2017 CMP Update include updating the goals, objectives and performances used in the TSPR, an expanded strategy matrix and project evaluation process.

The TSPR was distributed to the MPO Adviser Network for comment and was posted on the MPO's website for review and comment. One comment was received related to an error in a table. The error was corrected in the document presented for review.

Due to file size, the appendices are not included in the agenda package except for the Implementation Matrix (**Attachment 3**). The documents in their entirety can be viewed at <https://www.colliermopo.org/congestion-management/>.

COMMITTEE RECOMMENDATIONS: The Congestion Management Committee endorsed the TSPR at its meeting on July 15, 2020. The Technical and Citizens Advisory Committees endorsed the TSPR at their meetings held on August 31, 2020.

STAFF RECOMMENDATION: For the Board to approve the Transportation System Performance Report, including the Baseline Conditions Report and Action Plan.

Prepared By: Brandy Otero, Collier MPO Principal Planner

ATTACHMENT(S)

1. Baseline Conditions Report (PDF)
2. Action Plan (PDF)

3. Implementation Matrix (PDF)

09/11/2020

COLLIER COUNTY
Metropolitan Planning Organization

Item Number: 9.A**Doc ID:** 13451**Item Summary:** Approve the Transportation System Performance Report and Action Plan**Meeting Date:** 09/11/2020

Prepared by:

Title: – Metropolitan Planning Organization

Name: Karen Intriago

09/02/2020 9:48 AM

Submitted by:

Title: Executive Director - MPO – Metropolitan Planning Organization

Name: Anne McLaughlin

09/02/2020 9:48 AM

Approved By:**Review:**

Metropolitan Planning Organization	Brandy Otero	MPO Analyst Review	Completed	09/02/2020 11:07 AM
Metropolitan Planning Organization	Anne McLaughlin	MPO Executive Director Review	Completed	09/02/2020 11:09 AM
Metropolitan Planning Organization	Anne McLaughlin	Meeting Pending		09/11/2020 9:00 AM



Transportation System Performance Report & Action Plan

Baseline Condition Report

Draft

Prepared by

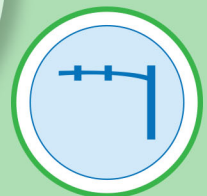
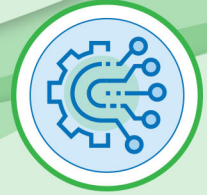


Table of Contents

1.0 Introduction.....	1-1
1.1 Purpose of This Report.....	1-1
1.2 Causes of Congestion.....	1-2
2.0 CMP Network Identification	2-1
3.0 Developing Performance Measures.....	3-1
3.1 Multimodal Performance Measures	3-1
4.0 System Performance.....	4-1
5.0 Areas of Congestion	5-1
5.1 Volume-to-Capacity Ratios	5-1
5.2 Travel-Time/Speed Based Results	5-2
5.3 School Congestion	5-5
5.4 Safety.....	5-7
5.5 Congestion Survey – Public Outreach Results	5-10
5.6 Problem Congestion Areas	5-12
Appendix A: Congestion Management Process Network Level of Service.....	1

List of Figures

Figure 1-1: Congestion Management Process 8-Step Framework	1-1
Figure 1-2: Causes of Congestion	1-2
Figure 2-1: Collier MPO’s CMP Network 2023 Planned Number of Lanes	2-1
Figure 2-2: Bicycle and Pedestrian Facilities Along the CMP Network.....	2-2
Figure 2-3: Transit Routes Operated by Collier Area Transit.....	2-3
Figure 4-1: Comparison Between 2018 and 2023 Percent of Roadway Miles by V/C and Vehicle Miles Traveled by V/C	4-1
Figure 5-1: 2023 Volume / Capacity Ratio.....	5-2
Figure 5-2: Average AM (7:00 AM-8:00AM) Speed Comparison	5-3
Figure 5-3: Average PM (5:00 PM-6:00 PM) Speed Comparison	5-4
Figure 5-4: Top 9 Collier County Schools for Congestion Management Evaluation	5-5
Figure 5-5: Top Safety Concern Intersections and Road Segments.....	5-7
Figure 5-6: Defining Traffic Congestion	5-10
Figure 5-7: Most Significant Causes of Traffic Congestion	5-11
Figure 5-8: Most Common Locations from Additional Comment Section	5-12
Figure 5-9: Hot Spot Congestion Locations in Collier County	5-13



List of Tables

Table 3-1: Congestion Management Process Goal & Objectives.....	3-2
Table 3-2: Performance Measure & Objective Alignment.....	3-1
Table 3-3: Travel Time Reliability Performance Measure & Objective Alignment.....	3-2
Table 5-1: Top 9 Collier County Schools for Congestion Management Evaluation.....	5-6
Table 5-2: Top 20 Collier County Schools with Congestion.....	5-6
Table 5-3: Top Road Segment Crash Locations (2014-2018).....	5-8
Table 5-4: Tier 1 Hot Spot Congestion Locations.....	5-14
Table 5-5: Tier 2 Hot Spot Congestion Locations.....	5-14



1.0 Introduction

The Collier Metropolitan Planning Organization (MPO) is federally mandated to implement a Congestion Management Process (CMP) as part of its routine planning efforts.

The Congestion Management Process (CMP) is a detailed 8-step process, illustrated in Figure 1-1, that an urban area follows to improve the performance of its transportation system by reducing the negative impacts of traffic congestion. A CMP is developed to improve traffic flow and safety conditions. It seeks to accomplish this by using an objectives-driven, performance-based approach and provides accurate, up-to-date information on transportation system performance and assesses alternative strategies for congestion management that meet state and local needs.¹



Figure 1-1: Congestion Management Process 8-Step Framework

1.1 Purpose of This Report

This report identifies the transportation network being analyzed for the CMP and provides a baseline understanding of the regional congestion issues and travel behavior by covering steps two through five of the Congestion Management Process. Data from this report will be used to determine appropriate congestion management strategies for the MPO's CMP network and establish a baseline for future comparison and system monitoring. Consistent with the nationally defined causes of congestion, the analysis and system reporting of congestion measures seeks to pinpoint locations where congestion occurs, sources for the cause of congestion. The identification of potential strategies used to address these congestion issues are presented in the Action Plan as a complement to this report.

¹ Federal Highway Administration (FHWA), "Congestion Management Process: A Guidebook", 2011.



1.2 Causes of Congestion

The process of congestion management begins by understanding the causes of the congestion. Congestion results from the interaction between many different sources but can be broadly classified into two categories:

- **Recurring congestion** – when the number of vehicles attempting to use a roadway exceeds the capacity of that roadway during peak travel periods (e.g. commute hours). This type of congestion is predictable because travel routes follow a specific pattern with regards to time of day and route selection.
- **Non-recurring congestion** – unexpected or non-regular disruptions to the normal flow of traffic on a roadway (e.g. traffic incidents, weather, road construction and maintenance, special events). This type of congestion is more difficult to measure and predict.

Figure 1-2 shows the results of a national study conducted by FHWA on the sources of congestion and the type/category of congestion. The figure shows that while bottlenecks account the largest source disruption, non-recurring congestion events (e.g. special events, work zones, weather, incidents) account for over half of the causes of congestion. This national data are widely used in CMP updates due to the lack of comprehensive local studies on the causes of congestion. The data suggest that local causes are likely to be similar, with bottlenecks and traffic incidents typically being the top two causes of congestion

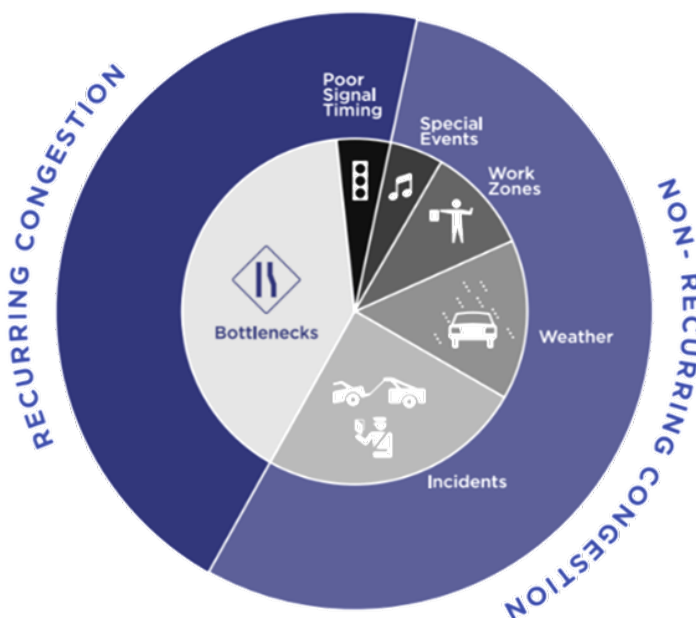


Figure 1-2: Causes of Congestion

Source: FHWA, "Incorporating Travel Time Reliability into the Congestion Management Process: A Primer," February 2015.



2.0 CMP Network Identification

Figure 2-1 to Figure 2-3 illustrate the geographic area and transportation infrastructure network for the Collier MPO CMP. The geographic area of application for this CMP consists of Collier County in its entirety. The MPO's CMP roadway network, as shown in Figure 2-1, includes all existing functionally classified roadways and roads with construction funded in the next five years, known as the existing-plus-committed (E+C) network. Additionally, the CMP network includes all bicycle, sidewalk, and multiuse trail facilities along the identified roadway network developed in the Bicycle/Pedestrian Master Plan (Figure 2-2) and the existing transit routes operated by Collier Area Transit (Figure 2-3). The CMP network identifies the transportation system that is evaluated and monitored and where congestion management policies and strategies are applied. The following sections of this report provide an analysis and review of this network.



Collier MPO Transportation System Performance Report & Action Plan

Baseline Conditions Report

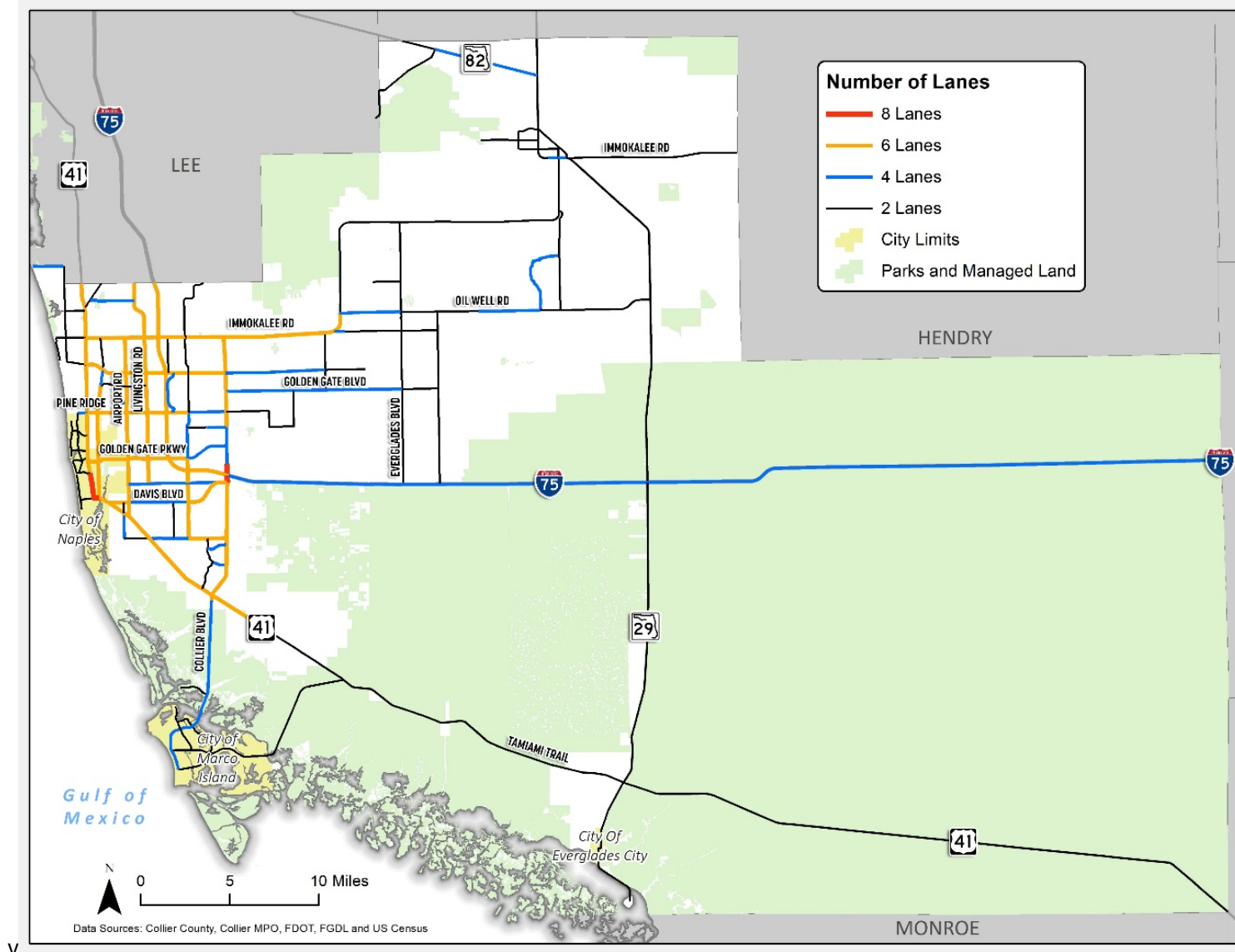


Figure 2-1: Collier MPO's CMP Network 2023 Planned Number of Lanes



Collier MPO Transportation System Performance Report & Action Plan

Baseline Conditions Report

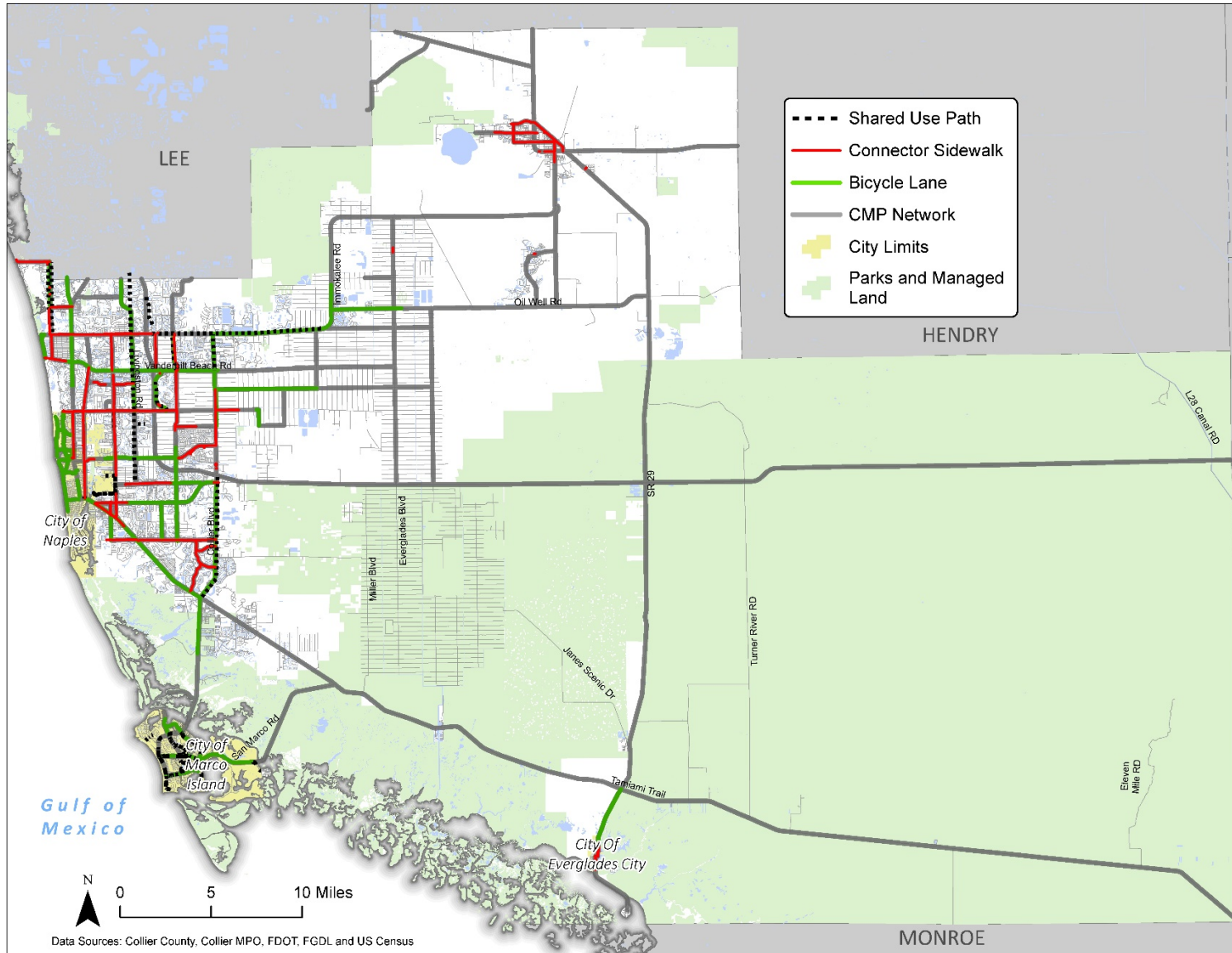


Figure 2-2: Bicycle and Pedestrian Facilities Along the CMP Network



Collier MPO Transportation System Performance Report & Action Plan

Baseline Conditions Report

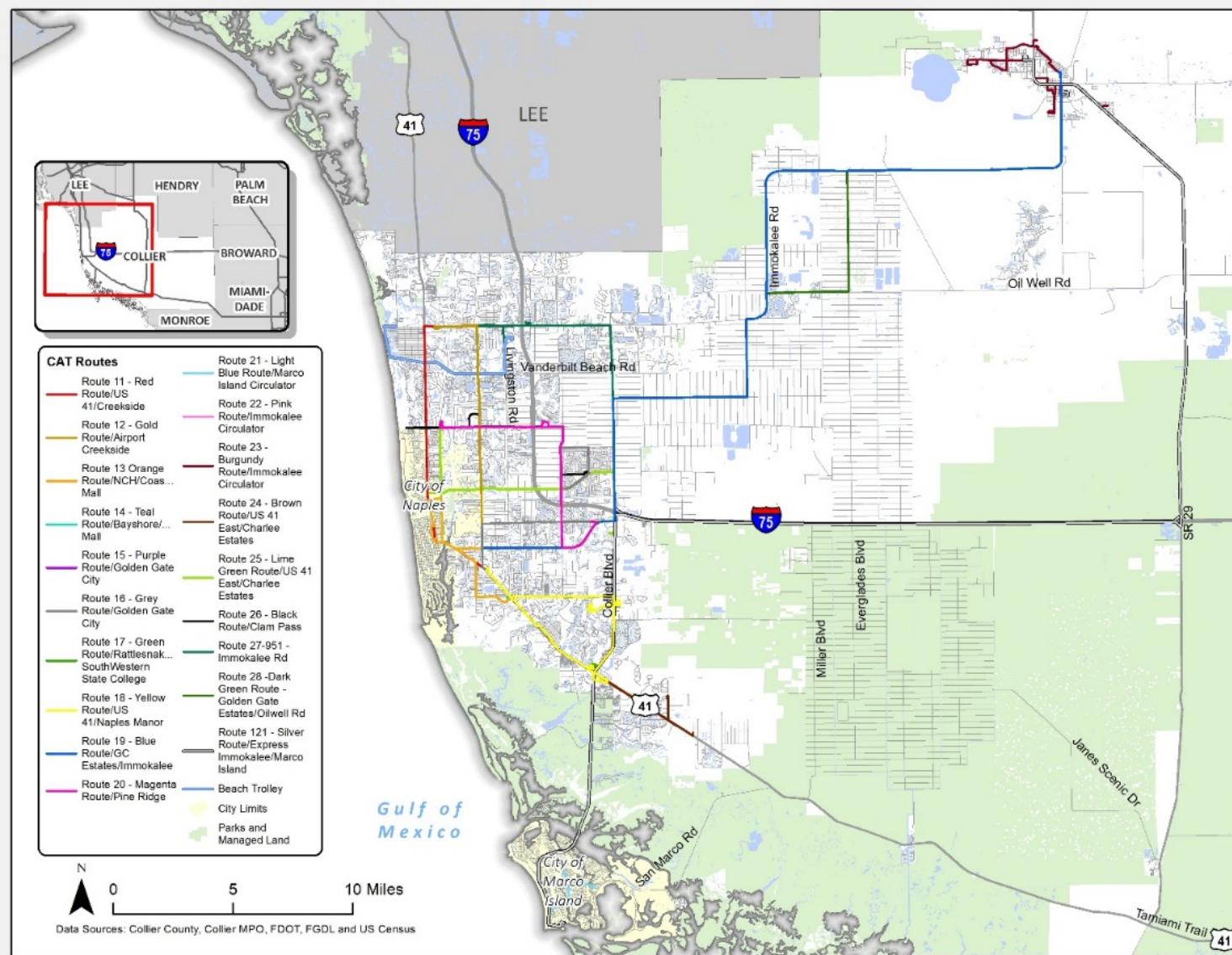


Figure 2-3: Transit Routes Operated by Collier Area Transit



3.0 Developing Performance Measures

Performance measures are used as tools to measure and monitor the effectiveness of the transportation system in the CMP. They assist in identifying, tracking and monitoring congestion. However, these measures are dependent upon the transportation network and the availability of data. They are typically used to measure the extent and severity of congestion and for the evaluation of the effectiveness of the implemented strategies over time.

As a part of the recommended enhancements to the Collier MPO CMP, new objectives have been proposed. As a result, the following performance measures were selected to track system performance over time, measure progress towards meeting these congestion management objectives, and evaluate the effectiveness of congestion management strategies. The performance measures are listed below and organized into a series of categories based on the multi-modal system and transportation users. The proposed objectives are listed in Table 3-1 and Table 3-2 shows how the performance measure align with these objectives.

The MPO's Congestion Management Committee established initial measures during previous updates of the CMP and expanded the list to include proposed measures based on the Transportation System Performance (TSP) Report.

3.1 Multimodal Performance Measures

Travel Demand:

- Percent of Roadway Miles by Volume to Capacity (V/C) Ratio
- Percent of Vehicle Miles Traveled by Volume to Capacity (V/C) Ratio
- Number of signalized intersections connected to ATMS

Safety:

- Total Crashes
- Motor vehicle severe injury crashes
- Motor vehicle fatal crashes
- Pedestrian and bicycle severe injury and fatal crashes

Transit Travel:

- Average bus route service frequency and number of routes
- Passenger Trips (Annual Ridership)
- Passenger Trips per Revenue Hour
- Transit on-time performance

Pedestrian/ Bicycle Facilities:

- Centerline miles of bicycle lanes
- Linear miles of connector sidewalks on arterial roadways
- Linear miles of Shared Use Paths adjacent to roadways

Goods Movement:

- Vehicle Miles Traveled (VMT) on designated truck routes with V/C greater than 1.0
- Number of Crashes Involving Heavy Vehicles / Trucks

Transportation Demand Management (TDM):

- Number of people registered in the FDOT Commute Connector database that have an origin in Collier County.

Accessibility:

- Share of regional jobs within ¼ mile of transit
- Share of regional households within ¼ mile of transit



Incident Duration

- Mean time for responders to arrive on-scene after notification
- Mean incident clearance time
- Road Ranger stops

Customer Service

- Report on nature of comments/responses and customer satisfaction.

Table 3-1: Congestion Management Process Goal & Objectives

Goal	Improve Collier County's transportation system performance and reliability through mitigating congestion and improving
Objective 1	<i>Improve the safety of the transportation facilities.</i>
Objective 2	<i>Integrate the Congestion Management Process and its proposed improvements into the Long Range Transportation Plan, the Transit Development Plan (TDP), the Bicycle and Pedestrian Master Plan, and support the integration of transportation and land use.</i>
Objective 3	<i>Develop, maintain, expand and close gaps in pedestrian, bicycle and shared use path facility network for efficient and safe movement of people. Connect these pedestrian and bicycle facilities to existing and future transit stops.</i>
Objective 4	<i>Reduce vehicle miles traveled (VMT) by encouraging alternative modes of transportation, supporting sustainable</i>
Objective 5	<i>Optimize movement of goods.</i>
Objective 6	<i>Promote transportation investments that support the Long Range Transportation Plan's priorities, goals and objectives.</i>



Baseline Conditions Report

Table 3-2 provides a crosswalk illustrating the alignment between the multimodal performance measures and the objectives that guide the CMP as noted above. Each performance measure was chosen to assess system performance and identify problem areas in order to achieve the desired outcome stated by the goal and objectives.

Table 3-2: Performance Measure & Objective Alignment

Category		Objectives	1	2	3	4	5	6
Travel Demand	Percent of Roadway Miles by Volume to Capacity (V/C) Ratio		✓	✓			✓	
	Percent of Vehicle Miles Traveled by Volume to Capacity (V/C) Ratio		✓	✓			✓	
	Number of signalized intersections connected to ATMS		✓	✓			✓	
Safety	Total Crashes		✓		✓			✓
	Motor vehicle severe injury crashes		✓		✓			✓
	Motor vehicle fatal crashes		✓		✓			✓
	Pedestrian and bicycle severe injury and fatal crashes		✓		✓			✓
Transit Travel	Average bus route service frequency and number of routes		✓	✓		✓		
	Passenger Trips (Annual Ridership)		✓	✓		✓		
	Passenger trips per revenue hour		✓	✓		✓		
	Transit On-Time Performance		✓	✓		✓		
Pedestrian/ Bicycle Facilities	Centerline miles of bicycle lanes		✓		✓	✓		
	Linear miles of connector sidewalks on arterial roadways		✓		✓	✓		
	Linear miles of Shared Use Paths adjacent to roadways		✓	✓	✓	✓		
Goods Movement	Vehicle Miles Traveled (VMT) on designated truck routes with V/C greater than 1.0		✓	✓			✓	
	Number of Crashes Involving Heavy Vehicles / Trucks		✓	✓			✓	✓
TDM	Number of people registered in the FDOT Commute Connector database that have an origin in Collier County.		✓	✓		✓		
Accessibility	Share of regional jobs within ¼ mile of transit		✓	✓		✓		
	Share of regional households within ¼ mile of transit		✓	✓		✓		
Incident Duration	Mean time for responders to arrive on-scene after notification		✓					✓
	Mean incident clearance time		✓					✓
	Road Ranger stops		✓					✓
Customer Service	Report on nature of comments/responses and customer satisfaction.		✓	✓				



Performance Measure Best Practices (For Future Consideration with Investment in Technology)

As part of the recommended actions of the TSP, best practices performance measures are reviewed. The following measures listed in **Table 3-3** are proposed as future system performance reporting measures subject to the MPO's ability to collect and analyze travel reliability data.

Table 3-3: Travel Time Reliability Performance Measure & Objective Alignment

Category	Objectives	1	2	3	4	5	6
Incident Duration	Travel speed (miles per hour)	✓	✓			✓	
	Average delay time (the difference between travel time and acceptable or free-flow travel time)	✓	✓			✓	
	Travel time index (ratio of peak-period to non-peak-period travel time)	✓	✓			✓	
	Average regional commute time (by mode)	✓	✓			✓	



4.0 System Performance

Federal Highway Administration (FHWA) guidelines call for CMPs to establish a coordinated program to collect data and monitor the transportation system performance to “define the extent and duration of congestion, to contribute in determining the causes of congestion, and evaluate the efficiency and effectiveness of implemented actions”². Step 4 of the process helps determine how the current transportation system is performing. This section reports the transportation system conditions based on the available data for the multimodal transportation system as a whole. The performance measures established for the CMP are used to measure system-level performance. The following charts and tables summarize the transportation system conditions under existing and estimated conditions for the existing plus committed horizon year of 2023 where data are available and have been organized by the performance measure categories defined in Section 3.0

Travel Demand

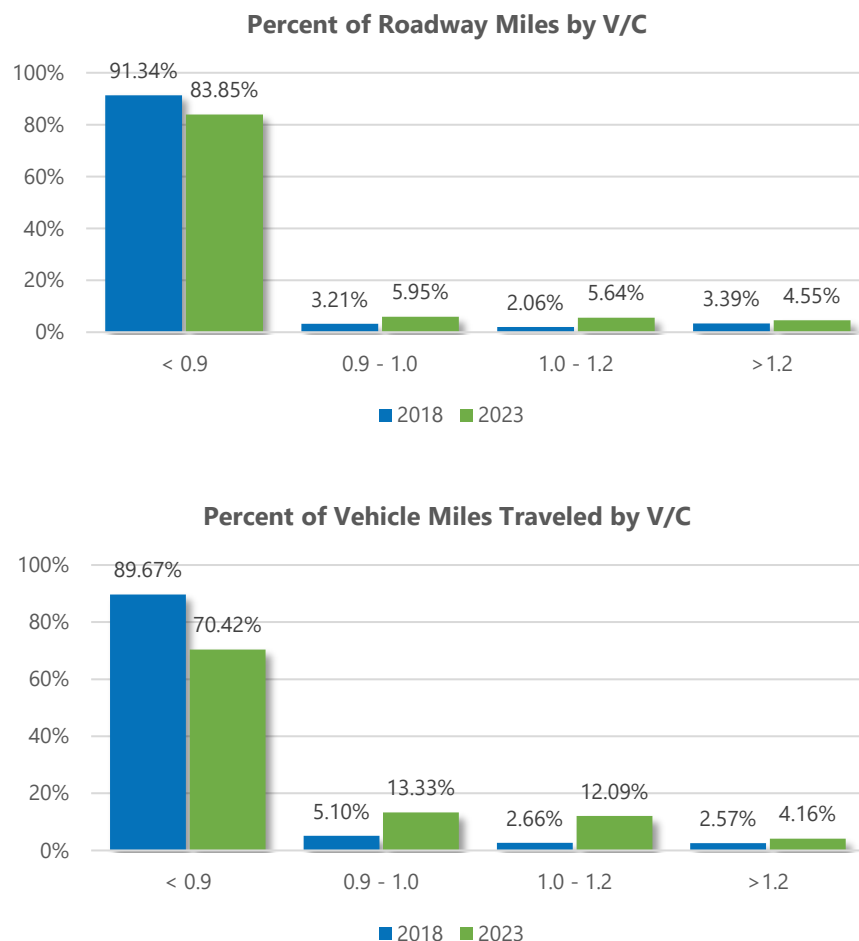


Figure 4-1: Comparison Between 2018 and 2023 Percent of Roadway Miles by V/C and Vehicle Miles Traveled by V/C

² 23 Code of Federal Regulations. Section 450.320 (c) 3



Baseline Conditions Report

Travel Demand

Measure	Signalized Intersections
Number of signalized intersections connected to ATMS	189

Safety

Measure	5-Year Average Annual (2014-2018)
Total Crashes	6,701
Motor vehicle severe injury crashes	134
Motor vehicle fatal crashes	27
Pedestrian and bicycle severe injury and fatal	28

*Annual average crashes were calculated from crashes occurring between 2014-2018 within 75ft of the CMP network.

Transit Travel

Measure	2019
Average bus route service frequency and Number of routes	87 minutes 19 Bus Routes
Passenger Trips (Annual Ridership)	805,491
Passenger Trips per Revenue Hour	10.9
Transit on-time performance	84.79%

Pedestrian/ Bicycle Facilities

Measure	Result
Centerline miles of bicycle lanes	133
Centerline miles of connector sidewalks on arterial roadways	83
Linear miles of Shared Use Paths adjacent to roadways	4



Baseline Conditions Report

Goods Movement

Measure	2018	2023
Vehicle Miles Traveled (VMT) on designated truck routes with V/C greater than 1.0	202,752	1,222,661

Measure	5-Year Average Annual (2014-2018)
Number of Crashes Involving Heavy Vehicles/ Trucks	289

Transportation Demand Management

Measure	Result
Number of people registered in the FDOT Commute Connector database that have an origin in Collier County	1,010

**The number of people registered in the database shows the interest in the program however, it does not reflect the current rate at which people are choosing to carpool/vanpool.*

Accessibility

Measure	Result
Share of regional jobs within ¼ mile of transit	29.45%
Share of regional households within ¼ mile of transit	19.68%

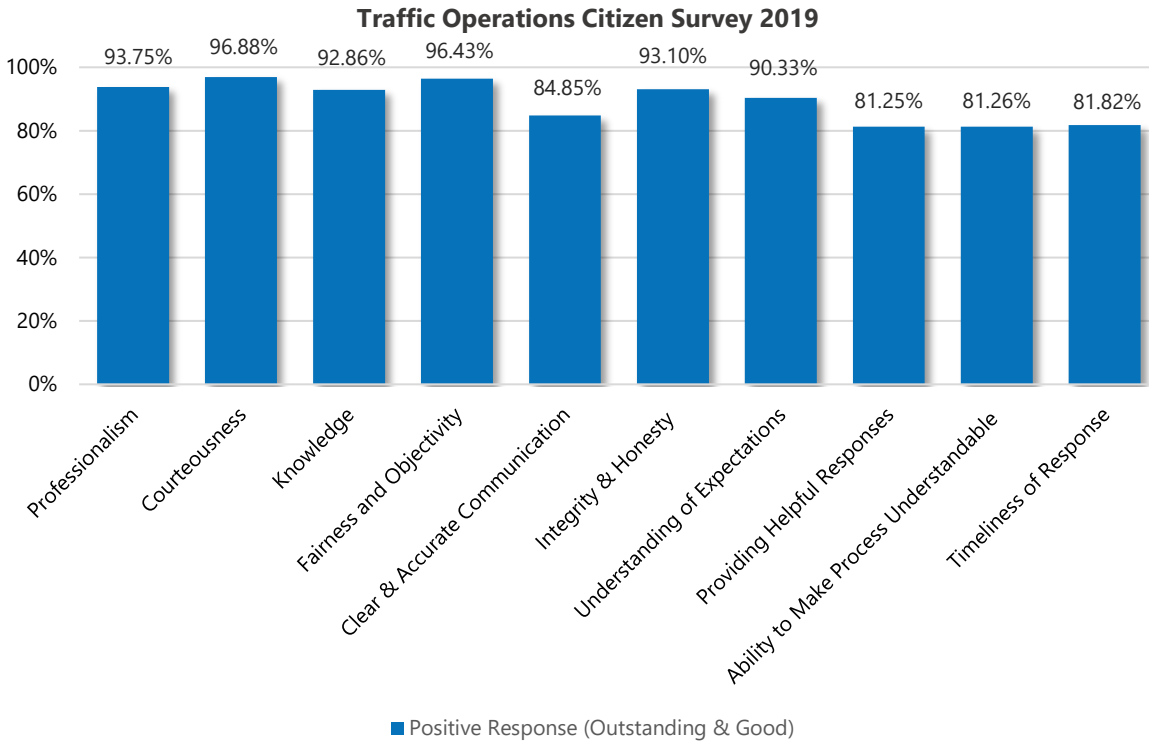
Incident Duration

Measure	2019
Mean time for responders to arrive on-scene after notification	9 minutes
Mean incident clearance time	33 minutes
Road Ranger stops	11,526

**Road Ranger Service is only provided along the interstate highway system. This data pertains to incidents occurring along I-75 in Collier County.*



Customer Service (Existing Conditions)



* The service provision ratings from the 2019 Traffic Operations Citizen Survey were collected to report on the nature of comments / responses and customer satisfaction. The “Good” and “Outstanding” responses were combined to show the total positive response for each of the service provision categories.



5.0 Areas of Congestion

This section evaluates congestion on the CMP network and uses a variety of tools to provide a clearer picture of current and potential future recurring and non-recurring congestion issues. The tools chosen to evaluate and provide context to congestion within the CMP network include:

- Volume-to-Capacity Ratios
- Travel Time/Speed Based Results
- School Congestion
- Hot Spot Safety Locations
- Congestion Survey – Public Outreach Results

The results and analysis from these tools will serve an essential bridge between the evaluation of system performance data and the identification of potential strategies to address congestion.

5.1 Volume-to-Capacity Ratios

The volume-to-capacity (V/C) ratio is a measure of the traffic volume on a road compared to the capacity of the roadway. This traditional approach to congestion analysis relies on generalized assumptions of roadway capacity based on adopted Level of Service (LOS) standards from local agency comprehensive plans and factors applied to daily traffic counts for calculating peak travel conditions. A V/C ratio exceeding 1.0 indicates that the traffic volume of the road is greater than the calculated capacity and has become congested. The results of this tool produce a generalized planning level screening of congestion and capacity conditions. Using historic traffic patterns, current traffic counts have been grown to estimate conditions in 5 years (2023) to be consistent with the committed transportation funded projects listed in the MPO's Transportation Improvement Program. Figure 5-1 indicates the results of the V/C ratio analysis for the CMP network. Appendix A includes a full listing of the CMP Network Analysis for the 2018 existing conditions and the 2023 Existing plus Committed conditions.



Collier MPO Transportation System Performance Report & Action Plan

Baseline Conditions Report

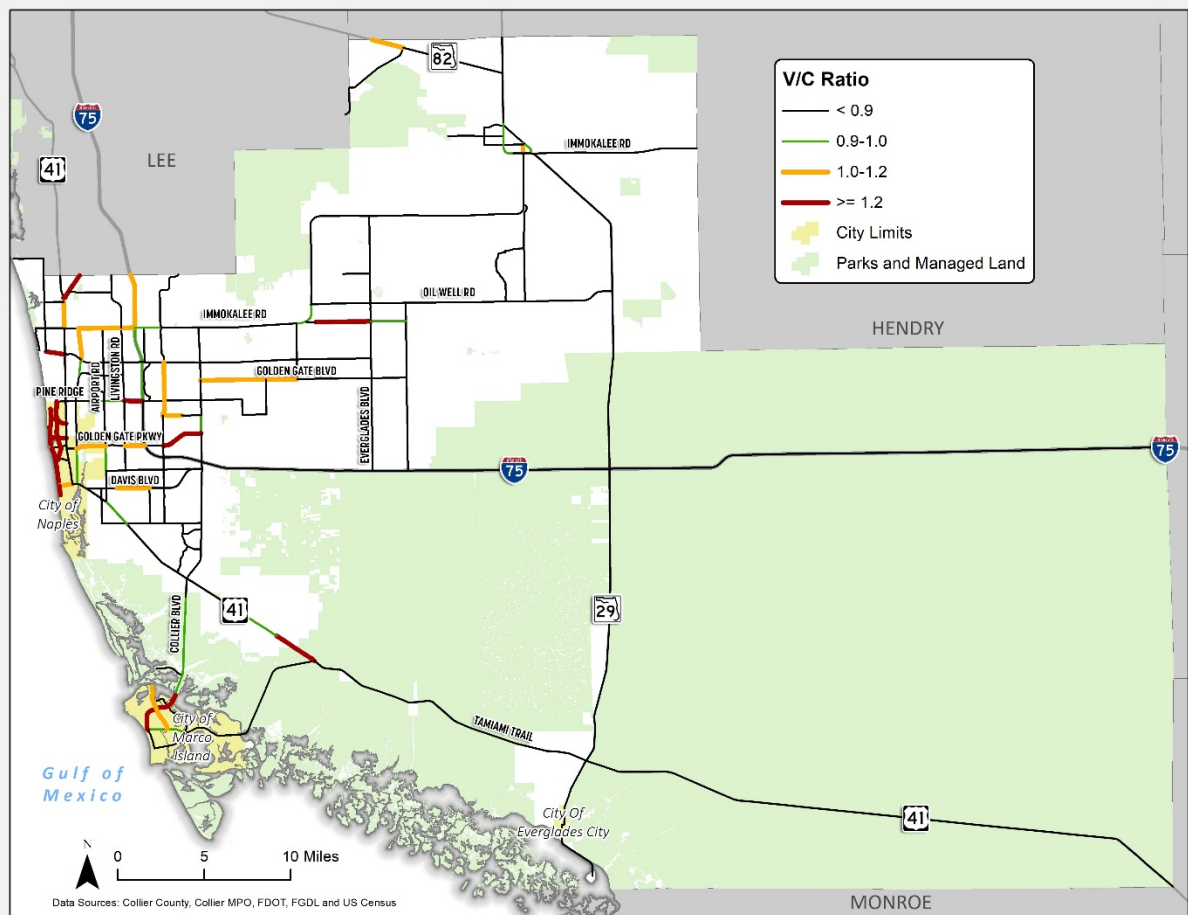


Figure 5-1: 2023 Volume / Capacity Ratio

5.2 Travel-Time/Speed Based Results

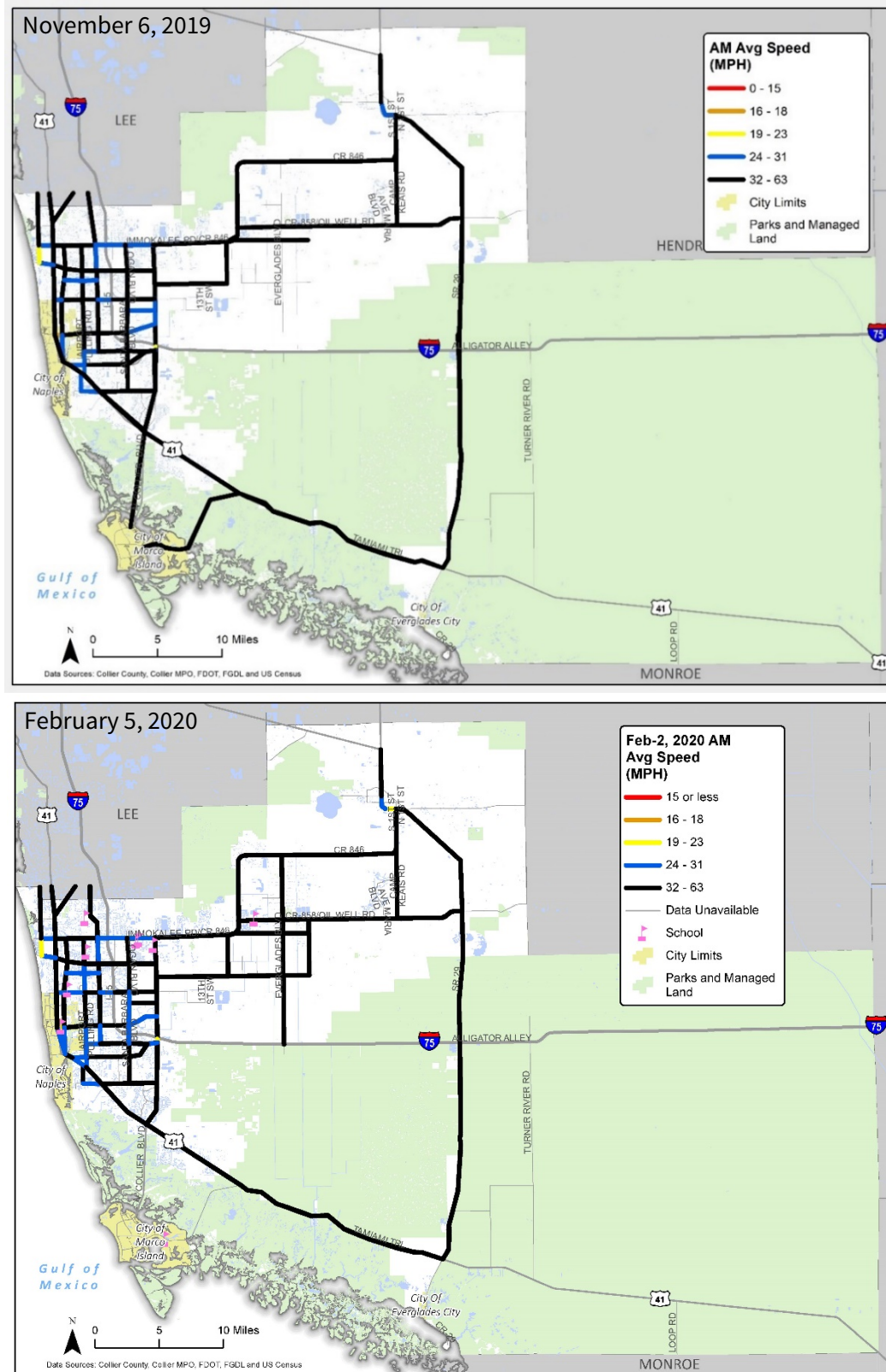
Travel time/speed data analysis can highlight the variation in trip times along the transportation network. Location Based Services (LBS) from enabled mobile devices and recorded timestamps at nodes located along major transportation routes can be translated into travel speeds and associated with specific roadway segments. Collier County has recently acquired LBS travel in partnership with a data provider that has resulted in the identification of travel time and speed based data for more than 200 roadway segments. This partnership allows the County to access travel conditions for a limited number of days. Comparison of travel times for November 2019 and February 2020 were collected to highlight the impact of peak season conditions and travel times on two selected days.

Using data collected on November 6, 2019 and February 5, 2020, Figure 5-2 illustrates AM Peak Hour (7:00 AM to 8:00 AM) conditions and Figure 5-3 the PM Peak Hour (5:00 PM to 6:00 PM) conditions. These comparative figures show the changes in travel speeds. For analyzing the current CMP network, this speed data was used to pinpoint hot spots along the network to supplement the traffic volume analysis.



Collier MPO Transportation System Performance Report & Action Plan

Baseline Conditions Report



Baseline Conditions Report

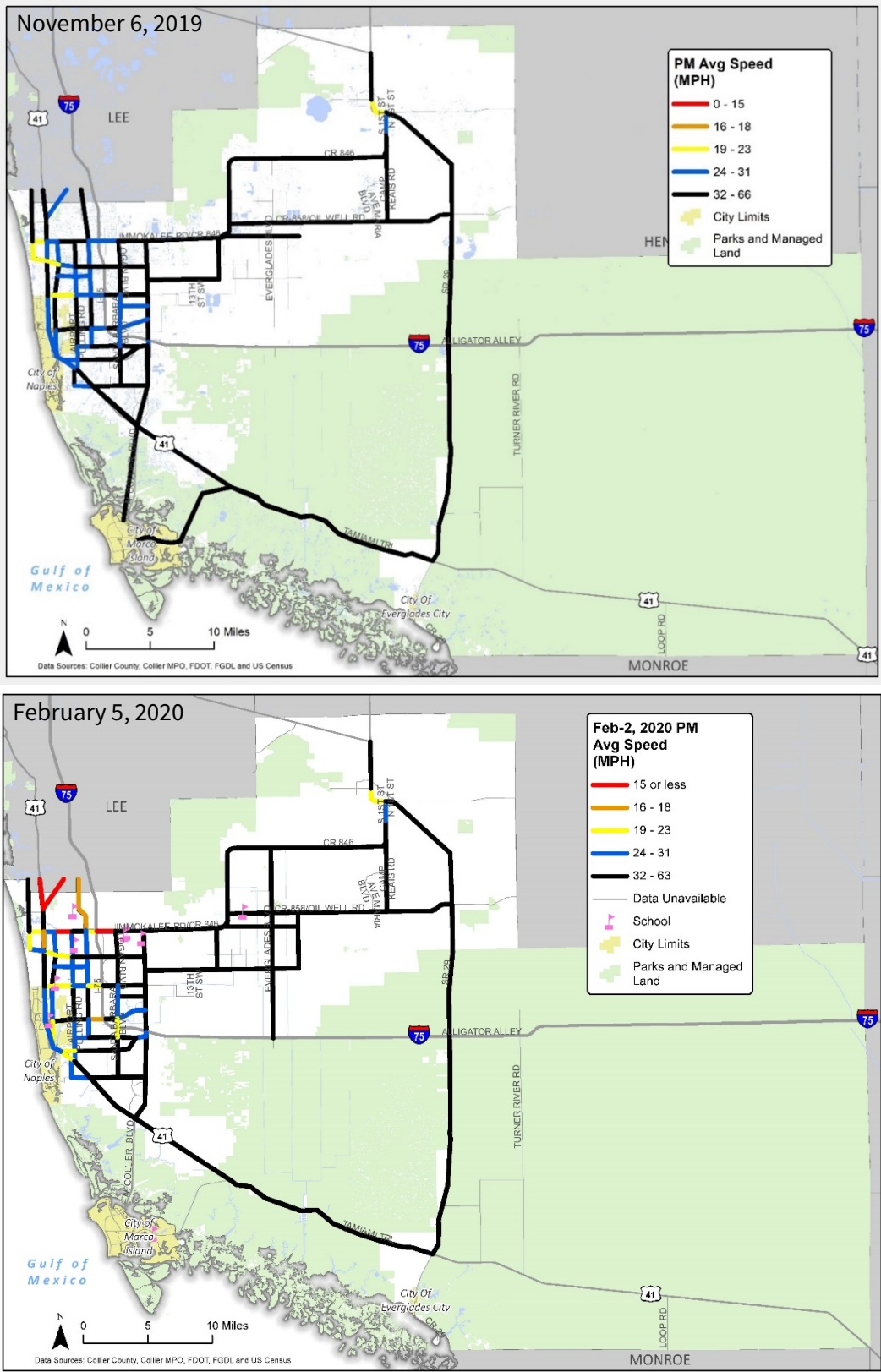


Figure 5-3: Average PM (5:00 PM-6:00 PM) Speed Comparison

Attachment: Baseline Conditions Report (13451 : Approve the Transportation System Performance Report and Action Plan)



Collier MPO Transportation System Performance Report & Action Plan

Baseline Conditions Report

5.3 School Congestion

High volumes of traffic at schools during arrival and pick-up times cause recurring congestion and often unsafe conditions for bicyclists and pedestrians. Developing an understanding of the dynamics of traffic operations around a school and parent and student behavior allow local agencies to provide guidance to school officials on operational and demand management solutions for recurring traffic in and around campus.

There are 58 public schools in Collier County, of these, the School District of Collier County identified 20 schools with the most traffic congestion concerns (Table 5-2). Of the 20 schools, the 9 schools that had the highest bus eligibility rates were selected as the top-tier locations of concern for traffic congestion and for evaluation against potential school congestion management strategies. This evaluation can be found in the Action Plan. The 9 schools with the highest bus eligibility rates and high congestion are shown in Figure 5-4 and Table 5-1.

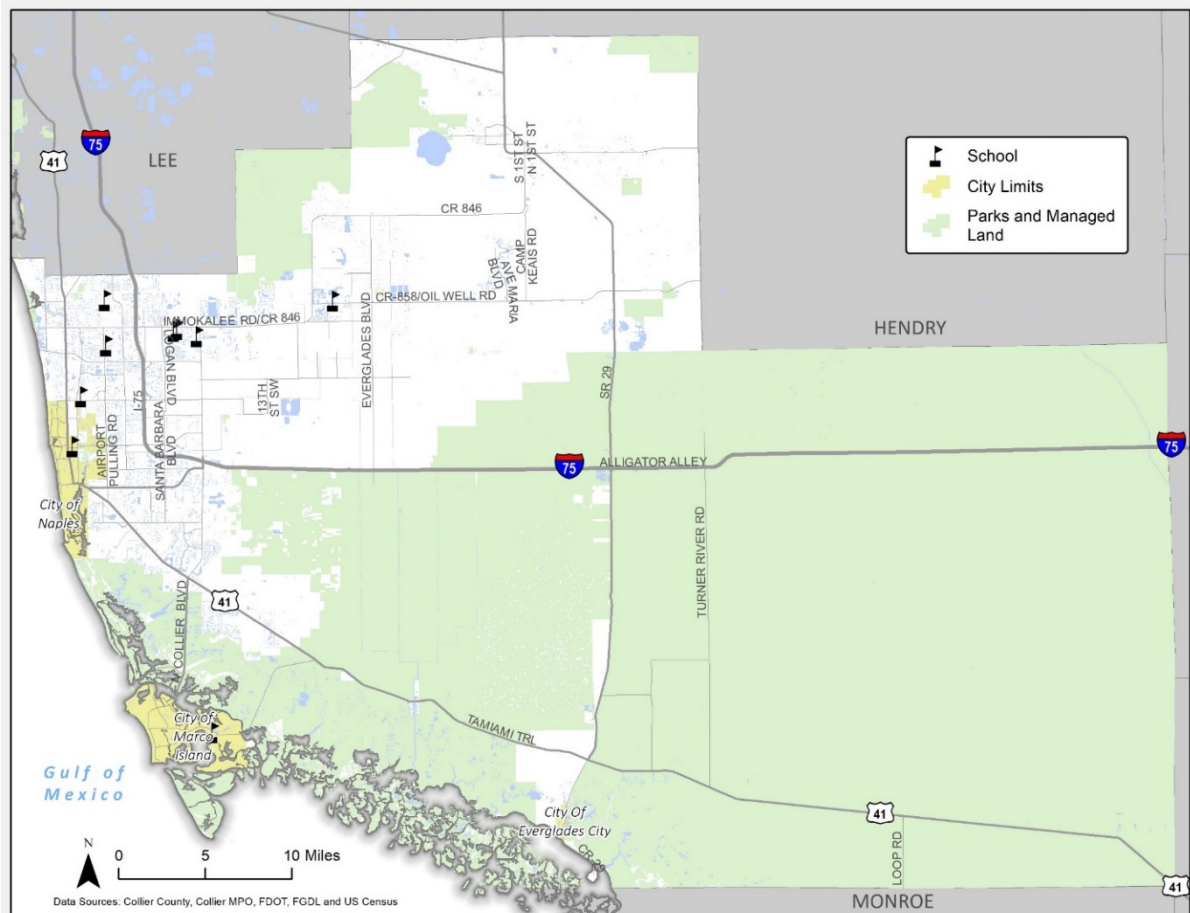


Figure 5-4: Top 9 Collier County Schools for Congestion Management Evaluation



Baseline Conditions Report

Table 5-1: Top 9 Collier County Schools for Congestion Management Evaluation

School Name	School Abbreviation
Gulf Coast High	GCH
Laurel Oak Elementary	LOE
Marco Island Academy	MIA
Naples High	NHS
North Naples Middle	NNM
Oakridge Middle School	OMS
Pelican Marsh Elementary	PME
Palmetto Ridge High	PRH
Pine Ridge Middle	PRM

Table 5-2: Top 20 Collier County Schools with Congestion

School Name	School Abbreviation	AM Congestion	PM Congestion
Eden Park Elementary (EPE)	EPE	X	X
Gulf Coast High	GCH	X	X
Golden Gate Elementary North	GGE (N)	X	X
Golden Gate Elementary South	GGE (S)	X	X
Golden Gate High	GGH	X	X
Golden Gate Middle	GGM	X	X
Golden Terrace Elementary (N)	GTE(N)	X	X
Golden Terrace Elementary (S)	GTE(S)	X	X
Immokalee High	I.H.S	X	X
Immokalee Middle	IMS	X	X
Laurel Oak Elementary	LOE	X	X
Lake Trafford Elementary	LTE	X	X
Marco Island Academy	MIA	X	X
Naples High	NHS	X	X
North Naples Middle	NNM	X	X
Naples Park Elementary	NPE	X	X
Osceola Elementary	OES	X	X
Oakridge Middle School	ORM	X	X
Pelican Marsh Elementary	PME	X	X
Palmetto Ridge High	PRH	X	X
Pine Ridge Middle	PRM	X	X
Parkside Elementary	PSE		X



Collier MPO Transportation System Performance Report & Action Plan

Baseline Conditions Report

5.4 Safety

While congestion reduction is important for livability and daily quality of life, addressing traffic safety is a critical component of the MPO's charge. The MPO has undertaken a Local Road Safety Plan companion study to the TSP Report to better focus on fatality and serious injury related crashes. Thus, the focus of the CMP includes safety considerations relative to the impact of non-recurring congestion. MPOs are required to address the Safety Emphasis Areas of the State Strategic Highway Safety Plan in their planning efforts. This often is performed as part of the MPO's Long Range Transportation Plan development efforts, but it is difficult to forecast crashes in the future and addressing existing safety issues should not be delayed. Including safety countermeasures is an important part of the Congestion Management Process and preventing accidents prevents potential congestion as severe crashes often take a long time to clear. Figure 5-5 identifies the top intersection and roadway segment crash locations. These locations were determined based on an analysis of the top 20 highest frequency (total) and top 20 highest rate (based on traffic volume) locations of crashes for the five-year crash period from 2014 to 2018. Table 5-3 lists in more detail the extent and crash characteristics of the top crash corridors. These segments are further reviewed in the Action Plan for safety countermeasures.

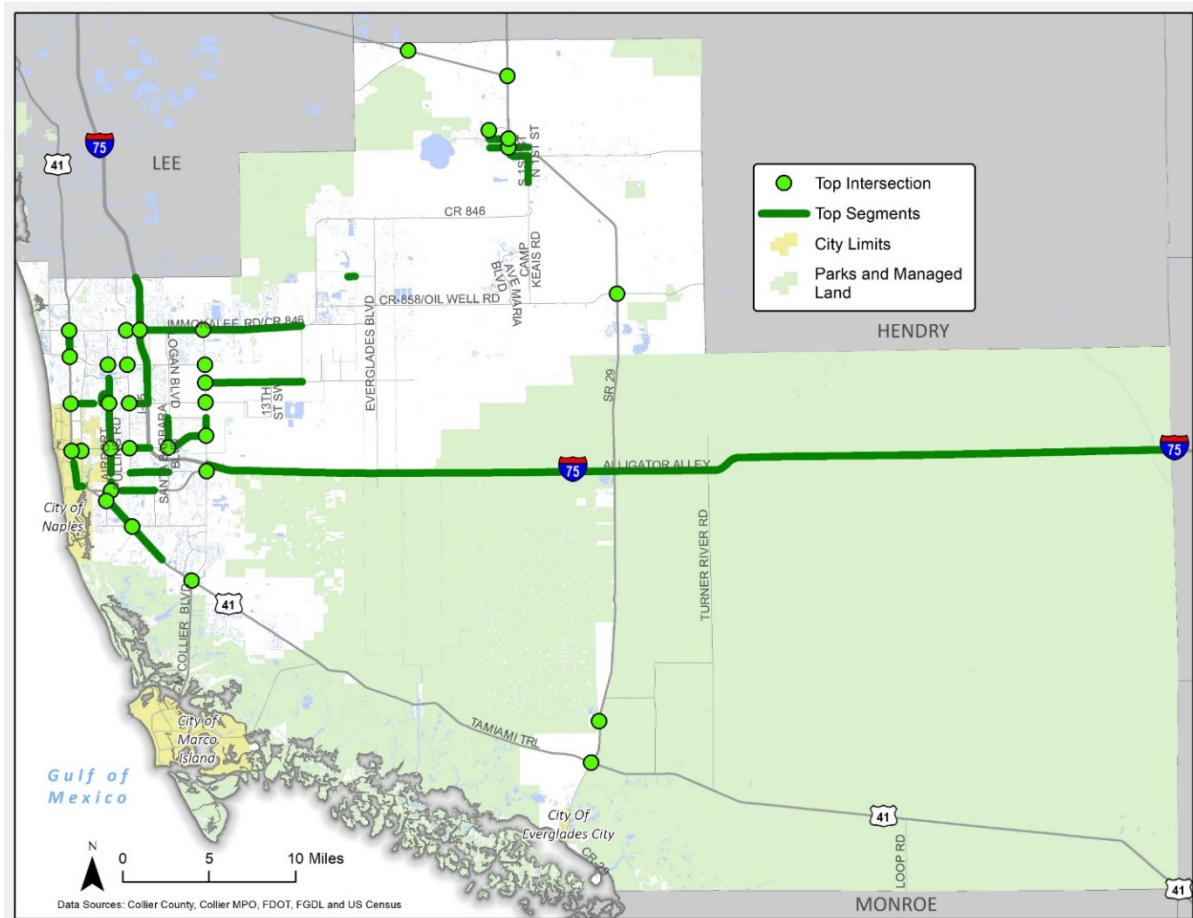


Figure 5-5: Top Safety Concern Intersections and Road Segments



Collier MPO Transportation System Performance Report & Action Plan
Baseline Conditions Report

Table 5-3: Top Road Segment Crash Locations (2014-2018)

On Street	From Street	To Street	Total Crashes	Length (miles)	AADT	Crash Rate	Frequency / Rate
Golden Gate Pkwy	Santa Barbara Blvd	Collier Blvd	559	2.21	27,496	5.048	Both
I 75	Broward County Line	SR 29	470	29.13	22,000	0.402	Frequency
Airport Rd	Pine Ridge Rd	Orange Blossom Dr	455	1.45	34,686	4.943	Both
Tamiami Trail East	Airport Rd	Rattlesnake Hammock Rd	453	1.69	47,814	3.074	Frequency
Airport Rd	Radio Rd	Golden Gate Pkwy	405	1.43	44,008	3.534	Both
Immokalee Rd	I 75	Logan Blvd	402	1.37	38,245	4.210	Both
Tamiami Trail North	Immokalee Rd	Vanderbilt Beach Rd	396	1.51	35,925	4.005	Both
Golden Gate Blvd	Collier Blvd	Wilson Blvd	381	5.03	25,481	1.630	Frequency
I 75	SR 29	SR 951	366	21.23	24,970	0.378	Frequency
Immokalee Rd	Livingston Rd	I 75	355	0.71	46,874	5.886	Both
Pine Ridge Rd	Livingston Rd	I 75	351	0.95	52,322	3.869	Both
I 75	Pine Ridge Rd	Immokalee Rd	331	4.27	35,295	1.203	Frequency
Immokalee Rd	Logan Blvd	Collier Blvd	331	1.94	89,362	1.048	Frequency
Golden Gate Pkwy	Livingston Rd	I 75	293	2.05	42,756	1.835	Frequency
Davis Blvd	Lakewood Blvd	County Barn Rd	291	1.68	28,243	3.359	Frequency
Airport Rd	Golden Gate Pkwy	Pine Ridge Rd	290	2.59	46,556	1.316	Frequency
Tamiami Trail East	Rattlesnake Hammock Rd	Treetops Dr	280	2.45	37,428	1.674	Frequency
I 75	Immokalee Rd	Lee County Line	278	3.06	99,582	0.501	Frequency
Immokalee Rd	Collier Blvd	Wilson Blvd	271	5.10	29,259	0.995	Frequency
Tamiami Trail North	12th Ave N	Goodlette Rd S	269	1.66	51,500	1.727	Frequency
Radio Road	Livingston Road	Santa Barbara Boulevard	250	1.99	18,398	3.742	Rate
Santa Barbara Boulevard	Golden Gate Parkway	Green Boulevard	215	1.71	20,314	3.391	Rate
Airport Road	Davis Boulevard	North Rd	198	0.52	43,551	4.819	Rate
Collier Boulevard	Golden Gate Pkwy	Green Boulevard	177	1.04	27,271	3.420	Rate
Pine Ridge Road	Goodlette-Frank Road	Shirley Street	165	0.67	36,418	3.733	Rate
Immokalee Rd	Stockade Rd	SR 29	157	1.52	6,949	8.155	Rate
Lake Trafford Rd	Carson Rd	SR 29	93	1.00	8,650	5.874	Rate
Immokalee Drive	N 29th St	Charlotte St	91	1.97	6,200	4.074	Rate



Collier MPO Transportation System Performance Report & Action Plan

Baseline Conditions Report

On Street	From Street	To Street	Total Crashes	Length (miles)	AADT	Crash Rate	Frequency / Rate
SR 29	1st St	9th Street	79	0.50	11,796	7.296	Rate
SR 29	9th Street	Immokalee Dr	76	0.87	12,295	3.893	Rate
Naples Boulevard	Pine Ridge Rd	Airport Rd	66	0.87	12,400	3.372	Rate
Shadowlawn Dr	US 41	Davis Blvd	21	0.59	4,526	4.287	Rate
47th Avenue NE	20th St NE	Golden Gate Main Canal	1	0.37	300	4.936	Rate

Table footnotes:

- Locations based on the 20 highest crash frequency and 20 highest crash rate segments
- AADT – Average Annual Daily Traffic
- Crash Rate based is expressed as the number of crashes per 100 million vehicle miles of travel (AADT*Length) for the five-year reporting period.



5.5 Congestion Survey – Public Outreach Results

An online survey was conducted to gather important information from residents on levels, causes, and potential solutions for traffic congestion. The key takeaways from the survey results regarding causes of congestion and congestion hotspots are summarized below. The remaining survey results pertaining to driving patterns and strategies for reducing overall travel demand and congestion are further summarized and incorporated into the Action Plan.

The first section of the survey questionnaire asked about opinions related to traffic congestion, it's causes. As seen in Figure 5-6, almost half of survey respondents chose *high traffic volumes* as their preferred definition of traffic congestion, while almost one-quarter selected *long delays at intersections*.

When asked to select the three most significant cause of traffic congestion in Collier County, three-quarters of respondents selected *seasonal traffic from visitors*, nearly half selected *inadequate roadway capacity*, and one-third selected *ineffective traffic signals/poor signal coordination*. Other popular responses selected by just under one-quarter of respondents each were *poor intersection/interchange design* and *crashes/traffic incidents* (Figure 5-7).

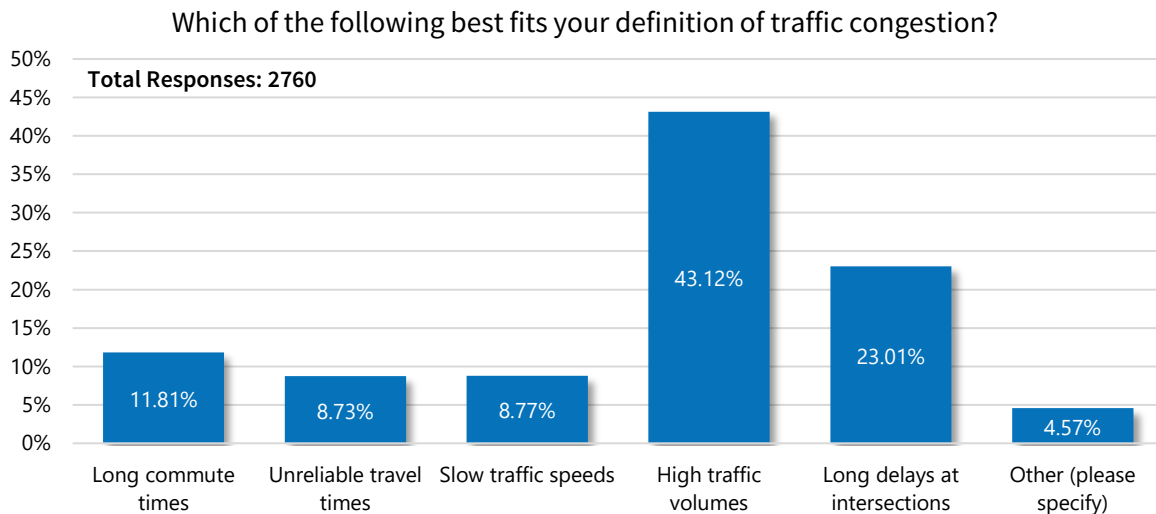


Figure 5-6: Defining Traffic Congestion



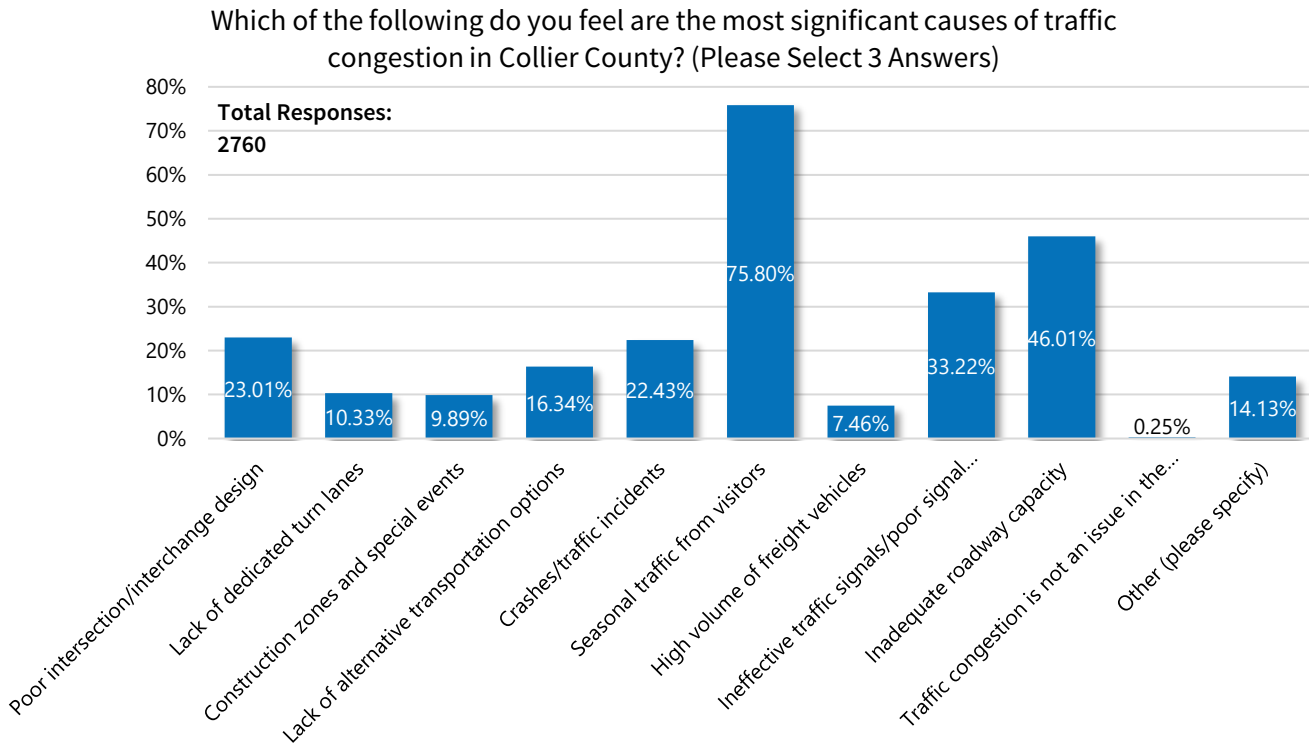


Figure 5-7: Most Significant Causes of Traffic Congestion

The final survey question asked for respondents to provide any additional thoughts or comments on traffic congestion in Collier County. Figure 5-8 shows the most common locations based on roadway or place names that appear in the comments. The most common locations mentioned by survey respondents were 1-75, Immokalee, and Collier.



Please share any other thoughts or comments related to traffic congestion in Collier County, the following locations were most common in the responses:

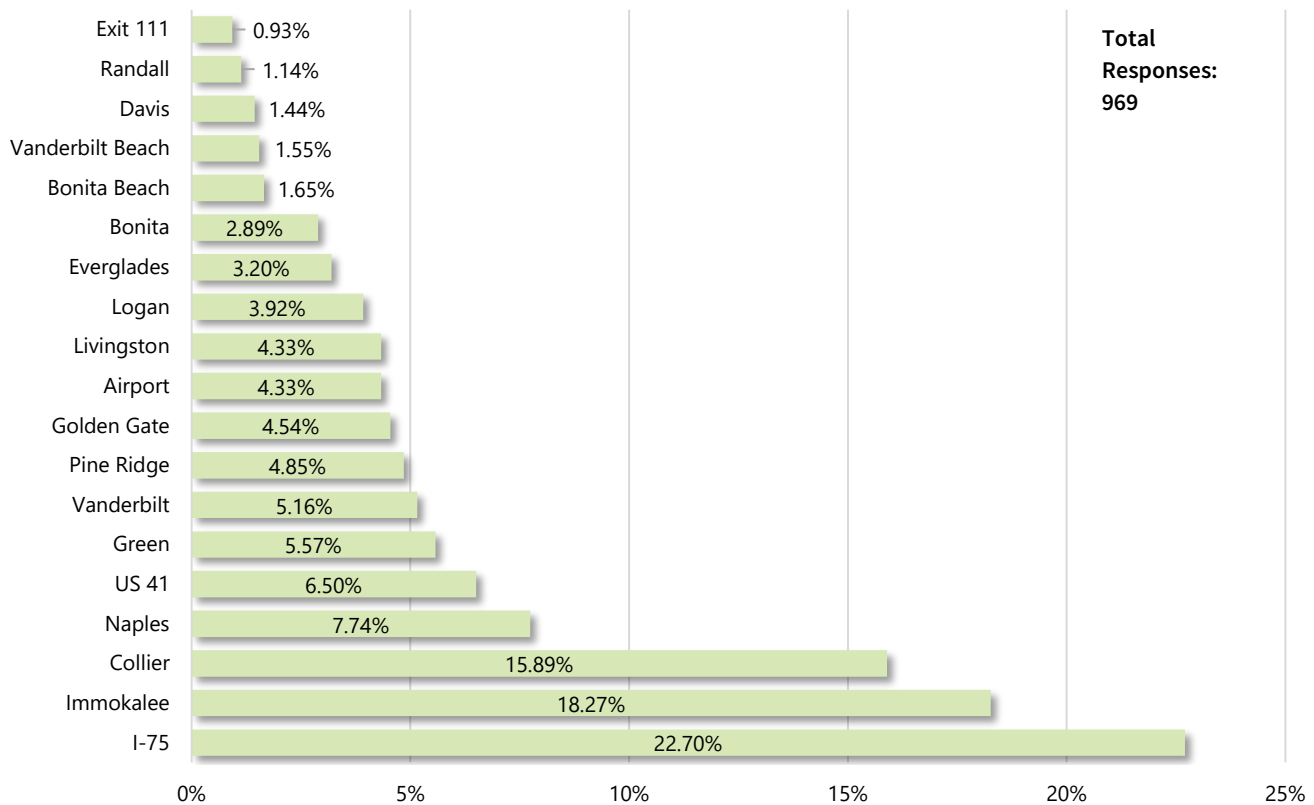


Figure 5-8: Most Common Locations from Additional Comment Section

5.6 Problem Congestion Areas

Problem congestion areas were identified by conducting a geospatial analysis of the results from the recurring and non-recurring congestion analysis in Section 4. This analysis identified the congestion hot spot locations in Collier County (Figure 5-9) that will be assessed for congestion management strategies in the Action Plan. The hot spot locations were then sorted into three Tiers to further identify which of the hot spot locations had the most causes of congestion. Tier 1 represents road segments influenced by 3 or more congestion causes; Tier 2 represents road segments influenced by 2 congestion causes; and Tier 3 in represents road segments influenced by 1 congestion cause.

The sources of congestion used to identify and rank the congestion hot spot locations included:

- School Congestion – road segments adjacent to schools with congestion issues
- Safety – intersections and road segments with the highest frequency and rate of crashes
- V/C Ratio – road segments with a V/C ratio greater than, or equal to 1
- Speed – roadways with recorded speeds of less than, or equal to 23 mph
- Public Comment – roadways noted by Congestion Survey respondents (excluding interstate)



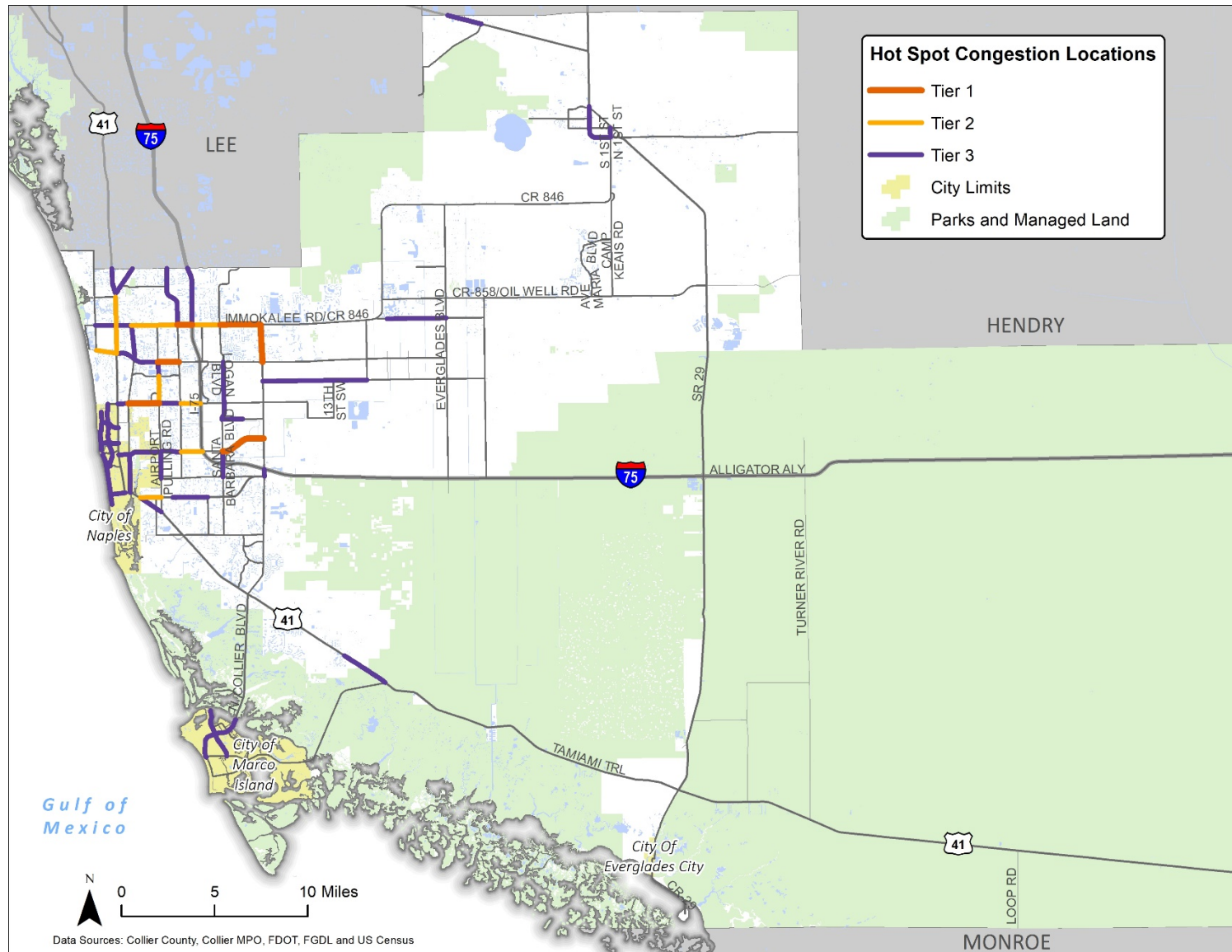


Figure 5-9: Hot Spot Congestion Locations in Collier County



Table 5-4: Tier 1 Hot Spot Congestion Locations

	School	Safety	V/C Ratio	Speed	Public Feedback
Immokalee Rd from Livingston Rd to I-75		X	X	X	X
Immokalee Rd from Logan Rd to CR 951	X	X			X
CR 951 from Vanderbilt Beach Rd to Immokalee Rd	X	X			X
Vanderbilt Beach Rd from Airport-Pulling Rd to Livingston Rd		X		X	X
Pine Ridge from Goodlette Frank Rd to Airport-Pulling Rd	X			X	X
Golden Gate Parkway from Santa Barbara Blvd to CR 951		X*	x		

*The intersection of Golden Gate Parkway and Santa Barbara as well as the segment of Golden Gate Parkway are high crash locations.

Table 5-5: Tier 2 Hot Spot Congestion Locations

	School	Safety	V/C Ratio	Speed	Public Feedback
Immokalee Rd from I-75 to Logan Rd				X	X
Immokalee Rd from Goodlette Frank Rd to Livingston Rd			X	X	
US 41 from Vanderbilt Beach Rd to Immokalee Rd		X		X	
US 41 from Immokalee Rd to Old US 41			X	X	
Vanderbilt Beach Rd from Vanderbilt Dr to US 41			X	X	
Airport-Pulling Rd from Pine Ridge Rd to Orange Blossom Dr		X		X	
Pine Ridge Rd from Livingston Rd to I-75		X		X	
Golden Gate Pkwy from Livingston Rd to I-75			X	X	
Davis Blvd from US 41 to Airport-Pulling Rd		X		X	





Transportation System Performance Report & Action Plan

Action Plan

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Prepared by

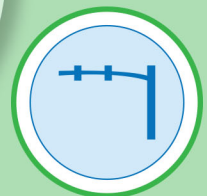
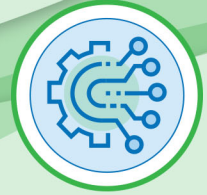


Table of Contents

1.0 Introduction.....	1-1
2.0 Congestion Management Process Revisions.....	2-1
2.1 Goals and Objectives.....	2-1
2.1.1 Goal.....	2-1
2.1.2 Objectives	2-1
2.1.3 Performance Measures	2-2
2.1.4 Implementation Strategies.....	2-3
2.1.5 Strategy Evaluation Criteria.....	2-3
2.1.6 Strategy Effectiveness Matrix.....	2-3
3.0 Analysis of Congested Areas and Hotspots.....	3-1
3.1 Committed and Programmed Projects	3-1
3.2 Safety Analysis.....	3-3
3.3 School Analysis.....	3-4
3.4 Transit Analysis	3-7
3.5 Bicycle and Pedestrian Analysis	3-8
3.6 Intersection Analysis	3-9
3.7 “Big Data” Analysis.....	3-13
4.0 Congestion Management Strategies	4-1
5.0 Implementation Process and Strategy Selection	5-1
5.1 Congestion Management Strategy Evaluation Criteria	5-1
6.0 Strategy Evaluation and Effectiveness	6-1

List of Figures

Figure 3-1: Programmed Roadway Projects in Collier County	3-2
Figure 3-2: Safety Assessment Corridors.....	3-4
Figure 3-3: Top-Tier Congested Schools	3-6
Figure 3-4: Hot Spot Congestion locations and High Ridership Bus Routes	3-7
Figure 3-5: Critical Intersections.....	3-10
Figure 4-5: Reliability Measures Compared to Average Congestion Measures.....	3-13



List of Tables

Table 2-1: Performance Measure & Objective Alignment.....	2-2
Table 3-1: Programmed Roadway Segment Projects to be Evaluated.....	3-2
Table 3-2: Programmed Intersection Projects to be Evaluated.....	3-3
Table 3-3: Top Collier County Schools for Congestion Management Evaluation.....	3-6
Table 3-4: Complete Streets/Safety Corridor Studies	3-9
Table 3-5: Bicycle and Pedestrian Gap Priorities.....	3-9
Table 3-6: Intersections Selected for Operational Analysis.....	3-10
Table 3-7: Data Source Metrics	3-14
Table 4-1: Collier MPO Congestion Management Strategies.....	4-1
Table 6-1: Strategy Effectiveness Matrix	6-3

Appendices

Appendix A: Implementation Matrix.....	A-1
Appendix B: Strategy Evaluation Criteria.....	B-1
Appendix C: Safety Analysis	C-1
Appendix D: School Congestion Analysis	D-1
Appendix E: Intersection Control Evaluation and Synchro Analysis.....	E-1
Appendix F: “Big Data” Analysis	F-1



1.0 Introduction

The Collier Metropolitan Planning Organization (MPO) is federally mandated to implement a Congestion Management Process (CMP) as part of its routine planning efforts.

The Congestion Management Process (CMP) is a detailed 8-step process that an urban area follows to improve the performance of its transportation system by reducing the negative impacts of traffic congestion. A CMP is developed to improve traffic flow and safety conditions. It seeks to accomplish this by using an objectives-driven, performance-based approach and provides accurate, up-to-date information on transportation system performance and assesses alternative strategies for congestion management that meet state and local needs.

To carry out these requirements, the MPO has created the Transportation System Performance (TSP) Report and Action plan. The Action Plan covers steps 5 through 8 of the CMP. Steps 2 through 4 are discussed in the Baseline Conditions Report. As the first TSP Report produced by the MPO, this Action Plan includes recommendations for revising the overall CMP report that was last adopted by the MPO Board in 2017. The 2017 CMP provides the overview and direction for completing the Baseline Conditions and Action Plan analysis.

The Baseline Conditions Report and the Action Plan work in tandem to cover each of the 8 steps in detail. The list below shows each step of the CMP and the specific plan and chapter in which it is addressed.

- | | |
|--|---|
| 1. DEVELOP CONGESTION MANAGEMENT OBJECTIVES – Define objectives for congestion management that achieve the desired outcome (Action Plan – Chapter 2) | 5. ANALYZE CONGESTION PROBLEMS AND NEEDS – Identify locations with congestion problems and identify the sources of these problems. (Baseline Conditions Report – Chapter 5 & Action Plan – Chapter 3) |
| 2. DEFINE CMP NETWORK – Define the transportation system that will be analyzed in the CMP (Baseline Conditions Report – Chapter 2) | 6. IDENTIFY AND ASSESS STRATEGIES – Identify and evaluate benefits of appropriate congestion management strategies (Action Plan – Chapter 4) |
| 3. DEVELOP MULTIMODAL PERFORMANCE MEASURES – Define measures that will be used to measure congestion (Baseline Conditions Report – Chapter 3) | 7. PROGRAM AND IMPLEMENT STRATEGIES – Identify plan for implementing the CMP as part of the regional transportation planning process (Action Plan – Chapter 5) |
| 4. COLLECT DATA/ MONITOR SYSTEM PERFORMANCE – Establish a coordinated program for data collection and system performance monitoring (Baseline Conditions Report – Chapter 4) | 8. EVALUATE STRATEGY EFFECTIVENESS – Implement a process for regular assessment of the effectiveness of implemented strategies (Action Plan – Chapter 6) |



Action Plan

The CMP is a working tool that is integrated into the MPO's project prioritization process, Transportation Improvement Program (TIP), and Long Range Transportation Plan (LRTP). The objectives-driven, performance-based CMP starts with the Baseline Conditions Report which monitored and evaluated the current conditions to identify where congestion exists. Based on the identified goals and objectives and the established performance measures of the CMP, the Action Plan analyzed and evaluated the congested areas to identify potential mitigation strategies, implementation of appropriate strategies, and the development of a monitoring plan.

The outputs of the CMP, such as identified hot spot congested corridors/locations and their recommended mitigation measures, proceed through the CMP process where they are evaluated, and projects or strategies are selected for implementation. The projects or strategies that are identified for implementation through the CMP are then moved into project development and programmed into the TIP for funding and implementation. Once completed, the implemented projects are monitored to evaluate the strategy effectiveness. In Collier County, CMP projects are typically funded using boxed funds identified in the LRTP along with other local revenues. This allows the MPO to review current needs and fund strategies for implementation which best address congestion.

In addition to identifying future congestion reduction strategies, this Action Plan includes suggested revisions to the 2017 CMP Report based on the review of gaps in data availability and revisions resulting from the Baseline Conditions analysis. Further recommendations are identified later in this report associated with the identification and evaluation of strategies implemented through the CMP. These recommendations are outlined in the following section.



2.0 Congestion Management Process Revisions

Revisions to four areas of the Congestion Management Process were identified during the TSP Baseline Conditions and Action Plan. These include:

- 1) Updated goals, objectives, and performance measures in the Baseline Condition Report.
- 2) New congestion management strategies added to the Implementation Matrix to address the expanded analysis and definition of congestion in the Baseline Conditions Report.
- 3) Updated Strategy Evaluation Criteria to align with congestion management, goals, strategies, and hot spot congested areas in Collier County.
- 4) Revising the strategy evaluation and monitoring plan to better identify the appropriate performance measures being addressed.

2.1 Goals and Objectives

The CMP Goal and Objectives were expanded in the Baseline Conditions Report to guide the process of monitoring congestion and improving the mobility of persons and goods in Collier County. As a part of the TSP recommended enhancements to the CMP process, these revisions were compiled based on a review of CMP goals and objectives used by other MPOs in Florida and nationwide that would complement the Collier MPO's 2017 CMP Objectives.

The CMP goal and objectives are used to guide the selection of performance measures used to measure congestion, identify, and prioritize congestion management strategies.

2.1.1 Goal

Improve Collier County's transportation system performance and reliability through mitigating congestion and improving the safety and mobility of people and goods.

2.1.2 Objectives

Objective 1: Improve the safety of the transportation facilities.

Objective 2: Integrate the Congestion Management Process and its proposed improvements into the Long Range Transportation Plan, the Transit Development Plan (TDP), the Bicycle and Pedestrian Master Plan, and support the integration of transportation and land use.

Objective 3: Develop, maintain, expand, and close gaps in pedestrian, bicycle, and shared use path facility networks for efficient and safe movement of people. Connect these pedestrian and bicycle facilities to existing and future transit stops.

Objective 4: Reduce vehicle miles traveled (VMT) by encouraging alternative modes of transportation, supporting sustainable land use development, and creating an integrated multi-modal transportation system.

Objective 5: Optimize the movement of goods.

Objective 6: Promote transportation investments that support the Long Range Transportation Plan's priorities, goals, and objectives.



Action Plan

2.1.3 Performance Measures

Table 3-2 provides a crosswalk illustrating the alignment between the multimodal performance measures and the objectives that guide the CMP as noted above. Each performance measure was chosen to assess system performance and identify problem areas to achieve the desired outcome stated by the goal and objectives.

Table 2-1: Performance Measure & Objective Alignment

Category		Objectives	1	2	3	4	5	6
Travel Demand	Percent of Roadway Miles by Volume to Capacity (V/C) Ratio		✓	✓			✓	
	Percent of Vehicle Miles Traveled by Volume to Capacity (V/C) Ratio		✓	✓			✓	
	Number of signalized intersections connected to ATMS		✓	✓			✓	
Safety	Total Crashes		✓		✓			✓
	Motor vehicle severe injury crashes		✓		✓			✓
	Motor vehicle fatal crashes		✓		✓			✓
	Pedestrian and bicycle severe injury and fatal crashes		✓		✓			✓
Transit Travel	Average bus route service frequency and number of routes		✓	✓		✓		
	Passenger Trips (Annual Ridership)		✓	✓		✓		
	Passenger trips per revenue hour		✓	✓		✓		
	Transit On-Time Performance		✓	✓		✓		
Pedestrian/ Bicycle Facilities	Centerline miles of bicycle lanes		✓		✓	✓		
	Linear miles of connector sidewalks on arterial roadways		✓		✓	✓		
	Linear miles of Shared Use Paths adjacent to roadways		✓	✓	✓	✓		
Goods Movement	Vehicle Miles Traveled (VMT) on designated truck routes with V/C greater than 1.0		✓	✓			✓	
	Number of Crashes Involving Heavy Vehicles / Trucks		✓	✓			✓	✓
TDM	Number of people registered in the FDOT Commute Connector database that have an origin in Collier County.							
			✓	✓		✓		
Accessibility	Share of regional jobs within ¼ mile of transit		✓	✓		✓		
	Share of regional households within ¼ mile of transit		✓	✓		✓		
Incident Duration	Mean time for responders to arrive on-scene after notification		✓					✓
	Mean incident clearance time		✓					✓
	Road Ranger stops		✓					✓
Customer Service	Report on nature of comments/responses and customer satisfaction.		✓	✓				



2.1.4 Implementation Strategies

Based on the expanded definition of congestion causing factors included in the Baseline Conditions Report, appropriate strategies have been suggested and included in the Congestion Management Strategies. These strategies provide the MPO's planning partners with an expanded opportunity to identify future projects which address a range of multimodal considerations. Section 4 of this report provides additional detail on those revisions.

2.1.5 Strategy Evaluation Criteria

As part of this TSP update, a review of the 2017 CMP Report identified certain performance measures were better suited as strategy evaluation criteria. In addition to relocating these performance measures to the strategy evaluation step, a criterion was added to screen project submittals for consistency with the identification of congestion hot spots in the Baseline Conditions Report.

2.1.6 Strategy Effectiveness Matrix

Likewise, the strategy effectiveness used for evaluating implemented strategies was expanded to better connect the CMP performance measures to implemented projects consistent with the congestion reduction strategies identified as part of this Action Plan.



3.0 Analysis of Congested Areas and Hotspots

This section of the Action Plan furthers the analysis conducted in the Baseline Conditions Report which identified a tiered list of congestion hotspots. This section provides an analysis of those congested hot spots and identifies mitigation strategies based on the following categories:

- Committed Projects
- Safety
- Schools
- Transit
- Multimodal
- Intersection analysis (ICE)
- “Big Data”

Based on this analysis the list of CMP congestion mitigation strategies can be targeted based on congestion in Collier County.

3.1 Committed and Programmed Projects

Figure 3-1, Table 2-1 and Table 2-2 indicate the locations and descriptions of programmed roadway projects in Collier County. While these projects are not necessarily projects originally identified as part of the Congestion Management Projects, they address efficient travel movement, operational improvements, and roadway capacity which all have an influence on existing traffic conditions along the CMP network. These projects are overlaid with the hotspot congestion areas identified in the Baselines Conditions Report, in Figure 3-1, to highlight several of the congested corridors that will be affected by the implementation of these projects including:

- (CR 846) Immokalee Rd,
- Vanderbilt Beach Rd,
- Pine Ridge Rd,
- US 41 in the City of Naples.

Considering the effect of these projects on future levels of congestions is important for conducting the system wide analysis as these projects may alleviate or shift travel patterns leading to congested corridors.



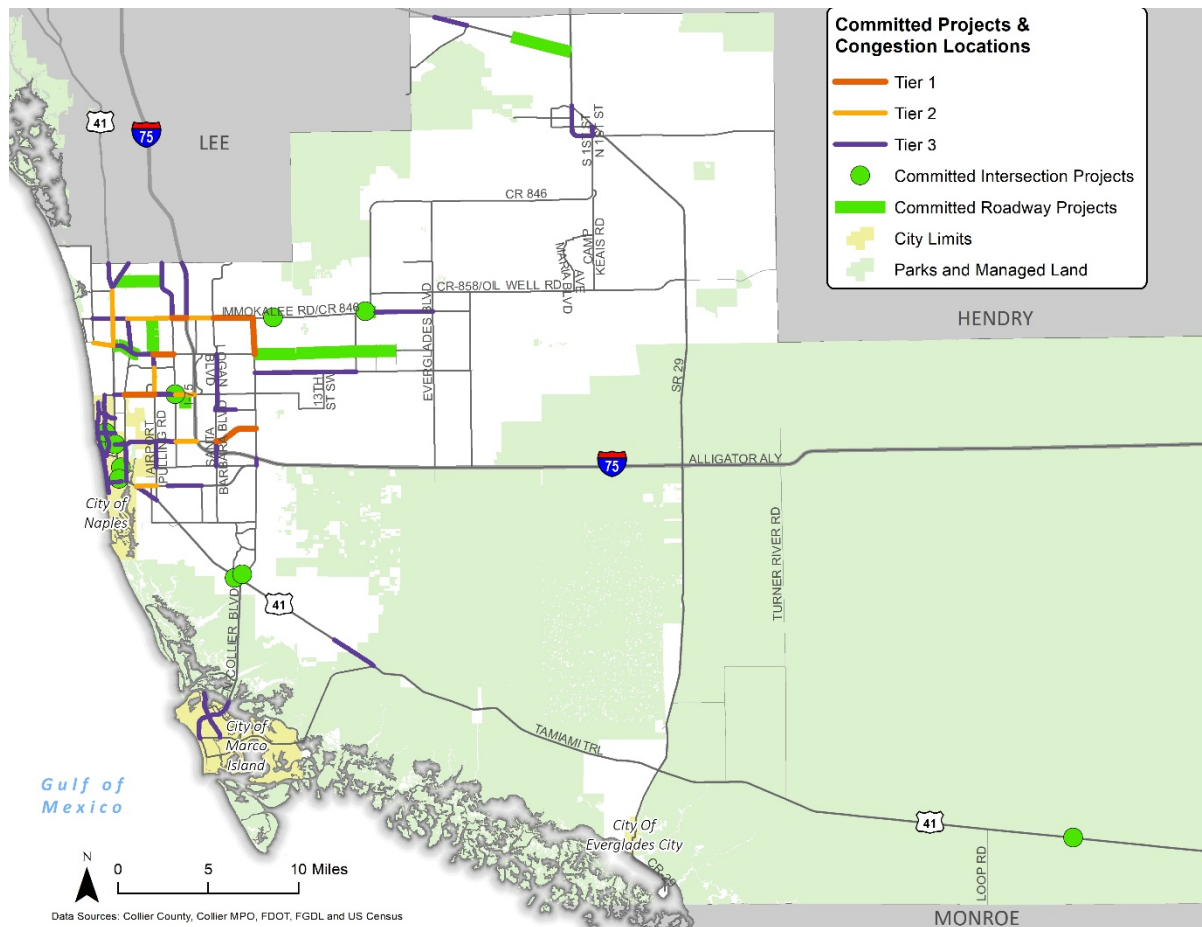


Figure 3-1: Programmed Roadway Projects in Collier County

Table 3-1: Programmed Roadway Segment Projects to be Evaluated

Project Location	Improvement
16th St Bridge between Golden Gate Blvd and Randall Blvd	New Bridge
Randall Blvd from Immokalee Rd to 8th St	Widen from 2 to 4 lanes
SR 82 from Gator Slough Ln to SR 29	Widen from 2 to 4 lanes
Vanderbilt Beach Rd from Collier Blvd to 16th St	New 2 lane and new 4 lane facility and widen from 2 to 4 lanes
Airport Pulling Rd from Vanderbilt Beach Rd to Immokalee Rd	Widen from 4 to 6 lanes
Vanderbilt Beach Rd from US 41 to East of Goodlette-Frank Rd	Widen from 4 to 6 lanes
Veterans Memorial Blvd from Old US 41 to Livingston Rd	New 4 lane facility
Whippoorwill Ln from Pine Ridge Rd to Stratford Ln	Widen from 2 to 4



Table 3-2: Programmed Intersection Projects to be Evaluated

Project Location	Improvement
US 41 at Oasis Visitor Center	Add Left Turn Lane
Immokalee Rd at Woodcrest Dr	Intersection Improvement
Price St at Waterford Dr	Intersection Improvement
Pine Ridge Rd at Livingston Rd	Intersection Improvement
Randall Blvd at Immokalee Rd	Intersection Improvement
Triangle Blvd at Celeste Dr	Roundabout Implementation
10th St at 5th Ave N	Roundabout Implementation
3rd Ave S at 8th St S	Roundabout Implementation
Mooring Line Dr at Crayton Rd	Roundabout Implementation
Crayton Rd at Harbour Dr	Roundabout Implementation
Golden Gate Pkwy at US 41	Intersection Improvement

3.2 Safety Analysis

MPOs are required to address the Safety Emphasis Areas of the State Strategic Highway Safety Plan in their planning efforts. To address safety conditions, the Baseline Condition Reports determined the top intersection and roadway segment crash locations based on highest frequency (total) and highest rate (based on traffic volume) of crashes over a five-year analysis period (2014 to 2018). From the top crash locations, five high crash corridors were selected for conducting a safety assessment to identify appropriate countermeasures for improving roadway safety. Figure 3-2 shows the five corridors where the safety assessments were conducted.

The safety assessments included a disaggregation of the crash data by crash type, injury severity, environmental conditions, and road conditions and reported the statistics compared with statewide averages. A detailed desktop review was conducted on crash trends and roadway characteristics and observations to develop corridor specific safety recommendations. The safety assessments for these five locations are included in Appendix C.

Several of the key recommendations that came out the assessments include:

- Signal timing and signal change/clearance intervals studies
- Signage and Pavement Markings (e.g. special emphasis crosswalks, yield/stop for pedestrian signs, advanced street signs)
- Visibility and sightline improvements at intersections
- Traffic control devices (e.g. left turn signals, variable message signs, pedestrian hybrid beacons)
- New and upgrade existing bicycle and pedestrian facilities and crossings



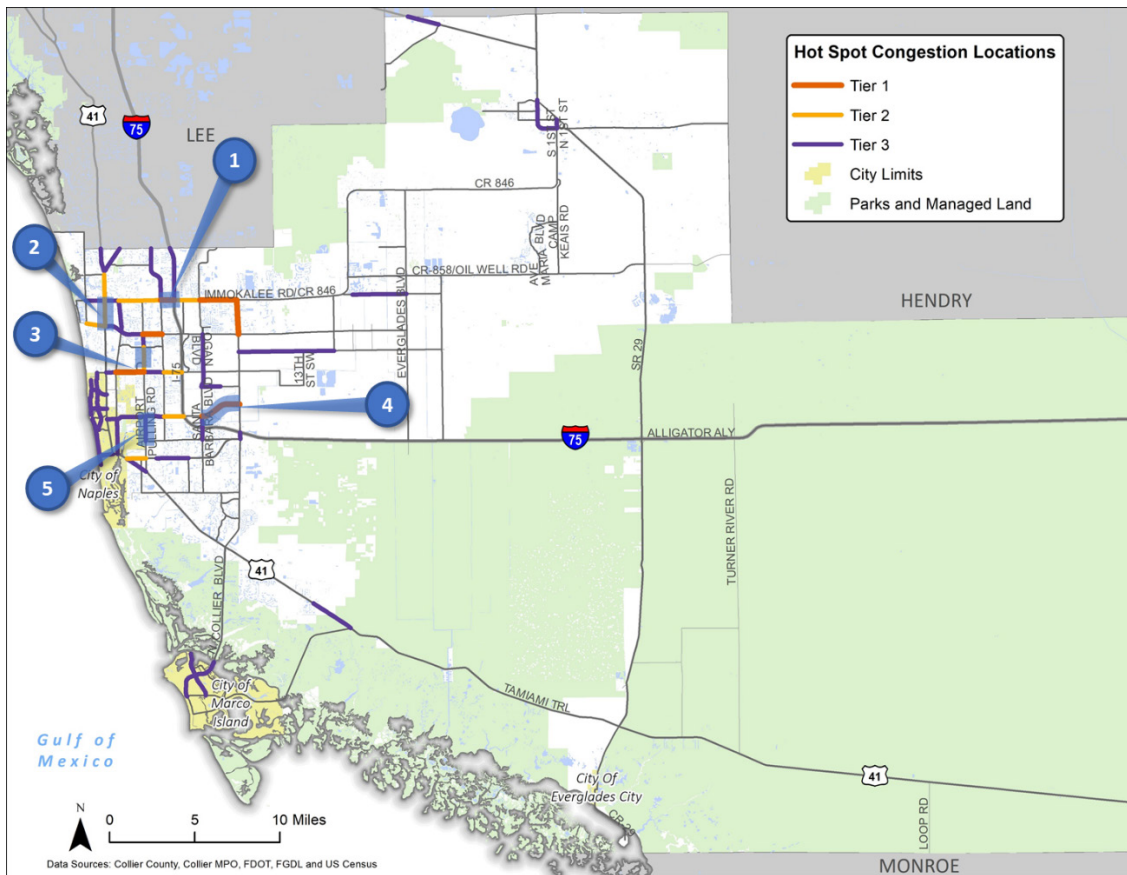


Figure 3-2: Safety Assessment Corridors

Map	Safety Assessment Corridors
1	Immokalee Rd from Livingston Rd to I-75
2	US 41 from Vanderbilt Beach Rd to Immokalee Rd
3	Airport-Pulling Rd from Pine Ridge Rd to Orange Blossom Dr
4	Golden Gate Parkway from Santa Barbara Blvd to CR 951 (Collier Blvd)
5	Airport-Pulling Rd from Golden Gate Pkwy to Radio Rd

3.3 School Analysis

The Baseline Conditions Report listed top 20 schools with the most traffic congestion concerns and refined the list to 9 schools as top-tier locations. The analysis conducted to identify the top-tier locations of concern included selecting the schools with highest bus eligibility rates. Students that qualify for bus eligibility when they are not in reasonable walking distance from school. Reasonable walking distance is defined by Florida Administrative Code 6A-3.001(3) as any distance not more than 2 miles between the home and school or one and one-half (1 ½) miles between the home and assigned bus stop. Additionally, the School District of Collier County indicated that school bus ridership is very low. Therefore, schools with the highest bus eligibility rates were selected for further analysis and for evaluation against school congestion management



strategies because their student population is the most vehicle dependent therefore generating higher volumes of trips during arrival and pick-up time.

Congestion management tools were evaluated for applicability and effectiveness at each of the 9 schools. These tools were categorized into three types of strategies which included the operation and design of the adjacent roadway network; operation and design of the school site; and transportation modes.

The following provides a summary of the effectiveness of the congestion management strategies that were evaluated at the top-tier congested school locations. A full school by school analysis as well as additional recommendations for future studies and strategies can be found in Appendix D.

- Low to medium effectiveness
 - Traffic calming measures – many of the roadways adjacent to the schools are arterials and collectors, traffic calming techniques would not necessarily be feasible or would create more congestion.
 - Additional sidewalks and bicycle facilities – the installation of new pedestrian and bicycle facilities or upgrading the existing facilities (e.g. constructing wider or separated bike lanes and sidewalks) could increase the attractiveness of walking and cycling. However, some schools are located far away from residential areas or are located along major arterials where it is not safe or feasible to walk or bike due to age of the student and speed and volume of traffic.
- Medium to high effectiveness
 - Traffic signal coordination – tools such as signal coordination, signal optimization at school dismissal times, and pedestrian priority crossing signals were considered effective because of the flexibility of the tools. Additionally, many of the schools are near signals installed along adjacent arterials and collectors.
 - School site management – on-site design and off-site waiting lots, staggering dismissal times, and school dismissal automation software reduce peak volume times and congestion in drop-off and pick-up zones.
- High effectiveness
 - Transportation mode switch – encouragement strategies such as information about school bussing routes, vanpooling, carpooling apps, transit, walking school bus and bike to school days aim to reduce the number of vehicle trips at peak hours drop-off and pick-up times.





Figure 3-3: Top-Tier Congested Schools

Table 3-3: Top Collier County Schools for Congestion Management Evaluation

School Name	School Abbreviation
Gulf Coast High	GCH
Laurel Oak Elementary	LOE
Marco Island Academy	MIA
Naples High	NHS
North Naples Middle	NNM
Oakridge Middle School	OMS
Pelican Marsh Elementary	PME
Palmetto Ridge High	PRH
Pine Ridge Middle	PRM



3.4 Transit Analysis

Collier Area Transit (CAT) is currently conducting an update to the Transit Development Plan (TDP) that will develop improvements for meeting transit needs in Collier County for the next 10 years. Preliminary recommendations from the TDP were reviewed for strategies that coincide with congestion strategies and congestion hotspots identified in the Baselines Conditions Report. Figure 3-4 shows the transit routes with the highest ridership mapped against the congested hotspots. Routes with the highest ridership will be analyzed in the TDP.

The main recommendations from the TDP that were applicable to congestion hotspots were service improvements and one notable capital/infrastructure improvement. Service improvements include enhancements to existing routes such as improved system network design, increased service frequency, extended service hours, and/or additional days of service. This category also includes mention of service expansion through the addition of new routes or modes for operating transit in areas not currently served by CAT. As a result, a districtwide vanpool program is currently under development through a partnership between FDOT District 1 and Collier County. The notable Capital/Infrastructure improvements in the County involve Park-and-Ride Lots. A study is currently underway to identify and develop a standardized methodology for locating, operating, and maintaining park-and-ride sites in Collier County. The study will consider each site's proximity to existing and planned transit routes, major employment locations, educational facilities, and tourist destinations.

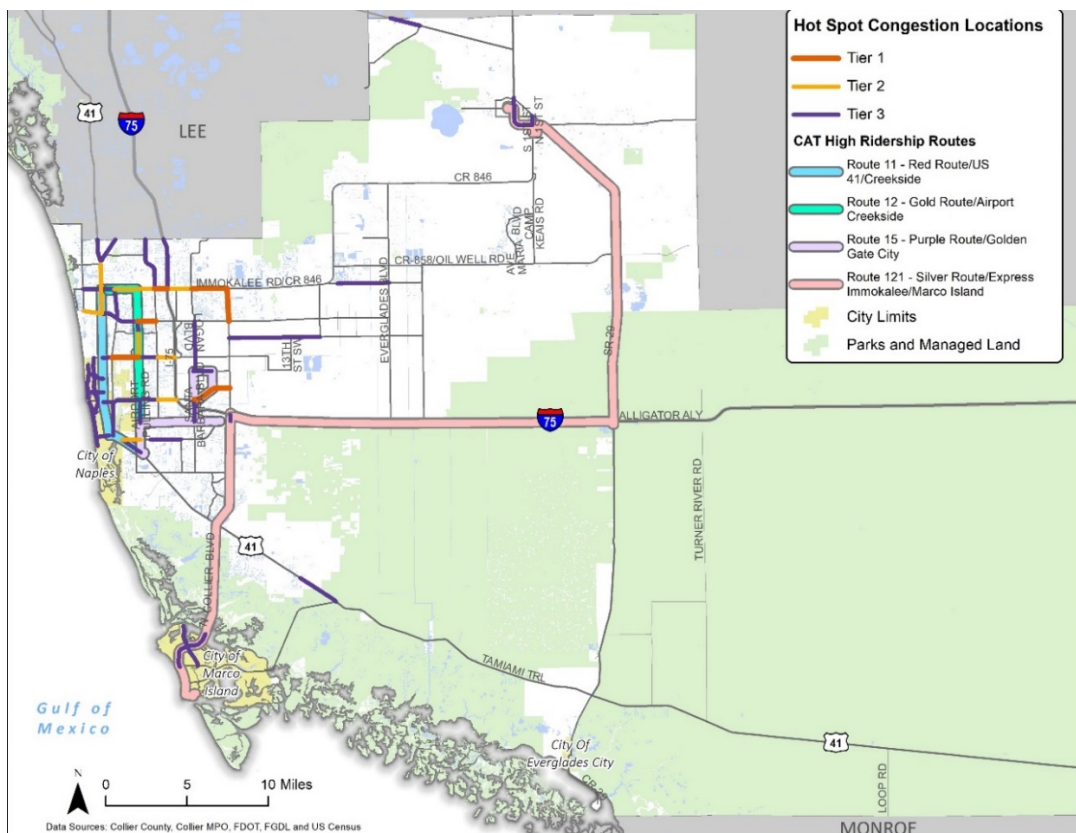


Figure 3-4: Hot Spot Congestion locations and High Ridership Bus Routes



3.5 Bicycle and Pedestrian Analysis

The 2019 Bicycle and Pedestrian Master Plan (BPMP) conducted an analysis of Collier County's transportation network based on equity, safety, and network connectivity to highlight priority multimodal projects. These priority projects were evaluated against the congestion hotspots identified in the Baseline Conditions Report to identify location where there was overlap between hot spot congestion areas and priority projects recommended in the BPMP.

Table 3-4 shows priority projects identified in the BPMP for Complete Streets/Safety Corridor Studies which make recommendations for multimodal projects that aim to reduce bicycle and pedestrian crashes and improve safety along the transportation network. These areas are high crash corridors that generate non-recurring congestion which have also been identified in the Baseline Conditions Report as having a high number and frequency of crashes, projections to exceed capacity in 2023, proximity to schools, and slows speeds during peak hours.



Table 3-4: Complete Streets/Safety Corridor Studies

Road	From	To	Project Description
Airport Rd	Estey Ave	Golden Gate Pkwy	Corridor Study
US 41	Commercial Dr/Palm St	10th Ave N	Corridor Study
Davis Blvd	US 41	Airport Rd	Corridor Study
Golden Gate Pkwy*	Santa Barbara Blvd	Collier Blvd	Corridor Study

*Golden Gate Parkway between Santa Barbara and Collier Boulevards – This section of Golden Gate Parkway overlaps with the designated “Spine Trail Network” which is targeted in the BPMP for enhanced bicycle and pedestrian facilities. Segment is also within newly designated economic development zone Golden Gate City Economic Development Zone and has been identified as needing improved bicycle and pedestrian safety features in the Golden Gate City Walkable Community Study (2019).

Additionally, the BPMP prioritized network gaps on arterials and collector roads by public input. Table 3-5 shows the results of that analysis. These are the facility gaps identified by technical analysis that the public is most interested in addressing at this time.

Table 3-5: Bicycle and Pedestrian Gap Priorities

Road	From	To	Dist. (Mi)	Agency	Facility
111th Ave N	Vanderbilt Dr	Tamiami TRL N	1.0	Collier Co	Bike Lane/Path
Airport Rd N	Pine Ridge Rd	Immokalee Rd	4.2	Collier Co	Bike Lane/Path
Golden Gate Pkwy	9th St N	Estuary Blvd	1.6	Naples	Bike Lane/Path
Immokalee Rd	Tamiami Trl	Northbrooke Dr	4.0	Collier Co	Bike Lane/Path
Logan Blvd N	Logan Blvd	Vanderbilt Beach Rd	1.1	Collier Co	Bike Lane/Path
Old US 41 N	Tamiami Trl	Performance Way	1.5	Collier Co	Pathway
Pine Ridge Rd	Tamiami Trl	Logan Blvd S	5.1	Collier Co	Bike Lane/Path
Vanderbilt Beach Rd	Gulfshore Dr	Vanderbilt Dr	0.4	Collier Co	Bike Lane/Path

3.6 Intersection Analysis

Intersections can often contribute to the main source of congestion in urban areas. Intersection characteristics such as traffic signals, traffic movement conflicts, and multi-modal interactions are causes of recurring congestion. In Collier County, many of the intersections are at capacity and are built-out with no remaining right-of-way (ROW). To accurately address the intersections located in the hot spot congestion areas identified in the Baseline Conditions Report, this section presents analysis of six critical intersections. Synchro and FDOT’s Cap-X analysis tool were used to evaluate and identify innovative design and alternative concepts to address congestion at critical intersections shown in Figure 3-5 and Table 3-6.



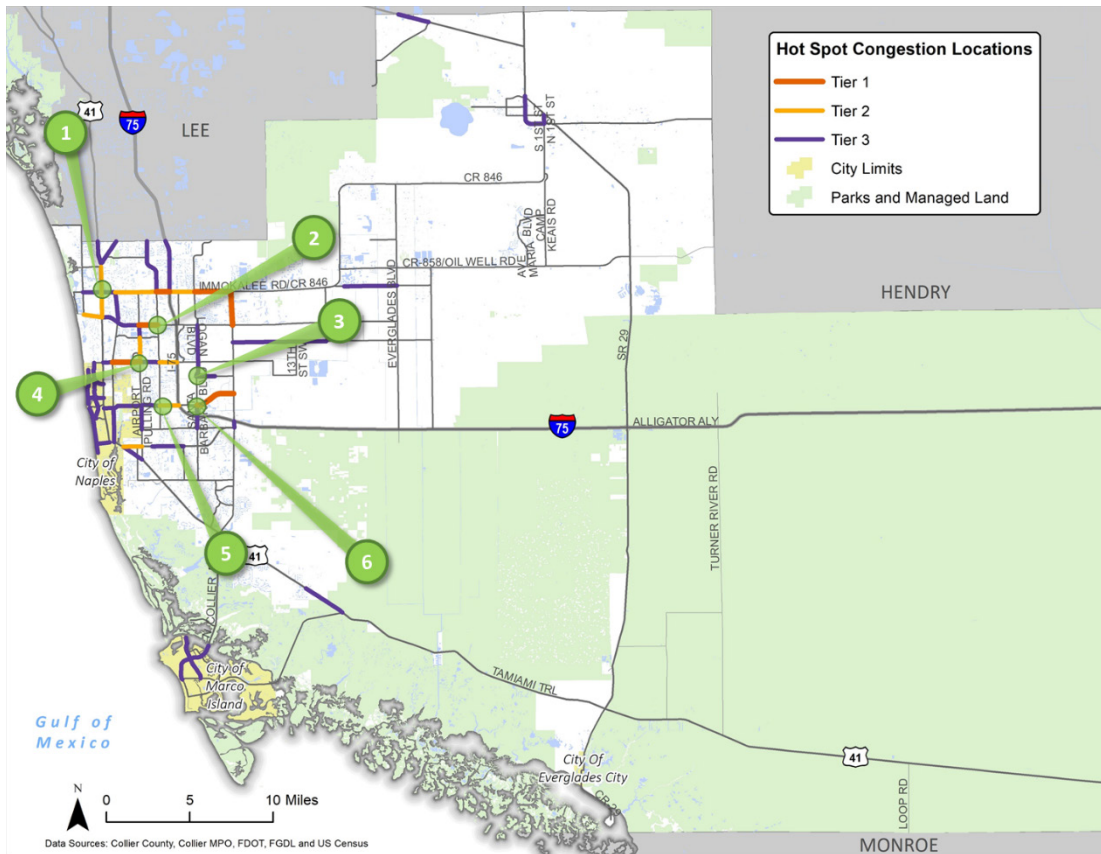


Figure 3-5: Critical Intersections

Table 3-6: Intersections Selected for Operational Analysis

Map	Intersections
1	US 41 at CR-846 (Immokalee Rd)
2	CR-862 (Vanderbilt Beach Road) at Livingston Road
3	Santa Barbara Blvd/Logan Blvd at Green Blvd
4	Airport-Pulling Rd at Pine Ridge Rd
5	Golden Gate Pkwy at Livingstone Rd
6	Golden Gate Pkwy at Santa Barbara Blvd

The following provides an initial summary of the analysis that was conducted at these six intersections. A detailed analysis of the intersections can be found in Appendix E.

#1 - US-41 at CR-846 (Immokalee Road)

US-41 at CR-846 (Immokalee Road) is currently signalized. The traffic signal appears to operate adequately to the year 2025. Cap-X indicated that this intersection operates acceptably through 2025 in the existing configuration. However, based on local knowledge, it is known that this intersection does experience significant delay. Therefore, this intersection was analyzed in Synchro and deficiencies were confirmed, predominantly related to the significant left-turn



volumes on all approaches. Based on left-turning volumes, it is recommended that this location be reviewed for a displaced left-turn configuration or an overpass, Right-of-Way constraints would likely be an issue at this intersection as development exists on each corner.

#2 – CR-862 (Vanderbilt Beach Road) at Livingston Road

CR-862 (Vanderbilt Beach Road) at Livingston Road is currently signalized. The existing traffic signal will fail in the future year, 2025 scenario, based on the Turning Movement Count in the PM peak. Most alternative intersections analyzed using Cap-X also fail in the 2025 PM peak hour. The exception occurred under Displace Left Turn alternative concept. Based on the Synchro analysis, all travel directions are estimated to operate acceptably. Drawings showing potential impacts of the North/South and East/West alternatives on the adjacent land uses and utilities were prepared and detailed in Appendix E. It is recommended that a detailed review of the acceptability of the ROW impacts is conducted using a more advanced modeling package (i.e. VISSIM) to evaluate this project.

#3 – Santa Barbara Boulevard/Logan Boulevard at Green Boulevard

Santa Barbara Boulevard/Logan Boulevard at Green Boulevard is currently signalized. In the existing condition and future condition, high delay was observed at the intersection, predominantly related to the high southbound left-turning volume. An analysis in Synchro was conducted to identify potential improvements. Based on this analysis it is recommended that the following alternative concepts be considered:

- Dual southbound left-turn lanes
- If feasible, a separate northbound right-turn lane. The right-turn lane is optional but does provide for an estimated 30% reduction in overall delay during the PM peak. However, even without the right-turn improvement, the dual southbound left-turn lane does provide significantly improved operation.

#4 – Airport-Pulling Rd at Pine Ridge Rd

Pine Ridge Road and Airport Road is currently signalized. The existing traffic signal will fail in the 2025 scenario due to TMC in PM peak. All other analyzed alternative intersections also fail in 2025 PM peak. It is recommended to evaluate regional origin/destination trip management to understand origin-destination points of existing traffic and reduce traffic through this intersection through alternative routes and access to I-75.

#5 - Golden Gate Parkway and Livingston Road

Golden Gate Parkway and Livingston Road is currently signalized. The existing traffic signal will fail in the 2025 scenario based on the Turning Movement County in the AM peak. Most alternative intersections also fail in the 2025 AM peak with exception of displaced left-turn, but it almost reaches the failing point with 0.98 V/C. It is recommended that the intersection be evaluated for grade separation as both single-point N/S and diamond N/S alternatives to accommodate 2025 expected volumes.



#6 - Golden Gate Parkway and Santa Barbara Boulevard

Golden Gate Parkway and Santa Barbara Boulevard is currently signalized. The Existing traffic signal appears to operate adequately to the year 2025. After Cap-X analysis alternative intersections were deemed not necessary. It is recommended that the intersection be evaluated in Synchro for 2025 as a traffic signal to confirm adequate operation.



3.7 “Big Data” Analysis

Travel time reliability is identified as a best practice system performance reporting measure because it allows for a more robust understanding of congestion along the transportation network and provides opportunities to identify strategies that go beyond capacity-related congestion management strategies to include operations and demand management solutions. In the Baseline Condition Report, travel speed data was used to provide a snapshot of how long trips are taking on certain days during the year. However, this does not factor in the reliability of the transportation system. The Baseline Conditions Report recommended that travel time reliability be considered as a potential system performance reporting measure subject to the MPO’s ability to collect and analyze travel reliability data. This section of the report includes identification and evaluation of travel reliability data resources and monitoring practices to assess the opportunities for obtaining data and incorporating reliability analysis into the MPO’s Congestion Management Process.

Most travel time reliability measures compare high-delay days to those with an average delay. The most effective methods of measuring travel time reliability are:

- *90th or 95th Percentile Travel Times* –the simplest method; estimates how bad delay will be on specific routes during the heaviest traffic days.
- *Buffer Index* - the additional travel time that is necessary to budget when planning for on-time arrival.
- *Planning Time Index* - the total travel time that is necessary, including buffer time.

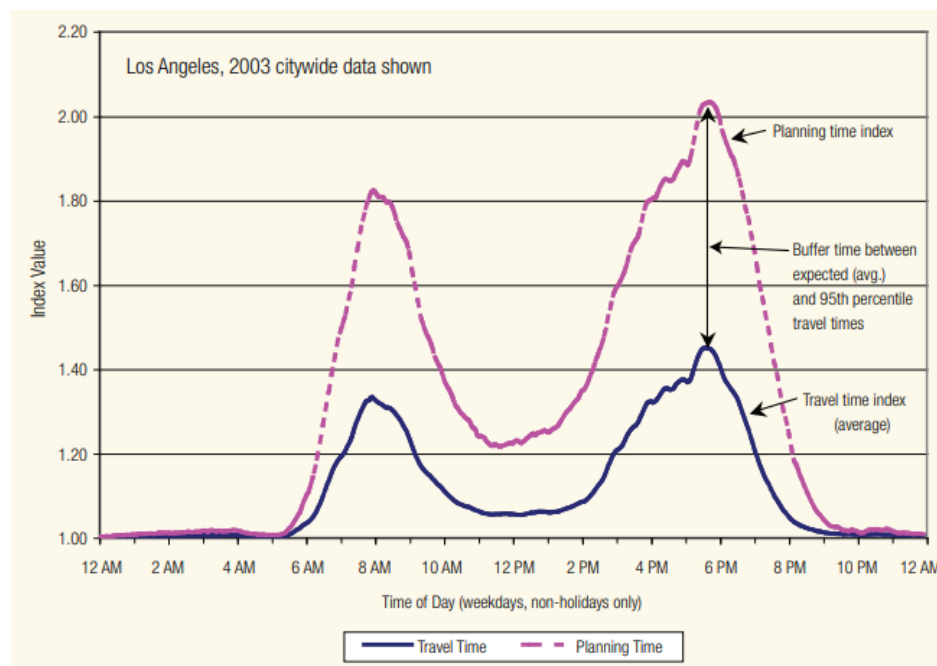


Figure 4-6: Reliability Measures Compared to Average Congestion Measures

Source: Federal Highway Administration. *Travel Time Reliability: Making It There on Time, All the Time*



Five transportation analysis, monitoring, and data visualization software products were reviewed for applicability and effectiveness in Collier County (Table 3-7). The two recommended data providers for the Collier MPO are INRIX and RITIS as both provide performance measure and travel time reliability data. INRIX provides a host of metrics including volume, performance measures, origin-destination, routes, mode, demographics, and trip attributes however, RITIS is a composite data provider and combines data from several analytic indexes and providers including HERE, INRIX, NPMRDS, and Tom Tom. RITIS access is typically granted to government agencies (including Federal, state DOTs, and MPOs) or consultants who are working on projects for a government partner. RITIS has extensive data for larger and more populated Counties throughout the state however, the data available for Collier County is sufficient for analysis of the Collier County Congestion Management Network (e.g. major collectors, arterials, and freeways). A detailed analysis of all the data sources can be found in Appendix F.

Table 3-7: Data Source Metrics

Data Source	INRIX	Streetlight	Google	RITIS	Teralytics
Buffer Time	Yes	Yes	No	Yes	No
Buffer Time Index	Yes	Yes	No	Yes	No
Travel Time	Yes	Yes	Yes	Yes	No
Travel Time Index	Yes	Yes	No	Yes	No
Planning Time	Yes	Yes	No	Yes	No
Planning Time Index	Yes	Yes	No	Yes	No
Traffic Count	N/A	Yes	No	N/A	No
Traffic Volume	Yes	N/A	No	Yes	Yes
Traffic Speed	Yes	Yes	Yes	Yes	No
Area (O&D) Analysis	N/A	Yes	No	Yes	Yes
Congestion Analysis	N/A	Yes	No	Yes	N/A
Cost	\$\$\$	\$\$\$\$	\$	No cost to MPO (*)	Unknown

* Access to the RITIS database is available to the MPO at no cost through the FDOT contract. Agreeing with terms of the statewide data licensing agreement is required.



4.0 Congestion Management Strategies

Federal guidance recommends that identification of congestion management strategies be based on their ability to support regional congestion management objectives, meet local context, and contribute to other regional goals and objectives. Strategies that effectively manage congestion and achieve congestion management goals and objectives established in the CMP process are selected to meet Collier County's specific needs. In the 2020 CMP update process, new CMP strategies were identified and added to the existing strategies list based on the analysis that was conducted in the Baseline Conditions Report which identified causes and locations of congested corridors and the Action Plan which analyzed and identified congestion mitigation strategies for the specific corridors. The main additions include safety strategies and strategies to address school related congestion. Table 4-1 lists the category and respective congestion management strategies identified to mitigate congestion along the CMP network in Collier County.

Table 4-1: Collier MPO Congestion Management Strategies

STRATEGIES: Demand Management (Programmatic), Transportation & Land Use Policy	Improved incident management
	Carpool/Vanpool Assistance and Carpool/Vanpool Technology including School Carpooling Apps
	Flexible Work Hours
	Transit Vouchers
	Transit Oriented Development
	Jobs/Housing Regional Balance
	Implement Complete Streets Policy All New Development
	High-Density & Mixed-Use Fixed Route Corridor
	School Dismissal timing (e.g. stagger dismissal times, dismissal automation software)
	Walking, Biking, Transit and School Bus Awareness/Education campaigns
	Safe Routes to School & School Zone Traffic Congestion Study
	Origin-Destination Study
STRATEGIES: Safety	Signage and Pavement Markings (e.g. special emphasis crosswalks, yield/stop for pedestrian signs, advanced street signs)
	Visibility and Sightline Improvements
	New and upgraded street lighting
	Traffic control devices (e.g. left turn signals, variable message signs, pedestrian hybrid beacons)
	New and Upgrade existing bicycle and pedestrian crossings



Action Plan

STRATEGIES: Transit	Amenities to Attract New Ridership
	MPO transit service expansion and improvement (e.g. frequency, hours of operation, realign routes)
	Regional Transit system Expansion
	Bus rapid transit corridor
	Park & Ride facilities
	Intermodal Hubs
	Transit ITS and MOD
	Arrival Prediction Technology
	Park-and-Ride lots
STRATEGIES: ITS & Access Management - Active Roadway Management	Expanded traffic signal timing & coordination - ITS
	Traffic Center Operations Enhancements
	Traffic signal equipment modernization - ITS
	Traveler information devices - ITS
	Communications networks & roadway surveillance - ITS
	Access management
	School Zone Traffic Calming Measures
	School Zone pedestrian and traffic signal optimization
	School off-site waiting lots and curbing and parking zones
STRATEGIES: Physical Roadway Capacity Enhancement	Intersection Improvements
	Replace intersections with round-abouts & other innovative designs
	Deceleration lanes and turn lanes
	New grade-separated intersections
	New travel lanes (general purpose)
	New roadway network connections
STRATEGIES: Bicycle & Pedestrian Facilities	New off-street pedestrian and multi-use facilities to close gaps in the transportation network and make connections to key destinations
	Integrated into TODs, High Density Corridors
	Regional Bike/Ped Facilities
	Complete Streets on New Facilities & Retrofit or new on-street bicycle
	Supporting bicycle infrastructure (e.g. secure and convenient parking, bike repair and pumps)



5.0 Implementation Process and Strategy Selection

This section summarizes the implementation and management of the CMP strategies. This includes the process for selecting strategies/projects for implementation on congested corridors as well as the sources and funds for implementing the proposed projects.

The main tool used to identify strategies for implementation on the congested corridors is the Implementation Matrix. In the 2017 CMP, the Implementation Matrix presented congestion management/ITS projects from the 2040 LRTP Cost Feasible Plan and evaluated projects submitted as CMP congestion management strategies. As a part of the TSP update, the Implementation Matrix has been updated to target the congestion hotspot locations identified in the Baseline Conditions Report. The updated Implementation Matrix lists the congested corridors and identifies the strategies that can be used along the corridors to mitigate congestion. These strategy recommendations are based on the analysis conducted in Section 3 of the Action Plan. The strategies provide the MPO's planning partners with an expanded opportunity to develop future projects which address a range of multimodal and congestion reduction considerations. The updated Implementation Matrix is attached in Appendix A.

5.1 Congestion Management Strategy Evaluation Criteria

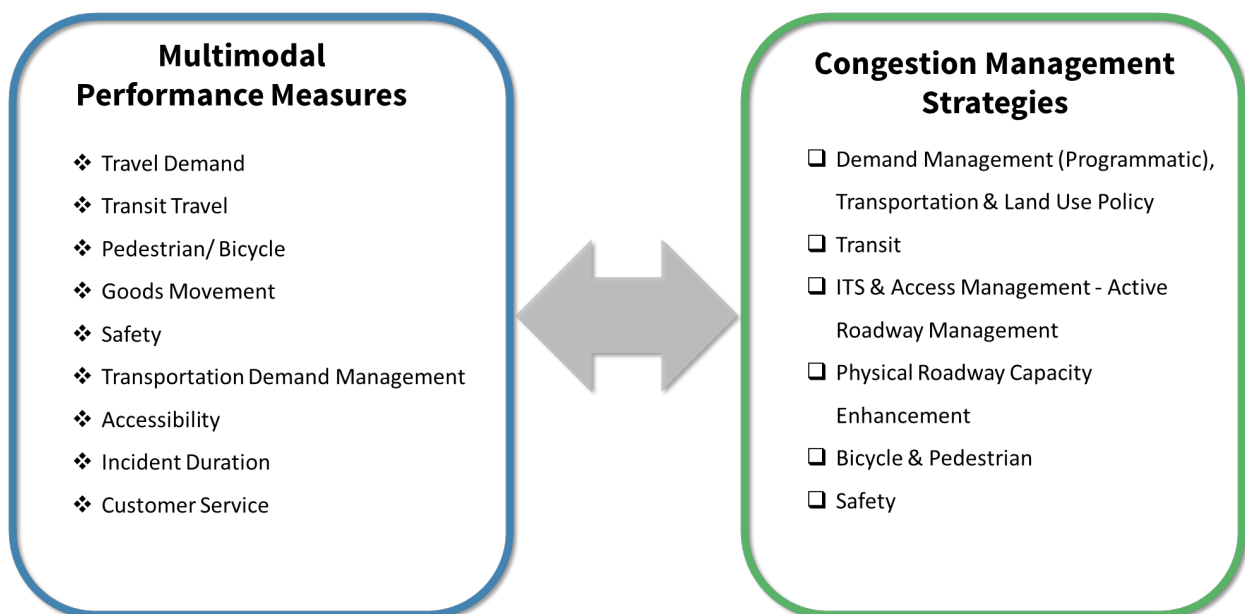
The Congestion Management Committee (CMC) plays an integral role in identifying congestion mitigation strategies with the greatest potential benefit. Once projects consistent with the mitigation strategies identified in the Implementation Matrix are developed and submitted for funding, evaluation and prioritization of these projects is conducted by the CMC using the Strategy Evaluation Criteria. The 2017 Strategy Evaluation Criteria was updated as part of the 2020 TSP Action Plan to incorporate certain performance measures from the 2017 CMP that were better suited as strategy evaluation criteria (Appendix B). The purpose of the Strategy Evaluation Criteria is to screen project submittals for consistency with CMP goals, strategies, and congestion hotspots identified in the Baseline Conditions Report. The CMC uses these criteria as the basis for making CMP project recommendations to the MPO Board as priorities for funding in the 5-year Transportation Improvement Program (TIP) consistent with the LRTP. The CMP projects that are moved into project development and programmed in the TIP are funded using boxed funds identified in the 2040 LRTP along with other local revenues as available. The typical annual funding allotment and the cumulative programmable amounts are outlined in the TIP.



6.0 Strategy Evaluation and Effectiveness

This section identifies the methods and the schedule for monitoring performance and tracking the effectiveness of the implemented congestion management strategies. The evaluation of strategies at the system scale and at the project level enables decision makers, the CMC, and the public the opportunity to identify the most effective strategies for future implementation. Monitoring the effectiveness of the strategies will be conducted at a system wide scale using the quantifiable performance measures established for the CMP. The framework for this monitoring process was established in the TSP Baseline Condition Report (Section 4) where the cumulative effects of the congestion management strategies on the County's transportation system can be evaluated using the performance measures. In 2020, the initial baseline was set using 2018-2020 data and this baseline can be compared against the new evaluations conducted with the future updates of the CMP analysis.

Additionally, the performance measures serve as a tool to evaluate project level effectiveness of the implemented congestion management strategies.



The congestion management project application submittal form will require each sponsoring agency to identify:

1. the Congestion Management Strategy Category the project is using;
2. the Performance Measure(s) the project will address; and,
3. the data and criteria that will be used to measure effectiveness of the project.

The sponsoring agency will be responsible for compiling the necessary data, conducting the performance evaluations, and producing a user-friendly performance-based report that demonstrates the link between the results of the project and stated congestion management strategies and performance measure(s). The report will be presented to the CMC within one year



of the project becoming fully operational, consistent with the 2017 CMP requirements. The Transportation System Performance Report will be reviewed periodically and updated as needed. As congestion management projects are implemented, their impacts will be reviewed and accounted for in the MPOs planning process.

Table 6-1 shows the project evaluation and monitoring matrix which includes the Congestion Management Projects funded in the currently adopted TIP. While the congestion management priority projects identified in 2019 were not required to establish strategies and performance measures when previously approved, this model for upcoming projects is anticipated to be used in measuring post-implementation of these projects. The 2019 congestion management priority projects will be transitioned to this evaluation model and should be updated by the sponsoring or implementing agency, in conjunction with the MPO staff, as the projects advance.



Table 6-1: Strategy Effectiveness Matrix

ITS Projects (2019 CMP Priorities)	FPN	Funded Amt	TIP/CIP YR	Congestion Management Strategy Per CMP 2020	Performance Measure(s) Per CMP 2020	Evaluation - Benefits Achieved	Prioritization Date(s)
ITS Fiber Optic and FPL Power Infrastructure: 13 locations	4462501	\$ 272,725	CST 2024/25				
Travel Time Data Collection & Performance Measurements	4462511	\$ 700,000	CST 2024/25				
Updated School Flasher System	4462521	\$ 353,250	CST 2020/21				
Vehicle Count Station Update	4462541	\$ 311,562	CST 2024/25				
Bicycle Detection Systems: 4 intersections: US41/Central Ave, US41/3rd Ave S; Park Shore Drive/Crayton Rd: 8th St S/3rd Ave S	4462531	\$ 66,429	CST 2023/24				
Adaptive Traffic Control System: 13 intersections on Santa Barbara & Golden Gate Pkwy	4463421	\$ 893,000	PE 2023/24 CST 2024/25				



2020 CMP IMPLEMENTATION MATRIX				STRATEGIES: Demand Management (Programmatic), Transportation & Land Use Policy																STRATEGIES: TRANSIT								STRATEGIES: ITS & Access Management - Active Roadway Management								STRATEGIES: Physical Roadway Capacity Enhancement				STRATEGIES: Bicycle & Pedestrian Facilities				STRATEGIES: Safety																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
				Improved Incident management	Carpool/Vanpool Assistance and Carpool/Vanpool Technology including School Carpooling Apps	Flexible Work Hours	Transit Vouchers	Transit Oriented Development	Jobs/Housing/Regional balance	Implement Complete Streets Policy At New Development	High-Density & Mixed-Use Fixed Route Corridor	School Dismissal timing (e.g. stagger dismissal times, dismissal automation software)	Walking, Biking, Transit and School Bus Awareness/Education campaigns	Safe Routes to School & School Zone Traffic Congestion Study	Origin-Destination Study	Amenities to Attract New Ridership	MPO transit service expansion and improvement (frequency, hours of operation, realign routes)	Regional Transit system Expansion	Bus rapid transit corridor	Park & Ride facilities	Intermodal Hubs	Transit ITS and MOD	Arrival Prediction Technology	Park-and-Ride lots	Expanded traffic signal timing & coordination - ITS	Traffic Center Operations Enhancements	Traffic signal equipment modernization - ITS	Traveler information devices - ITS	Communications network & roadway surveillance - ITS	Access management	School Zone Traffic Calming Measures	School Zone pedestrian and traffic signal optimization	School off-site waiting lots and curbing and parking zones	Intersection Improvements	Replace intersections with roundabouts & other innovative designs	Deceleration lanes and turn lanes	New grade-separated intersections	New travel lanes (general purpose)	New roadway network connections	New off-street pedestrian and multi-use facilities to close gaps in the transportation network and make connections to key destinations	Integrated into TODs, High Density Corridors	Regional Bike/Ped Facilities	Complete Streets on New Facilities & Retrofit or new on-street bicycle treatment	Supporting bicycle infrastructure (e.g. secure and convenient parking, bike pumps)	Signage and Pavement Markings (e.g. special emphasis crosswalks, yield stop for pedestrians signs, advanced street signs)	Visibility and Signline Improvements	New and upgraded street lighting	Traffic control of devices (left turn signals, variable message signs, pedestrian hybrid beacons)	New and Upgrade existing bicycle and pedestrian crossings																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
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EXECUTIVE SUMMARY

Adopt Collier County's Transit Safety Performance Targets by Resolution

OBJECTIVE: For the Board to adopt Collier County's Transit Safety Performance Targets by Resolution.

CONSIDERATIONS: The next required step in the Federal Transportation Performance Measures process is the adoption of Transit Safety Performance targets by the MPOs within 180 days of their local transit agency's adoption of its Public Transit Agency Safety Plan (PTASP). The MPO can adopt its own transit safety targets or those of the local transit agency. The Board of County Commissioners (BCC) adopted a Public Transit Agency Safety Plan (PTASP) on May 12, 2020 that includes the Transit Safety Performance Measures and Targets shown as Exhibit "A" in **Attachment 1**.

According to guidance provided by FDOT, a transit agency is required to establish performance targets in the PTASP for each federal safety performance measure defined by FTA in the National Public Transportation Safety Plan. The transit safety performance measures are:

- Fatalities
 - Total number of reportable fatalities
 - Rate of reportable fatalities per total vehicle revenue miles (VRM) by mode
- Injuries
 - Total number of reportable injuries
 - Rate of reportable injuries per total VRM by mode
- Reportable safety events
 - Total number of reportable safety events
 - Rate of reportable events per total VRM by mode
- System reliability
 - Mean distance between major mechanical failures by mode

There are two ways MPOs can choose to establish PTASP targets:

1. The MPO adopts the transit agency's targets and agrees to plan and program projects so that they contribute toward their accomplishment.
2. The MPO establishes numeric targets that are different from those established by the transit agency and the MPO plans and programs projects that contribute toward the accomplishment of the MPO targets.

To support the Transit Agency, MPO staff recommends choosing Option 1, by adopting the transit agency's targets.

COMMITTEE RECOMMENDATIONS: The Technical and Citizens Advisory Committees voted to recommend adoption of Collier County's Transit Safety Performance Targets at their meetings held on August 31, 2020.

STAFF RECOMMENDATION: That the Board adopt Collier County's Transit Safety Performance Targets by Resolution.

Prepared By: Anne McLaughlin, MPO Director

ATTACHMENT(S)

1. Adopting Resolution 2020-10 with Exhibit A, Transit Safety Performance Targets (PDF)

09/11/2020

COLLIER COUNTY
Metropolitan Planning Organization

Item Number: 9.B**Doc ID:** 13453**Item Summary:** Adopt Collier County's Transit Safety Performance Targets by Resolution**Meeting Date:** 09/11/2020

Prepared by:

Title: – Metropolitan Planning Organization

Name: Karen Intriago

09/02/2020 9:51 AM

Submitted by:

Title: Executive Director - MPO – Metropolitan Planning Organization

Name: Anne McLaughlin

09/02/2020 9:51 AM

Approved By:**Review:**

Metropolitan Planning Organization	Brandy Otero	MPO Analyst Review	Completed	09/02/2020 11:17 AM
Metropolitan Planning Organization	Anne McLaughlin	MPO Executive Director Review	Completed	09/02/2020 11:22 AM
Metropolitan Planning Organization	Anne McLaughlin	Meeting Pending		09/11/2020 9:00 AM

MPO RESOLUTION #2020-10
A RESOLUTION OF THE COLLIER METROPOLITAN
PLANNING ORGANIZATION ADOPTING COLLIER
COUNTY'S TRANSIT SAFETY PERFORMANCE TARGETS

WHEREAS, State and federal statutes, rules and regulations require that each designated Metropolitan Planning Organization ("MPO") adopt Transit Safety Performance Targets within 180 days of the local transit agency's adoption of its Public Transit Agency Safety Plan ("PTASP"); and

WHEREAS, the Collier County Board of County Commissioners ("Collier County") adopted a PTASP on May 12, 2020, that includes the Transit Safety Performance Targets shown in the attached Exhibit "A"; and

WHEREAS, the Collier MPO, by adopting the Transit Safety Performance Targets, agrees to plan and program projects to contribute toward their accomplishment.

NOW, THEREFORE, BE IT RESOLVED by the Collier Metropolitan Planning Organization that:

1. Collier County's Transit Safety Performance Targets attached hereto as Exhibit "A," are hereby adopted.
2. The Collier MPO Chair is hereby authorized to sign this Resolution certifying the Collier MPO Board's adoption of Collier County's Transit Safety Performance Measures for transmittal to FDOT, the Federal Highway Administration and the Federal Transit Administration

This Resolution PASSED and duly adopted by the Collier MPO Board after majority vote on this 11th day of September 2020.

Attest:

COLLIER METROPOLITAN
PLANNING ORGANIZATION

By: _____
 Anne McLaughlin
 MPO Executive Director

By: _____
 Elaine Middelstaedt
 Collier MPO Chair

Approved as to form and legality:

 Scott R. Teach, Deputy County Attorney

EXHIBIT A

EXCERPT FROM COUNTY PUBLIC TRANSIT AGENCY SAFETY PLAN (PTASP) –
Adopted by Board of County Commissioners on May 12, 2020

Section 3 – Safety Performance Targets

Collier Area Transit has established safety performance targets based on the safety performance measures reported under the National Public Transportation Safety Plan. These measures will be evaluated periodically to determine when action must be taken to address inadequate safety performance. In conducting the assessment of the system's safety performance, the information may not directly show us what is wrong as much as it discloses that something is wrong. A deeper look into the information available may be required to better determine how best to address safety deficiencies.

A plan to address identified safety deficiencies could involve:

- Addressing underlying hazards and potential consequences through Safety Risk Management;
- Changing data collection or analysis techniques to better understand what's really going on;
- Testing and evaluating new approaches to Safety Management System (SMS) processes.

Section 3.1 – Annual Safety Performance Targets

[See Table on following page]

Section 3.2 – Safety Performance Target Coordination

CAT Director and Transit Manager will communicate regularly with Collier Metropolitan Planning Organization (MPO) and the Florida Department of Transportation (FDOT) for establishing and maintaining safety performance targets. A bi-annual meeting schedule between FDOT, Collier MPO and CAT will be organized and the safety activities that impact the performance targets will be reviewed during these meetings. Upon completion of the PTASP, in which the performance targets are established, the safety activities will be monitored regularly, and documentation of these activities will be made available at the bi-annual meetings. The safety performance target review shall include discussion about whether the targets are being met and if not, what steps will be required to better meet the established targets. An evaluation of the targets shall also consider whether the targets are realistic and attainable. If it has been determined that the targets are not attainable, recommendations for modification or replacement of the target will be considered. On or around June 30th of each year the Safety Performance targets will be transmitted to the FDOT and the Collier MPO for their records.

Section 3.1 – Annual Safety Performance Targets

VRM = Vehicle Revenue Miles

MB = Motor Bus (Fixed Route)

DR = Demand Response (Paratransit)

SPT Category	2015		2016		2017		2018		2019		5-Year Average		Target	
	MB	DR	MB	DR	MB	DR	MB	DR	MB	DR	MB	DR	MB	DR
Total Number of Fatalities	0	0	0	0	0	0	0	0	0	0	0.0	0.0	0.0	0.0
Fatality Rate per 100,000 VRM	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.0	0.0	0.0	0.0
Total Number of Injuries	5	0	5	1	3	2	5	1	3	2	4.2	1.2	3.0	1.0
Injury Rate per 100,000 VRM	0.38	0	0.38	0	0.23	0	0.39	0	0.22	0	0.3	0.1	0.0	0.0
Total Number of Safety Events	5	0	5	1	3	2	2	1	3	3	3.6	1.4	2.0	1.0
Safety Event Rate per 100,000 VRM	0.38	0	0.38	0	0.23	0	0.16	0	0.22	0	0.3	0.1	0.0	0.0
Total Number of Major Mechanical System Failures	31	30	23	26	94	87	98	82	15	9	52.2	46.8	20.0	20.0
Vehicle Failures Per 100,000 VRM)	2.35	3.15	1.74	2.49	7.31	7.69	7.72	6.49	1.09	0.64	4.0	4.1	2.0	2.0
Annual VRM	1,320,547	952,694	1,318,931	1,044,873	1,285,354	1,131,859	1,268,696	1,263,684	1,378,866	1,406,149	1,314,479	1,159,852	1,200,000	1,200,000

EXECUTIVE SUMMARY

Approve Revisions to the Continuity of Operations Plan (COOP)

OBJECTIVE: For the Board to approve revisions to the Continuity of Operations Plan (COOP).

CONSIDERATIONS: MPO staff is recommending revisions to the COOP to bring it up to date with current technology and practices the MPO established during the COVID-19 pandemic. Revisions include:

- Updating advisory committee names
- Updated civil rights statement -per recommendation by Federal Highway Administration (FHWA)
- Added text referring to pandemics on pp 5, 7, 8
- Changed references from storing files on CDs to hard drives
- Added a reference to the Public Participation Plan on p9 to address Emergency Provisions for Public Involvement (per recommendation by FHWA)
- Updated local guidance (County Manager Advisories) on p16
- Other minor clarifications and updates

COMMITTEE RECOMMENDATION: The proposed changes are administrative in nature and did not require committee review.

STAFF RECOMMENDATION: That the Board approve revisions to the COOP.

Prepared By: Anne McLaughlin, MPO Director

ATTACHMENT(S)

1. Track Changes – Revisions to the COOP (DOCX)
2. Clean Version – Revisions to the COOP (PDF)

09/11/2020

COLLIER COUNTY
Metropolitan Planning Organization

Item Number: 9.C**Doc ID:** 13456**Item Summary:** Approve Revisions to the Continuity of Operations Plan (COOP)**Meeting Date:** 09/11/2020

Prepared by:

Title: – Metropolitan Planning Organization

Name: Karen Intriago

09/02/2020 10:26 AM

Submitted by:

Title: Executive Director - MPO – Metropolitan Planning Organization

Name: Anne McLaughlin

09/02/2020 10:26 AM

Approved By:**Review:**

Metropolitan Planning Organization	Brandy Otero	MPO Analyst Review	Completed	09/02/2020 11:16 AM
Metropolitan Planning Organization	Anne McLaughlin	MPO Executive Director Review	Completed	09/02/2020 11:23 AM
Metropolitan Planning Organization	Anne McLaughlin	Meeting Pending		09/11/2020 9:00 AM



Collier Metropolitan Planning Organization Continuity of Operations Plan (COOP)

2885 South Horseshoe Drive
Naples, Florida 34104
(239) 252-5804 / (239) 252-5815 (fax)
www.colliermopo.net

**DRAFT REVISIONS FOR MPO BOARD MEETING
SEPTEMBER 11, 2020**

Adopted May 14, 2010

Questions regarding this document should be directed to:

Anne McLaughlin, Collier MPO Executive Director
2885 South Horseshoe Drive
Naples, FL 34104
Phone: (239) 252-5884
Cell: (239) 919-4378
AnneMcLaughlin@collier~~gov.net~~[countyfl.gov](mailto:AnneMcLaughlin@colliercountyfl.gov)

Table of Contents

I. Executive Summary	5
II. Introduction	6
III. Purpose.....	6
IV. Applicability and Scope.....	6
V. Essential Functions	6
VI. Authorities and References	7
VII. Concept of Operations.....	7
A. Phase I: Activation and Relocation.....	7
1. Decision Process	7
2. Alert, Notification and Implementation Process.....	7
3. Initial Emergency Procedures for MPO Staff.....	8
4. Leadership.....	9
a. Orders of Succession.....	9
b. Delegation of Authority	9
c. Devolution.....	9
B. Phase II: Alternative Facility Operations	10
1. Mission Critical Systems	10
2. Vital Files, Records and Databases.....	10
C. Phase III: Reconstruction	11
VIII. COOP Planning Responsibilities	11
IX. Logistics.....	12
A. Alternative Location	12
B. Interoperable Communications	12

X. Test, Training and Exercises	12
XI. Multiyear Strategy and Program Management Plan.....	12
XII. COOP Plan Maintenance.....	12
Annex A: Authorities and References	13
Annex B: Operational Checklists.....	17
Annex C: Alternate Location / Facility Information.....	17
Annex D: Maps and Evacuation Routes	17
Annex E: Acronyms.....	18
Annex F: Personnel Phone List.....	19
Annex G: MPO Board Member Phone List.....	20
Annex H: Local Coordinating Board (LCB) for the Transportation Disadvantaged.....	21
Annex I: Technical Advisory Committee (TAC)	25
Annex J: Citizens Advisory Committee (CAC).....	27
Annex K: Pathways <u>Bicycle and Pedestrian</u> Advisory Committee (<u>BPAC</u>)	28
Annex L: Congestion Management Systems/Intelligent Transportation System (CMS/ITS) Stakeholders Committee (<u>CMC</u>).....	29
Annex M: Transportation Agency Contact List.....	31
Annex N: Miscellaneous Contacts.....	32

I. Executive Summary

This document provides a structure for formulating a Continuity of Operations Plan (COOP) according to the *Department of Homeland Security (DHS) Headquarters Continuity of Operations Guidance Document*, dated April 2004.

In accordance with the provisions of Part 2, Section 202 (Continuity of Government) of Executive Order 12656 (dated November 18, 1988) and the Department of Homeland Security Headquarters Continuity of Operation Guidance Document dated April 2004; this document serves as the Collier Metropolitan Planning Organization's (MPO's) COOP. The COOP ~~was developed to ensure the continuity of essential office functions should an event occur such as a terrorist attack, emergency or natural disaster.~~

provides guidelines for the Board and staff of the Collier MPO to prepare for, respond during, and recover from a disruption in internal operations caused by natural or man-made events, including pandemics.

The plan includes descriptions of the MPO's essential functions, a listing of key personnel, the order of succession and a personnel notification procedure.

The COOP provides the MPO procedures for the following:

- The continuation of MPO essential functions, and

Office evacuation and relocation procedures.

The MPO does not discriminate against anyone on the basis of race, color, religion, sex, age, national origin, disability or family status. For more information on the MPO's commitment to equity and nondiscrimination, or to express concerns visit <https://www.colliermopo.org/get-involved/civil-rights/annemclaughlin@colliercountyfl.gov>. Anyone requiring special accommodation under the Americans with Disabilities Act or language interpretation services (free of charge) should contact Anne McLaughlin at least ten (days) prior to the service date: - (239) 252-5884 - Telereley 711.

II. Introduction

Should an emergency event threaten or occur in Collier County, the MPO will provide for continuation of essential functions. In order to ensure continued operations, it is important that the MPO has a contingency plan in place. The MPO COOP outlines roles and responsibilities of MPO staff with respect to the MPO Board and its advisory committees and addresses emergency management of projects and recurring activities.

MPO Office Location	MPO Board Meeting Location
2885 South Horseshoe Drive Naples, FL 34104 (239) 252-8192 (239) 252-5790 (Fax)	Board of County Commissioners Chambers 3299 East Tamiami Trail, Suite 303 Naples, FL 34112

III. Purpose

The purpose of this COOP is to ensure that the essential functions of the Collier MPO will continue in the event of a major event, emergency or disaster. The plan outlines procedures for alerting, notifying, activating and deploying employees and the basic procedures to restore MPO operations.

IV. Applicability and Scope

The COOP is applicable to situations determined by the Executive Director of the Collier MPO to require relocation/re-establishment of essential functions of the MPO. It will provide MPO staff with instructions and expectations concerning actions to be taken in such situations.

The plan addresses the full spectrum of potential threats, crises and emergencies, but does not apply to temporary disruptions of service during short-term building evacuations or other situations where services are anticipated to be restored in the primary facility within a short period of time. The Executive Director will determine situations that require implementation of the COOP.

V. Essential Functions

Below is a description of the MPO's essential functions:

Priorities	Essential Functions
1	Provide technical support and information to assist in planning and restoration of the Transportation Management Area's (TMA's) transportation system.
2	Ensure that the integrity and compliance of the MPO's planning programs are maintained.
3	Provide compensation associated with MPO agreements and maintain MPO grant invoicing.
4	Continuity of MPO Governing Board, <u>LCB</u> -and <u>advisory</u> committee meetings.
5	Continuity of MPO projects and recurring activities.
6	Maintain contact with the FDOT, FHWA and FTA.

VI. Authorities and References

Refer to Annex A for an outline of all supporting authorities and references that have assisted in the development of this COOP.

VII. Concept of Operations

A. Phase I: Activation and Relocation

1. Decision Process

The MPO Executive Director, or in his/her absence, the next person in succession, has the authority to activate the COOP.

2. Alert, Notification and Implementation Process

The Collier MPO COOP is activated in tandem with the Collier County Growth Management Department's Emergency Action Plan and CMA #5201 Emergency Building Evacuation Plan. As County employees, MPO staff are covered by CMA #5900 Cessation of Normal government Activities, Personnel Roles and Responsibilities During Emergencies and Emergency Pay. The County Manager may issue Directives the MPO Director and staff are required to follow. During the COVID-19 pandemic, for example, a County Manager Directive granted Department Heads and Directors broad discretion to allow remote work arrangements, alternate shifts or schedules, modified work assignments, special project assignments, and other alternative work arrangements that are mutually beneficial to the County [or the MPO] and the employee and keep the employee in full pay status. (Add to Appendix)

MPO COOP activation can be triggered through (1) denied use of facilities (2) loss of power (3) loss of telecommunications (4) personnel suddenly unavailable or (5) inaccessible information technology systems. Emergencies may arise from terrorist threats, cyber attack, epidemics, pandemics, hazardous material spills and other man-made disasters and natural disasters such as hurricanes, floods and wildfires.

If during work hours, and if time allows due to the nature of the event, the Executive Director will call a meeting and detail the COOP activation plans. Those not present will be notified by phone upon activation. If activation occurs after hours, each staff member will be notified by phone or e-mail by his/her immediate supervisor.

Evacuation Notice

If an emergency alert and evacuation notice comes during normal working hours, and if time allows, each employee will execute the necessary actions immediately. All visitors will be escorted to safety and the senior MPO staff member in the office will account for the whereabouts of each staff member. Staff not assigned to specific preparation procedures will take appropriate action to protect their families and property. Those staff members with extenuating circumstances requiring their attention will be free to attend to them upon approval of the MPO staff member in

charge. In the event of a hurricane, preparation should occur 24 to 36 hours in advance of the storm.

The Collier MPO will provide notification to the MPO board members and County EOC, FDOT, FHWA, FTA, T&D-LCB members, advisory committee members, advisor network and the public.

3. Initial Emergency Procedures for MPO Staff

Assess your work area. Secure necessary files and computer equipment. Save all electronic files to main county server or backup your files to ~~CD-ROMs or USB~~ an external hard drive. Bundle and label the ~~CDs~~ external hard drives and place into waterproof containers. If you have any unprotected work considered important to your task that may be needed for future reference, it should be labeled and placed in the Collier County Growth Management Department's storage area. If it is crucial to your daily functions, take your work with you if you are ordered to report to the alternate location.

If you are in a window office, disconnect the computer and place in a nearby interior office. Also, tape all openings on file cabinets to help minimize wind and water damage, should the windows be blown out.

After you have secured your work area and moved your computer equipment into the interior office spaces designated for computer equipment storage, you may be needed to assist in securing other equipment and/or files, etc. The MPO Executive Director will delegate a staff member to secure the MPO file cabinets in the common work area and in the warehouse.

All staff with working files located on their local (F:drive) will copy the files to folders on the appropriate shared network drive: (G:drive). Staff will take laptops and other equipment, such as network patch cables and headsets, home or to an alternative location if one has been established for the MPO.

Epidemic/Pandemic

In the event of a declaration of an epidemic or pandemic by local, state or federal agency(ies) or the MPO Board, the following precautions to avoid in-office spread of the will be undertaken:

- Hand sanitizer will be distributed to all employees for personal use. It is to be kept at each desk and taken with the employee when attending meetings outside the MPO office. Employees are advised to use the product and/or soap and water and wash hands thoroughly after touching surfaces that might perpetuate the spread of the virus. Employees are directed not to shake hands.
- All table and chair surfaces will be wiped with a mild bleach solution as recommended by the Center for Disease Control to eliminate potential flu spreading bacteria. Employees are directed to frequently wipe down keyboards, telephones and other office equipment they have touched.
- Employees who become ill with symptoms similar to the epidemic/pandemic illness are advised to call their physician at once and to remain at home for the recommended time period.

- The MPO will comply with all Executive Orders issued by the President of the United States, the Governor of the State of Florida, the Board of County Commissioners, and the MPO Board.
- The MPO will comply with workplace controls provided by Collier Risk Management Division where appropriate.

4. Emergency Provisions for Public Involvement

The MPO is required to maintain a Public Involvement Plan (PPP) that establishes the framework of the public involvement process for MPO planning related activities. Within the PPP are emergency provisions for what the MPO's immediate/short term response, intermediate response and long-term response for public involvement shall be during an emergency.

5.4. Leadership

a. Orders of Succession

The MPO's order of succession is listed below. If the senior ranking staff member is incapacitated or out of the area at activation or during the plan implementation, the next ranking staff member shall assume responsibility for implementing and fulfilling the COOP's objectives. Ideally, all staff members with COOP functions shall be assembled at the control center (MPO offices) prior to full activation. The primary method of contact shall be via ~~telephone~~cell phone.

Successors				
Anne McLaughlin, Executive Director	(239) 252-5779 <u>919-4378</u>			
Brandy Otero, Principal <u>Senior</u> Planner —	(239) 465-252-5859 <u>9014</u>			
Eric Ortman <u>Josephine Medina</u> , Senior Planner —	(239 <u>954</u>) 252-5874 <u>376-0378</u>			
Gabrielle <u>Gonzalez</u> <u>Karen</u> <u>Intriago</u> , Administrative <u>Assistant</u> Secretary	(239) 252-5804 <u>529-0552</u>			

b. Delegations of Authority

The MPO Executive Director shall remain in authority unless incapacitated or out of the area. He/She may appoint a successor, or if unable to do so, the next person in succession shall assume responsibility.

c. Devolution

The primary function of the MPO is transportation planning and is no way connected with the physical construction or day-to-day operation of transportation facilities. However, should an event occur, the MPO's planning priorities are to provide support necessary to maintain the existing transportation system and Transportation Disadvantaged Program services and provide for payment to those associated with MPO agreements and contracts.

In the event of a worst-case scenario where the offices are completely destroyed and/or the entire leadership is incapacitated, MPO functions may be handled on a lower staff level.

MPO staff will work from home, if home is in a safe location depending on the nature of the emergency, until a Stay at Home order or other emergency evacuation order ends and the MPO offices can be safely reoccupied.

~~In the event of total destruction of the MPO offices, the Florida Department of Transportation (FDOT) and Federal Highway Administration (FHWA) have file copies of the MPO's major planning documents, including the Long Range Transportation Plan (LRTP), Transportation Improvement Program (TIP) and Unified Planning Work Program (UPWP), grant invoicing packages, consultant contracts and Joint Participation Agreements (JPAs) should it become necessary for reestablishment of the MPO.~~

B. Phase II: Alternate Facility Operations

The Collier County Board of County Commissioners ~~would~~may, if space is available, provide the MPO with a ~~temporary~~ alternate facility for a temporary period of 30 days or more. Upon arrival at the alternate facility, the highest ranking MPO staff member should delegate shifts for available MPO staff, set up and connect the MPO laptop computer (s) to the main Collier County server, establish e-mail, if possible, and determine if land telephone lines are operable.

1. Mission Critical Systems

Below is a list of the MPO's mission critical systems:

System	Current Location	Other Locations
Transportation Planning and Project Development	Primary Facility – MPO Offices	<u>Work from Home</u> Alternate Facility – TBD
Provide for Transportation Disadvantaged Program Participants	Primary Facility – MPO Offices	<u>Work from Home</u> Alternate Facility – TBD
Compensation Associated with MPO Contracts	Primary Facility – MPO Offices	<u>Work from Home</u> Alternate Facility – TBD

2. Vital Files, Records and Databases

The MPO's vital files include hard copies of signed interlocal agreements, memorandums of agreement, memorandums of understanding, JPAs and assorted contracts, including those with general planning consultants and Transportation Disadvantaged Program providers. These documents are considered official records. In the event of total destruction of the MPO offices, while not official, copies of these documents should be able to be recovered from the parties with which the agreements were made; and file copies of most of the MPO planning documents are available at the FDOT, FHWA and/or FTA. Several regional and interlocal agreements are available with the Collier County Clerk of the Circuit Court. The MPO's essential planning documents include the TIP, UPWP and the LRTP and are all available in hardcopy or external hard drive ~~CD-ROM~~ and are also stored electronically on the county's main computer network.

In the event of total destruction of the MPO offices, the Florida Department of Transportation (FDOT) and Federal Highway Administration (FHWA) have file copies of the MPO's major planning documents, including the Long-Range Transportation Plan (LRTP), Transportation Improvement Program (TIP) and Unified Planning Work Program (UPWP), grant invoicing packages, consultant contracts and Joint Participation Agreements (JPAs) should it become necessary for reestablishment of the MPO.

Vital File, Record or Database	Form of Record (e.g., Hardcopy, Electronic)	Pre-Positioned at Alternate Facility	Hand Carried to Alternate Facility	Backed up at Third Location on Main County Computer Network
COOP	Hardcopy and Electronic		X	X
Telephone Roster	Hardcopy and Electronic		X	X
Legal Authority List			X	X
MPO Agreements and Contracts	Hardcopy		X	X
FSUTMS	Electronic		X	
Transportation Database Files	Electronic			X
Personnel Information	Hardcopy		X	X

C. Phase III: Reconstitution

Returning to normal operations:

In the event of total destruction of the MPO offices, the MPO will be assigned a new location by the Collier County Growth Management Department. A pre-assigned location has not been determined, but preference is to be located in an existing county facility.

After an event has passed, staff shall contact their supervisors for instructions on when and where to report to duty.

VIII. COOP Planning Responsibilities

Listed below are some of the COOP responsibilities for the MPO:

Responsibility*	Position
Review and Update the COOP Annually	MPO Executive Director or designee
Update Telephone Numbers Monthly	MPO Executive Director or designee
Review Status of Vital Files	MPO Executive Director or designee
Conduct Alert and Notification Tests	MPO Executive Director or designee
Plan COOP Exercises	MPO Executive Director or designee

*In coordination with the Collier County Comprehensive Emergency Management Plan.

IX. Logistics

a. Alternative Location

Determining a suitable alternative location for the MPO to use after a major event is critical to enabling the MPO to continue performing its essential functions within 12 hours of COOP activation. Initially, MPO staff will work from home, if home is in a safe location depending on the nature of the emergency. The Collier County Board of County Commissioners would be able to provide the MPO with accommodations for up to four (4) MPO staff members for a period of approximately 30 days. The use of a Collier County facility would be optimal because the MPO currently has a staff services agreement with the County. Such a facility would allow the MPO to quickly re-connect to the shared computer network. Should the MPO offices be completely destroyed, Collier County Government will locate a suitable facility pursuant to the aforementioned staff services agreement, which requires the county to furnish the MPO with office and other space so as to be continuously collocated with the Collier County Growth Management Department.

b. Interoperable Communications

Collier County has a standard phone system available for use. The MPO Director has an I-phone available for staff use if the MPO is temporarily relocated or if land lines are not functional.

X. Test, Training and Exercises

The COOP will be tested on a biennial basis. By June 1st of alternating years, the MPO will have completed the COOP Test, Training and Exercise Plan. This is to ensure that the plan will flow smoothly and will allow staff to make adjustments where needed. Each staff member will identify his or her critical and necessary files and documents, be familiarized with his or her responsibilities in carrying out the plan's procedures during an emergency, and equipment will be maintained in a constant state of readiness. Batteries and supplies will be checked. A test of alert and notification procedures will be conducted.

XI. Multi-Year Strategy and Program Management Plan

The COOP will be reviewed before June 1st of each calendar year. It is not anticipated that the MPO would need a multi-year strategy and/or program management plan.

XII. COOP Plan Maintenance

The COOP will be reviewed each calendar year before June 1st. The personnel and emergency telephone lists will be reviewed and updated at least quarterly and at least monthly during Florida's official hurricane season.

Annex A: Authorities and References

Authority, support, and justification for continuity of operations (COOP) planning are provided through the documents listed below.

Federal Guidance:

Executive Order 12148 – Federal Emergency Management. Executive Order (EO) 12148 establishes Federal policies and coordinates civil emergency planning, management and assistance functions. It also establishes the President’s role in working with State and local governments.

Executive Order 12472 – Establishment of the National Communications System. EO 12472 establishes the National Communications systems as a Federal interagency group assigned national security and emergency preparedness telecommunications responsibility throughout the full spectrum of emergencies. Responsibilities include planning, developing, and implementing enhancements to the national telecommunications infrastructure to achieve measurable improvements in survivability, interoperability and operational effectiveness under all conditions. This is accomplished by effective management and by using national telecommunication resources to support the Government during any emergency.

Executive Order 12656 – Assignment of Emergency Preparedness Responsibilities. EO 12656 is the foundation of these mandates. It requires Federal agencies to develop plans and procedures that ensure the survival of the U.S. Constitution and American Government by enabling them to continue to provide essential functions and services during and following a disaster or emergency. EO 12656 assigns national security management preparedness responsibilities to Federal departments and agencies.

Presidential Decision Directive 63. Presidential Decision Directive (PDD) 633 is a national-level effort to ensure the security of the increasingly vulnerable and interconnected infrastructure of the United States. It requires departments and agencies to develop plans for protecting critical infrastructures, including telecommunications, banking and finance, energy, transportation and other essential functions and services. The directive addresses those services provided by Federal, State and local governments.

Presidential Decision Directive 67. PDD 67 directs the Federal executive branch departments and agencies to have a viable COOP and capability. Departments and agencies must be able to operate at their alternative facilities, with or without warning, no longer than 12 hours after the disaster and to maintain sustained operations for a minimum period of up to 30 days. The plans identify those requirements necessary to support the primary functions, such as emergency communications, establishing a chain of command and delegations of authority.

Executive Order 13228 – Establishing the Office of homeland Security and the Homeland Security Council. EO 13228 establishes the Office of Homeland Security in response to the terrorist attacks on September 11, 2001. Responsibilities of the office include developing and coordinating the implementation of a comprehensive national strategy to secure the United States from terrorist threats or attacks. The office shall coordinate the executive branch’s efforts to detect,

prepare for, prevent, protect against, respond to and recover from terrorist attacks within the United States.

Executive Order 13231 – Critical Infrastructure Protection in the Information Age. EO 13231 establishes a protection program that consists of continual efforts to secure information systems for critical infrastructure that includes emergency preparedness communications. To achieve this policy, there will be a senior executive branch committee to coordinate that will have cognizance over all Federal efforts and programs involving continuity of operations, continuity of government and Federal department and agency information systems protection.

Robert T. Stafford Disaster Relief and Emergency Assistance Act, Amended (U.S. Code Title 42, Section 5121). This act provides for an orderly and continual means of assistance by the Federal Government to State and local governments for carrying out their responsibilities to alleviate the suffering and damage that result from disasters. 42 USC 5121 encourages the development of comprehensive disaster preparedness and assistance plans, programs, capabilities and organizations by the States and local governments.

U.S. National Archives & Records Administration (NARA) Code of Federal Regulations. The NARA Code of Federal Regulations (CFR), Subchapter B, Records Management, provides guidance and prescribes policies for records management programs relating to record creation and maintenance, adequate documentation, adequate documentation and proper record disposition.

Homeland Security Presidential Directive – 1. The Homeland Security Council (HSC) shall ensure coordination of all homeland security-related activities among executive departments and agencies and promote the effective development and implementation of all homeland security policies. The HSC Principals Committee (HSC/PC) shall be the senior interagency forum under the HSC for homeland security issues. The HSC Deputies Committee (HSC/DC) shall serve as the senior sub-cabinet interagency forum for consideration of policy issues affecting homeland security. HSC Policy Coordination Committees (HSC/PCC) shall coordinate the development and implementation of homeland security policies by multiple departments and agencies throughout the Federal Government and shall coordinate those policies with State and local government.

Homeland Security Presidential Directive – 3. The Homeland Security Advisory System provides warnings in the form of a set of graduated “Threat Conditions” that would increase as the risk of the threat increases. At each threat condition, Federal departments and agencies implement a corresponding set of “Protective Measures” to further reduce vulnerability or increase response capability during a period of heightened alert. This system is intended to create a common vocabulary, context, and structure for an ongoing national discussion about the nature of the threats that confront the homeland and the appropriate measures that should be taken in response. It seeks to inform and facilitate decisions appropriate to different levels of government and to private citizens at home and at work.

FEMA Federal preparedness Circular (FPC) No 65 – Federal Executive Branch Continuity of Operations (COOP). FPC 65 provides guidance to Federal executive branch departments and agencies for developing viable and executable contingency plans for continuity of operations. COOP planning facilitates the performance of department/agency essential functions during any

emergency or situation that may disrupt normal operations. FPC 65 requires that each agency appoint a senior Federal Government executive as an emergency coordinator to serve as program manager and agency point of contact for coordinating agency COOP activities. This ensures continuous performance of an agency's essential functions during an emergency and protects essential facilities, equipment, records and other assets. The actions recommended in FPC 65 will reduce disruptions to operations and loss of life, and minimize damage and losses. It achieves a timely and orderly recovery from an emergency and resumption of full service to customers.

Federal Preparedness Circular No. 66 – Test, Training and Exercise (TT&E) Program for Continuity of Operations (COOP). FPC 66 provides guidance to Federal executive branch departments and agencies for use in developing viable and executable TT&E programs to support the implementation and validation of COOP plans. These activities are important elements of a comprehensive emergency preparedness program necessary to improve the ability of agencies to effectively manage and execute their COOP plans.

Federal Preparedness Circular No. 67 – Acquisition of Alternate Facilities for Continuity of Operations. FPC 67 provides guidance to Federal executive branch departments and agencies for acquiring alternative facilities to support their COOP. FPC 67 requires agencies to designate alternative operating facilities as part of their COOP plans and prepare their personnel for the possibility of sudden relocation of essential functions or COOP contingency staff to these facilities should an emergency necessitate that action.

Local Guidance:

Collier County Comprehensive Emergency Management Plan (CEMP) 2008 – The Collier County CEMP, dated [September-August 41, 2012-2016](#) establishes the framework through which Collier County may prevent or mitigate the impacts of, prepare for, respond to, and recover from natural, manmade, and technological hazards that could adversely affect the health, safety, and general welfare of residents and visitors to the county; and establishes the National Incident Management System (NIMS) as the standard for all operations encompassed by the plan within Collier County.

[CMA # 5201 Emergency Building Evacuation Plan: CMA # established the procedures for the evacuation and general safety of customers, employees and the judiciary in the event of a fire, bomb, terrorist or other threat resulting in the need for an emergency evacuation. Also to communicate and implement an emergency evacuation plan that will be consistent for each facility within Collier County Government.](#)

[CMA # 5900 Cessation of Normal Government Activities, Personal Roles, and Responsibilities During Emergencies and Emergency Plan: CMA # 5900 established on October 1, 2003 and last revised on March 17, 2020, establishes the roles and responsibilities for all employees under the Board of County Commissioners Agency and the cessation of normal government activities during emergencies, as well as outlined the pay practices during these emergencies.](#)

MPO Staff Services Agreement – The MPO Staff Services Agreement with Collier County, last amended on ~~June~~ May 23 2019~~5~~, provides for Collier county to furnish the MPO with the staff necessary for professional, technical, administrative and clerical services, equipment, office and other space, and other incidental items as me be required and necessary to manage the business and affairs of the MPO and to carry on the transportation planning and programming process specified by the Interlocal Agreement for the creation of the Collier MPO and any other agreement to which the MPO is a party. The Staff Services Agreement, in order to minimize disruption, provides for the county to furnish the MPO with office and other space so as to be continuously collocated with the Collier County Transportation Services Division.

Annex B: Operational Checklists

Operational Checklist
1. Secure workstation. Place necessary computer CDs <u>external hard drives</u> in secure containers in the designated —storage area. Take container to the alternate location if an evacuation is ordered.
2. Secure the MPO's tablets, desktop and laptop computers and the MPO Director's I-phone. Bring laptop/ <u>desktop, peripherals, adapters, and cables home or</u> to the <u>an</u> alternate location <u>if one has been established for the MPO.</u>
3. Secure personnel roster and phone list. Bring to the alternate location.
4. Secure emergency calling directory. Bring to the alternate location.
5. Secure emergency operations records. Bring to the alternate location.
6. Secure predetermined critical files necessary to carry out MPO activities. Bring to the alternate location.

Operational Checklist – Working from Home During Epidemic/Pandemic
<u>1. Copy all working files located on local drives to folders on the appropriate shared network drive: (G:drive).</u>
<u>2. Secure the MPO's tablets, desktop and laptop computers and the MPO Director's I-phone. Bring laptop/desktop, peripheral devices, adapters, and cables home.</u>
<u>3. Secure Collier IT Guidelines on how to setup your home office to:</u> <u>a. Correctly assemble your laptop/desktop.</u> <u>b. Confirm connection to network (wired or Wi-Fi).</u> <u>c. Confirm ability to connect to VPN and appropriate shared network drives (G:Drive).</u> <u>d. Confirm ability to connect to County phone system using Avaya One-X Communicator.</u>
<u>4. Secure personnel roster and phone list. Bring home.</u>

Annex C: Alternate Location / Facility Information

Should the MPO offices be completely destroyed, Collier County Government will locate a suitable facility. A pre-assigned location has not been determined, but preference is to be located in an existing county facility.

Annex D: Maps and Evacuation Routes

[This annex reserved for possible future updates.]

Annex E: Acronyms

Acronym	Definition
AMPO	Association of Metropolitan Planning Organizations
BCC	Board of County Commissioners
BPAC	Bicycle and Pedestrian Advisory Committee
CAC	Citizens Advisory Committee
CFR	Code of Federal Regulations
CMC	Congestion Management Committee
CMP	Congestion Management Process
CMS/ITS	Congestion Management System/Intelligent Transportation System Committee
COOP	Continuity of Operations Plan
CTC	Community Transportation Coordinator
CTD	Commission for the Transportation Disadvantaged
CTST	Community Traffic Safety Team
DBE	Disadvantaged Business Enterprise
DHS	Department of Homeland Security
DOPA	Designated Official Planning Agency
DRI	Development of Regional Impact
EO	Executive Order
FDOT	Florida Department of Transportation
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
GIS	Geographic Information Systems
HSC	Homeland Security Council
HSC/DC	Homeland Security Council/Deputies Committee
HSC/PC	Homeland Security Council/Principals Committee
HSC/PCC	Homeland Security Council/Policy Coordination Committee
ICAR	Intergovernmental Coordination and Review
ISTEA	Intermodal Surface Transportation Efficiency Act of 1991
ITS	Intelligent Transportation Systems
JPA	Joint Participation Agreement
LCB	Local Coordinating Board for the Transportation Disadvantaged
L RTP	Long-Range Transportation Plan
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MPOAC	Metropolitan Planning Organization Advisory Council
NARA	National Archives and Records Administration
PDD	Presidential Decision Directive
PEA	Planning Emphasis Area
PPP	Public Participation Plan
RPC	Regional Planning Council
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Trans. Equity Act: A Legacy for Users
SIS	Strategic Intermodal System

TAC	Technical Advisory Committee
TDP	Transit Development Plan
TDSP	Transportation Disadvantaged Service Plan
TEA-21	Transportation Efficiency Act for the 21 st Century
TIP	Transportation Improvement Program
TMA	Transportation Management Area
TT&E	Test, Training & Exercises
UA (or UZA)	Urbanized Area
UPWP	Unified Planning work Program
USC	United States Code

Annex F: Personnel Phone List

MPO Staff Member	Title	Personal Phone Number(s)
Anne McLaughlin	Executive Director	(239) 601-8799
Brandy Otero	Principal Planner	(239) 465-9014
Josephine Medina	Senior Planner	(954) 376-0378
Karen Intriago	Administrative Secretary	(239) 529-0552

Annex G: MPO Board Member Jurisdiction Phone List

9 VOTING MEMBERS

1 NON-VOTING MEMBER 5 = *QUORUM*

Member Jurisdiction Contact Information	MPO Representatives	
Collier County W. Harmon Turner Administration Building Board of County Commissioners Chambers, 3rd Floor 3301 East Tamiami Trail Naples, FL 34112 (239) 252-8097	MPO Board: Dist. 1 – Donna Fiala Dist. 2 – Andy Solis Dist. 3 – Burt L. Saunders Dist. 4 – Penny Taylor Dist.5 – William McDaniel Jr.	Email: DonnaFiala@colliergov.net AndySolis@colliergov.net BurtSaunders@colliergov.net PennyTaylor@colliergov.net BillMcDaniel@colliergov.net
City of Naples Naples City Council Naples City Hall 735 8th Street South Naples, FL 34102 (239) 213-1000	MPO Board: Councilman Mike McCabe Councilman Paul Perry	Email: mmccabe@naplesgov.com pperry@naplesgov.com
City of Marco Island Marco Island City Council Marco Island City Hall 50 Bald Eagle Drive Marco Island, FL 34145 (239) 389-5000	MPO Board: Councilman Erik Brechnitz	Email: ebrechnitz@marcocitycouncil.com
Everglades City Everglades City Council Everglades City Hall 102 Copeland Ave North Everglades City, FL 34139 (239) 695-3781	MPO Board: Councilwoman Elaine Middelstaedt	Email: elaineecity@gmail.com
Non-Voting Florida Department of Transportation	Secretary L.K. Nandam Dist. 1 801 N. Broadway Ave. Bartow, FL 33831 (863) 519-2201 L.Nandam@dot.state.fl.us	Wayne Gaither Southwest District Office 10041 Daniels Parkway Fort Myers, FL. 33913 (239) 225-1971 Wayne.Gaither@dot.state.fl.us

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Attachment: Track Changes – Revisions to the COOP (13456 : Approve Revisions to the Continuity of Operations Plan (COOP))



Collier Metropolitan Planning Organization Continuity of Operations Plan (COOP)

2885 South Horseshoe Drive
Naples, Florida 34104
(239) 252-5804 / (239) 252-5815 (fax)
www.colliermpo.net

**DRAFT REVISIONS FOR MPO BOARD MEETING
SEPTEMBER 11, 2020**

Adopted May 14, 2010

Questions regarding this document should be directed to:

Anne McLaughlin, Collier MPO Executive Director
2885 South Horseshoe Drive
Naples, FL 34104
Phone: (239) 252-5884
Cell: (239) 919-4378
AnneMcLaughlin@colliercountyfl.gov

Table of Contents

I. Executive Summary	5
II. Introduction	6
III. Purpose.....	6
IV. Applicability and Scope.....	6
V. Essential Functions	6
VI. Authorities and References	7
VII. Concept of Operations.....	7
A. Phase I: Activation and Relocation.....	7
1. Decision Process	7
2. Alert, Notification and Implementation Process.....	7
3. Initial Emergency Procedures for MPO Staff	8
4. Leadership.....	9
a. Orders of Succession.....	9
b. Delegation of Authority	9
c. Devolution.....	9
B. Phase II: Alternative Facility Operations	10
1. Mission Critical Systems	10
2. Vital Files, Records and Databases.....	10
C. Phase III: Reconstruction	11
VIII. COOP Planning Responsibilities	11
IX. Logistics.....	12
A. Alternative Location	12
B. Interoperable Communications	12

X. Test, Training and Exercises	12
XI. Multiyear Strategy and Program Management Plan.....	12
XII. COOP Plan Maintenance.....	12
Annex A: Authorities and References	13
Annex B: Operational Checklists.....	17
Annex C: Alternate Location / Facility Information.....	17
Annex D: Maps and Evacuation Routes	17
Annex E: Acronyms.....	18
Annex F: Personnel Phone List.....	19
Annex G: MPO Board Member Phone List.....	20
Annex H: Local Coordinating Board (LCB) for the Transportation Disadvantaged.....	21
Annex I: Technical Advisory Committee (TAC)	25
Annex J: Citizens Advisory Committee (CAC).....	27
Annex K: Bicycle and Pedestrian Advisory Committee (BPAC)	28
Annex L: Congestion Management Committee (CMC).....	29
Annex M: Transportation Agency Contact List.....	31
Annex N: Miscellaneous Contacts.....	32

I. Executive Summary

This document provides a structure for formulating a Continuity of Operations Plan (COOP) according to the *Department of Homeland Security (DHS) Headquarters Continuity of Operations Guidance Document*, dated April 2004.

In accordance with the provisions of Part 2, Section 202 (Continuity of Government) of Executive Order 12656 (dated November 18, 1988) and the Department of Homeland Security Headquarters Continuity of Operation Guidance Document dated April 2004; this document serves as the Collier Metropolitan Planning Organization's (MPO's) COOP. The COOP provides guidelines for the Board and staff of the Collier MPO to prepare for, respond during, and recover from a disruption in internal operations caused by natural or man-made events, including pandemics.

The plan includes descriptions of the MPO's essential functions, a listing of key personnel, the order of succession and a personnel notification procedure.

The COOP provides the MPO procedures for the following:

- The continuation of MPO essential functions, and

Office evacuation and relocation procedures.

The MPO does not discriminate against anyone on the basis of race, color, religion, sex, age, national origin, disability or family status. For more information on the MPO's commitment to equity and nondiscrimination, or to express concerns visit <https://www.colliermmpo.org/get-involved/civil-rights/annemclaughlin@colliercountyfl.gov>. Anyone requiring special accommodation under the Americans with Disabilities Act or language interpretation services (free of charge) should contact Anne McLaughlin at least ten (days) prior to the service date: - (239) 252-5884 - Telerelay 711.

II. Introduction

Should an emergency event threaten or occur in Collier County, the MPO will provide for continuation of essential functions. In order to ensure continued operations, it is important that the MPO has a contingency plan in place. The MPO COOP outlines roles and responsibilities of MPO staff with respect to the MPO Board and its advisory committees and addresses emergency management of projects and recurring activities.

MPO Office Location	MPO Board Meeting Location
2885 South Horseshoe Drive Naples, FL 34104 (239) 252-8192 (239) 252-5790 (Fax)	Board of County Commissioners Chambers 3299 East Tamiami Trail, Suite 303 Naples, FL 34112

III. Purpose

The purpose of this COOP is to ensure that the essential functions of the Collier MPO will continue in the event of a major event, emergency or disaster. The plan outlines procedures for alerting, notifying, activating and deploying employees and the basic procedures to restore MPO operations.

IV. Applicability and Scope

The COOP is applicable to situations determined by the Executive Director of the Collier MPO to require relocation/re-establishment of essential functions of the MPO. It will provide MPO staff with instructions and expectations concerning actions to be taken in such situations.

The plan addresses the full spectrum of potential threats, crises and emergencies, but does not apply to temporary disruptions of service during short-term building evacuations or other situations where services are anticipated to be restored in the primary facility within a short period of time. The Executive Director will determine situations that require implementation of the COOP.

V. Essential Functions

Below is a description of the MPO's essential functions:

Priorities	Essential Functions
1	Provide technical support and information to assist in planning and restoration of the Transportation Management Area's (TMA's) transportation system.
2	Ensure that the integrity and compliance of the MPO's planning programs are maintained.
3	Provide compensation associated with MPO agreements and maintain MPO grant invoicing.
4	Continuity of MPO Governing Board, LCB and advisory committee meetings.
5	Continuity of MPO projects and recurring activities.
6	Maintain contact with the FDOT, FHWA and FTA.

VI. Authorities and References

Refer to Annex A for an outline of all supporting authorities and references that have assisted in the development of this COOP.

VII. Concept of Operations

A. Phase I: Activation and Relocation

1. Decision Process

The MPO Executive Director, or in his/her absence, the next person in succession, has the authority to activate the COOP.

2. Alert, Notification and Implementation Process

The Collier MPO COOP is activated in tandem with the Collier County Growth Management Department's Emergency Action Plan and CMA #5201 Emergency Building Evacuation Plan. As County employees, MPO staff are covered by CMA #5900 Cessation of Normal government Activities, Personnel Roles and Responsibilities During Emergencies and Emergency Pay. The County Manager may issue Directives the MPO Director and staff are required to follow. During the COVID-19 pandemic, for example, a County Manager Directive granted Department Heads and Directors broad discretion to allow remote work arrangements, alternate shifts or schedules, modified work assignments, special project assignments, and other alternative work arrangements that are mutually beneficial to the County [or the MPO] and the employee and keep the employee in full pay status.

MPO COOP activation can be triggered through (1) denied use of facilities (2) loss of power (3) loss of telecommunications (4) personnel suddenly unavailable or (5) inaccessible information technology systems. Emergencies may arise from terrorist threats, cyber attack, epidemics, pandemics, hazardous material spills and other man-made disasters and natural disasters such as hurricanes, floods and wildfires.

If during work hours, and if time allows due to the nature of the event, the Executive Director will call a meeting and detail the COOP activation plans. Those not present will be notified by phone upon activation. If activation occurs after hours, each staff member will be notified by phone or e-mail by his/her immediate supervisor.

Evacuation Notice

If an emergency alert and evacuation notice comes during normal working hours, and if time allows, each employee will execute the necessary actions immediately. All visitors will be escorted to safety and the senior MPO staff member in the office will account for the whereabouts of each staff member. Staff not assigned to specific preparation procedures will take appropriate action to protect their families and property. Those staff members with extenuating circumstances requiring their attention will be free to attend to them upon approval of the MPO staff member in

charge. In the event of a hurricane, preparation should occur 24 to 36 hours in advance of the storm.

The Collier MPO will provide notification to the MPO board members and County EOC, FDOT, FHWA, FTA, LCB members, advisory committee members, advisor network and the public.

3. Initial Emergency Procedures for MPO Staff

Assess your work area. Secure necessary files and computer equipment. Save all electronic files to main county server or backup your files to an external hard drive. Bundle and label the external hard drives and place into waterproof containers. If you have any unprotected work considered important to your task that may be needed for future reference, it should be labeled and placed in the Collier County Growth Management Department's storage area. If it is crucial to your daily functions, take your work with you if you are ordered to report to the alternate location.

If you are in a window office, disconnect the computer and place in a nearby interior office. Also, tape all openings on file cabinets to help minimize wind and water damage, should the windows be blown out.

After you have secured your work area and moved your computer equipment into the interior office spaces designated for computer equipment storage, you may be needed to assist in securing other equipment and/or files, etc. The MPO Executive Director will delegate a staff member to secure the MPO file cabinets in the common work area and in the warehouse.

All staff with working files located on their local (F:drive) will copy the files to folders on the appropriate shared network drive: (G:drive). Staff will take laptops and other equipment, such as network patch cables and headsets, home or to an alternative location if one has been established for the MPO.

Epidemic/Pandemic

In the event of a declaration of an epidemic or pandemic by local, state or federal agency(ies) or the MPO Board, the following precautions to avoid in-office spread of the will be undertaken:

- Hand sanitizer will be distributed to all employees for personal use. It is to be kept at each desk and taken with the employee when attending meetings outside the MPO office. Employees are advised to use the product and/or soap and water and wash hands thoroughly after touching surfaces that might perpetuate the spread of the virus. Employees are directed not to shake hands.
- All table and chair surfaces will be wiped with a mild bleach solution as recommended by the Center for Disease Control to eliminate potential flu spreading bacteria. Employees are directed to frequently wipe down keyboards, telephones and other office equipment they have touched.
- Employees who become ill with symptoms similar to the epidemic/pandemic illness are advised to call their physician at once and to remain at home for the recommended time period.
- The MPO will comply with all Executive Orders issued by the President of the United States, the Governor of the State of Florida, the Board of County Commissioners, and the MPO Board.

- The MPO will comply with workplace controls provided by Collier Risk Management Division where appropriate.

4. Emergency Provisions for Public Involvement

The MPO is required to maintain a Public Involvement Plan (PPP) that establishes the framework of the public involvement process for MPO planning related activities. Within the PPP are emergency provisions for what the MPO's immediate/short term response, intermediate response and long-term response for public involvement shall be during an emergency.

5. Leadership

a. Orders of Succession

The MPO's order of succession is listed below. If the senior ranking staff member is incapacitated or out of the area at activation or during the plan implementation, the next ranking staff member shall assume responsibility for implementing and fulfilling the COOP's objectives. Ideally, all staff members with COOP functions shall be assembled at the control center (MPO offices) prior to full activation. The primary method of contact shall be via cell phone.

Successors	
Anne McLaughlin, Executive Director	(239) 919-4378
Brandy Otero, Principal Planner	(239) 465-9014
Josephine Medina, Senior Planner	(954) 376-0378
Karen Intrigo, Administrative Assistant	(239) 529-0552

b. Delegations of Authority

The MPO Executive Director shall remain in authority unless incapacitated or out of the area. He/She may appoint a successor, or if unable to do so, the next person in succession shall assume responsibility.

c. Devolution

The primary function of the MPO is transportation planning and is no way connected with the physical construction or day-to-day operation of transportation facilities. However, should an event occur, the MPO's planning priorities are to provide support necessary to maintain the existing transportation system and Transportation Disadvantaged Program services and provide for payment to those associated with MPO agreements and contracts.

In the event of a worst-case scenario where the offices are completely destroyed and/or the entire leadership is incapacitated, MPO functions may be handled on a lower staff level.

MPO staff will work from home, if home is in a safe location depending on the nature of the emergency, until a Stay at Home order or other emergency evacuation order ends and the MPO offices can be safely reoccupied.

B. Phase II: Alternate Facility Operations

The Collier County Board of County Commissioners may, if space is available, provide the MPO with a temporary alternate facility for a temporary period of 30 days or more. Upon arrival at the alternate facility, the highest ranking MPO staff member should delegate shifts for available MPO staff, set up and connect the MPO laptop computer (s) to the main Collier County server, establish e-mail, if possible, and determine if land telephone lines are operable.

1. Mission Critical Systems

Below is a list of the MPO's mission critical systems:

System	Current Location	Other Locations
Transportation Planning and Project Development	Primary Facility – MPO Offices	Work from Home Alternate Facility – TBD
Provide for Transportation Disadvantaged Program Participants	Primary Facility – MPO Offices	Work from Home Alternate Facility – TBD
Compensation Associated with MPO Contracts	Primary Facility – MPO Offices	Work from Home Alternate Facility – TBD

2. Vital Files, Records and Databases

The MPO's vital files include hard copies of signed interlocal agreements, memorandums of agreement, memorandums of understanding, JPAs and assorted contracts, including those with general planning consultants and Transportation Disadvantaged Program providers. These documents are considered official records. In the event of total destruction of the MPO offices, while not official, copies of these documents should be able to be recovered from the parties with which the agreements were made; and file copies of most of the MPO planning documents are available at the FDOT, FHWA and/or FTA. Several regional and interlocal agreements are available with the Collier County Clerk of the Circuit Court. The MPO's essential planning documents include the TIP, UPWP and the LRTP and are all available in hardcopy or external hard drive and are also stored electronically on the county's main computer network.

In the event of total destruction of the MPO offices, the Florida Department of Transportation (FDOT) and Federal Highway Administration (FHWA) have file copies of the MPO's major planning documents, including the Long-Range Transportation Plan (LRTP), Transportation Improvement Program (TIP) and Unified Planning Work Program (UPWP), grant invoicing packages, consultant contracts and Joint Participation Agreements (JPAs) should it become necessary for reestablishment of the MPO.

Vital File, Record or Database	Form of Record (e.g., Hardcopy, Electronic)	Pre-Positioned at Alternate Facility	Hand Carried to Alternate Facility	Backed up at Third Location on Main County Computer Network
COOP	Hardcopy and Electronic		X	X
Telephone Roster	Hardcopy and Electronic		X	X
Legal Authority List			X	X
MPO Agreements and Contracts	Hardcopy		X	X
FSUTMS	Electronic		X	
Transportation Database Files	Electronic			X
Personnel Information	Hardcopy		X	X

C. Phase III: Reconstitution

Returning to normal operations:

In the event of total destruction of the MPO offices, the MPO will be assigned a new location by the Collier County Growth Management Department. A pre-assigned location has not been determined, but preference is to be located in an existing county facility.

After an event has passed, staff shall contact their supervisors for instructions on when and where to report to duty.

VIII. COOP Planning Responsibilities

Listed below are some of the COOP responsibilities for the MPO:

Responsibility*	Position
Review and Update the COOP Annually	MPO Executive Director or designee
Update Telephone Numbers Monthly	MPO Executive Director or designee
Review Status of Vital Files	MPO Executive Director or designee
Conduct Alert and Notification Tests	MPO Executive Director or designee
Plan COOP Exercises	MPO Executive Director or designee

*In coordination with the Collier County Comprehensive Emergency Management Plan.

IX. Logistics

a. Alternative Location

Determining a suitable alternative location for the MPO to use after a major event is critical to enabling the MPO to continue performing its essential functions within 12 hours of COOP activation. Initially, MPO staff will work from home, if home is in a safe location depending on the nature of the emergency. The Collier County Board of County Commissioners would be able to provide the MPO with accommodations for up to four (4) MPO staff members for a period of approximately 30 days. The use of a Collier County facility would be optimal because the MPO currently has a staff services agreement with the County. Such a facility would allow the MPO to quickly re-connect to the shared computer network. Should the MPO offices be completely destroyed, Collier County Government will locate a suitable facility pursuant to the aforementioned staff services agreement, which requires the county to furnish the MPO with office and other space so as to be continuously collocated with the Collier County Growth Management Department.

b. Interoperable Communications

Collier County has a standard phone system available for use. The MPO Director has an I-phone available for staff use if the MPO is temporarily relocated or if land lines are not functional.

X. Test, Training and Exercises

The COOP will be tested on a biennial basis. By June 1st of alternating years, the MPO will have completed the COOP Test, Training and Exercise Plan. This is to ensure that the plan will flow smoothly and will allow staff to make adjustments where needed. Each staff member will identify his or her critical and necessary files and documents, be familiarized with his or her responsibilities in carrying out the plan's procedures during an emergency, and equipment will be maintained in a constant state of readiness. Batteries and supplies will be checked. A test of alert and notification procedures will be conducted.

XI. Multi-Year Strategy and Program Management Plan

The COOP will be reviewed before June 1st of each calendar year. It is not anticipated that the MPO would need a multi-year strategy and/or program management plan.

XII. COOP Plan Maintenance

The COOP will be reviewed each calendar year before June 1st. The personnel and emergency telephone lists will be reviewed and updated at least quarterly and at least monthly during Florida's official hurricane season.

Annex A: Authorities and References

Authority, support, and justification for continuity of operations (COOP) planning are provided through the documents listed below.

Federal Guidance:

Executive Order 12148 – Federal Emergency Management. Executive Order (EO) 12148 establishes Federal policies and coordinates civil emergency planning, management and assistance functions. It also establishes the President’s role in working with State and local governments.

Executive Order 12472 – Establishment of the National Communications System. EO 12472 establishes the National Communications systems as a Federal interagency group assigned national security and emergency preparedness telecommunications responsibility throughout the full spectrum of emergencies. Responsibilities include planning, developing, and implementing enhancements to the national telecommunications infrastructure to achieve measurable improvements in survivability, interoperability and operational effectiveness under all conditions. This is accomplished by effective management and by using national telecommunication resources to support the Government during any emergency.

Executive Order 12656 – Assignment of Emergency Preparedness Responsibilities. EO 12656 is the foundation of these mandates. It requires Federal agencies to develop plans and procedures that ensure the survival of the U.S. Constitution and American Government by enabling them to continue to provide essential functions and services during and following a disaster or emergency. EO 12656 assigns national security management preparedness responsibilities to Federal departments and agencies.

Presidential Decision Directive 63. Presidential Decision Directive (PDD) 633 is a national-level effort to ensure the security of the increasingly vulnerable and interconnected infrastructure of the United States. It requires departments and agencies to develop plans for protecting critical infrastructures, including telecommunications, banking and finance, energy, transportation and other essential functions and services. The directive addresses those services provided by Federal, State and local governments.

Presidential Decision Directive 67. PDD 67 directs the Federal executive branch departments and agencies to have a viable COOP and capability. Departments and agencies must be able to operate at their alternative facilities, with or without warning, no longer than 12 hours after the disaster and to maintain sustained operations for a minimum period of up to 30 days. The plans identify those requirements necessary to support the primary functions, such as emergency communications, establishing a chain of command and delegations of authority.

Executive Order 13228 – Establishing the Office of homeland Security and the Homeland Security Council. EO 13228 establishes the Office of Homeland Security in response to the terrorist attacks on September 11, 2001. Responsibilities of the office include developing and coordinating the implementation of a comprehensive national strategy to secure the United States from terrorist threats or attacks. The office shall coordinate the executive branch’s efforts to detect,

prepare for, prevent, protect against, respond to and recover from terrorist attacks within the United States.

Executive Order 13231 – Critical Infrastructure Protection in the Information Age. EO 13231 establishes a protection program that consists of continual efforts to secure information systems for critical infrastructure that includes emergency preparedness communications. To achieve this policy, there will be a senior executive branch committee to coordinate that will have cognizance over all Federal efforts and programs involving continuity of operations, continuity of government and Federal department and agency information systems protection.

Robert T. Stafford Disaster Relief and Emergency Assistance Act, Amended (U.S. Code Title 42, Section 5121). This act provides for an orderly and continual means of assistance by the Federal Government to State and local governments for carrying out their responsibilities to alleviate the suffering and damage that result from disasters. 42 USC 5121 encourages the development of comprehensive disaster preparedness and assistance plans, programs, capabilities and organizations by the States and local governments.

U.S. National Archives & Records Administration (NARA) Code of Federal Regulations. The NARA Code of Federal Regulations (CFR), Subchapter B, Records Management, provides guidance and prescribes policies for records management programs relating to record creation and maintenance, adequate documentation, adequate documentation and proper record disposition.

Homeland Security Presidential Directive – 1. The Homeland Security Council (HSC) shall ensure coordination of all homeland security-related activities among executive departments and agencies and promote the effective development and implementation of all homeland security policies. The HSC Principals Committee (HSC/PC) shall be the senior interagency forum under the HSC for homeland security issues. The HSC Deputies Committee (HSC/DC) shall serve as the senior sub-cabinet interagency forum for consideration of policy issues affecting homeland security. HSC Policy Coordination Committees (HSC/PCC) shall coordinate the development and implementation of homeland security policies by multiple departments and agencies throughout the Federal Government and shall coordinate those policies with State and local government.

Homeland Security Presidential Directive – 3. The Homeland Security Advisory System provides warnings in the form of a set of graduated “Threat Conditions” that would increase as the risk of the threat increases. At each threat condition, Federal departments and agencies implement a corresponding set of “Protective Measures” to further reduce vulnerability or increase response capability during a period of heightened alert. This system is intended to create a common vocabulary, context, and structure for an ongoing national discussion about the nature of the threats that confront the homeland and the appropriate measures that should be taken in response. It seeks to inform and facilitate decisions appropriate to different levels of government and to private citizens at home and at work.

FEMA Federal preparedness Circular (FPC) No 65 – Federal Executive Branch Continuity of Operations (COOP). FPC 65 provides guidance to Federal executive branch departments and agencies for developing viable and executable contingency plans for continuity of operations. COOP planning facilitates the performance of department/agency essential functions during any

emergency or situation that may disrupt normal operations. FPC 65 requires that each agency appoint a senior Federal Government executive as an emergency coordinator to serve as program manager and agency point of contact for coordinating agency COOP activities. This ensures continuous performance of an agency's essential functions during an emergency and protects essential facilities, equipment, records and other assets. The actions recommended in FPC 65 will reduce disruptions to operations and loss of life, and minimize damage and losses. It achieves a timely and orderly recovery from an emergency and resumption of full service to customers.

Federal Preparedness Circular No. 66 – Test, Training and Exercise (TT&E) Program for Continuity of Operations (COOP). FPC 66 provides guidance to Federal executive branch departments and agencies for use in developing viable and executable TT&E programs to support the implementation and validation of COOP plans. These activities are important elements of a comprehensive emergency preparedness program necessary to improve the ability of agencies to effectively manage and execute their COOP plans.

Federal Preparedness Circular No. 67 – Acquisition of Alternate Facilities for Continuity of Operations. FPC 67 provides guidance to Federal executive branch departments and agencies for acquiring alternative facilities to support their COOP. FPC 67 requires agencies to designate alternative operating facilities as part of their COOP plans and prepare their personnel for the possibility of sudden relocation of essential functions or COOP contingency staff to these facilities should an emergency necessitate that action.

Local Guidance:

Collier County Comprehensive Emergency Management Plan (CEMP) 2008 – The Collier County CEMP, dated August 1, 2016 establishes the framework through which Collier County may prevent or mitigate the impacts of, prepare for, respond to, and recover from natural, manmade, and technological hazards that could adversely affect the health, safety, and general welfare of residents and visitors to the county; and establishes the National Incident Management System (NIMS) as the standard for all operations encompassed by the plan within Collier County.

CMA # 5201 Emergency Building Evacuation Plan: CMA # established the procedures for the evacuation and general safety of customers, employees and the judiciary in the event of a fire, bomb, terrorist or other threat resulting in the need for an emergency evacuation. Also to communicate and implement an emergency evacuation plan that will be consistent for each facility within Collier County Government.

CMA # 5900 Cessation of Normal Government Activities, Personal Roles, and Responsibilities During Emergencies and Emergency Plan: CMA # 5900 established on October 1, 2003 and last revised on March 17, 2020, establishes the roles and responsibilities for all employees under the Board of County Commissioners Agency and the cessation of normal government activities during emergencies, as well as outlined the pay practices during these emergencies.

MPO Staff Services Agreement – The MPO Staff Services Agreement with Collier County, last amended on May 28, 2019, provides for Collier county to furnish the MPO with the staff necessary

for professional, technical, administrative and clerical services, equipment, office and other space, and other incidental items as may be required and necessary to manage the business and affairs of the MPO and to carry on the transportation planning and programming process specified by the Interlocal Agreement for the creation of the Collier MPO and any other agreement to which the MPO is a party. The Staff Services Agreement, in order to minimize disruption, provides for the county to furnish the MPO with office and other space so as to be continuously collocated with the Collier County Transportation Services Division.

Annex B: Operational Checklists

Operational Checklist
1. Secure workstation. Place necessary computer external hard drives in secure containers in the designated storage area. Take container to the alternate location if an evacuation is ordered.
2. Secure the MPO's tablets, desktop and laptop computers and the MPO Director's I-phone. Bring laptop/desktop, peripherals, adapters, and cables home or to an alternate location if one has been established for the MPO.
3. Secure personnel roster and phone list. Bring to the alternate location.
4. Secure emergency calling directory. Bring to the alternate location.
5. Secure emergency operations records. Bring to the alternate location.
6. Secure predetermined critical files necessary to carry out MPO activities. Bring to the alternate location.

Operational Checklist – Working from Home During Epidemic/Pandemic
1. Copy all working files located on local drives to folders on the appropriate shared network drive: (G:drive).
2. Secure the MPO's tablets, desktop and laptop computers and the MPO Director's I-phone. Bring laptop/desktop, peripheral devices, adapters, and cables home.
3. Secure Collier IT Guidelines on how to setup your home office to: <ul style="list-style-type: none"> a. Correctly assemble your laptop/desktop. b. Confirm connection to network (wired or Wi-Fi). c. Confirm ability to connect to VPN and appropriate shared network drives (G:Drive). d. Confirm ability to connect to County phone system using Avaya One-X Communicator.
4. Secure personnel roster and phone list. Bring home.

Annex C: Alternate Location / Facility Information

Should the MPO offices be completely destroyed, Collier County Government will locate a suitable facility. A pre-assigned location has not been determined, but preference is to be located in an existing county facility.

Annex D: Maps and Evacuation Routes

[This annex reserved for possible future updates.]

Annex E: Acronyms

Acronym	Definition
AMPO	Association of Metropolitan Planning Organizations
BCC	Board of County Commissioners
BPAC	Bicycle and Pedestrian Advisory Committee
CAC	Citizens Advisory Committee
CFR	Code of Federal Regulations
CMC	Congestion Management Committee
CMP	Congestion Management Process
CMS/ITS	Congestion Management System/Intelligent Transportation System Committee
COOP	Continuity of Operations Plan
CTC	Community Transportation Coordinator
CTD	Commission for the Transportation Disadvantaged
CTST	Community Traffic Safety Team
DBE	Disadvantaged Business Enterprise
DHS	Department of Homeland Security
DOPA	Designated Official Planning Agency
DRI	Development of Regional Impact
EO	Executive Order
FDOT	Florida Department of Transportation
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
GIS	Geographic Information Systems
HSC	Homeland Security Council
HSC/DC	Homeland Security Council/Deputies Committee
HSC/PC	Homeland Security Council/Principals Committee
HSC/PCC	Homeland Security Council/Policy Coordination Committee
ICAR	Intergovernmental Coordination and Review
ISTEA	Intermodal Surface Transportation Efficiency Act of 1991
ITS	Intelligent Transportation Systems
JPA	Joint Participation Agreement
LCB	Local Coordinating Board for the Transportation Disadvantaged
L RTP	Long-Range Transportation Plan
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MPOAC	Metropolitan Planning Organization Advisory Council
NARA	National Archives and Records Administration
PDD	Presidential Decision Directive
PEA	Planning Emphasis Area
PPP	Public Participation Plan
RPC	Regional Planning Council
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Trans. Equity Act: A Legacy for Users
SIS	Strategic Intermodal System

TAC	Technical Advisory Committee
TDP	Transit Development Plan
TDSP	Transportation Disadvantaged Service Plan
TEA-21	Transportation Efficiency Act for the 21 st Century
TIP	Transportation Improvement Program
TMA	Transportation Management Area
TT&E	Test, Training & Exercises
UA (or UZA)	Urbanized Area
UPWP	Unified Planning work Program
USC	United States Code

Annex F: Personnel Phone List

MPO Staff Member	Title	Personal Phone Number(s)
Anne McLaughlin	Executive Director	(239) 601-8799
Brandy Otero	Principal Planner	(239) 465-9014
Josephine Medina	Senior Planner	(954) 376-0378
Karen Intriago	Administrative Secretary	(239) 529-0552

Annex G: MPO Board Member Jurisdiction Phone List

9 VOTING MEMBERS

1 NON-VOTING MEMBER 5 = *QUORUM*

Member Jurisdiction Contact Information	MPO Representatives	
Collier County W. Harmon Turner Administration Building Board of County Commissioners Chambers, 3rd Floor 3301 East Tamiami Trail Naples, FL 34112 (239) 252-8097	MPO Board: Dist. 1 – Donna Fiala Dist. 2 – Andy Solis Dist. 3 – Burt L. Saunders Dist. 4 – Penny Taylor Dist.5 – William McDaniel Jr.	Email: DonnaFiala@colliergov.net AndySolis@colliergov.net BurtSaunders@colliergov.net PennyTaylor@colliergov.net BillMcDaniel@colliergov.net
City of Naples Naples City Council Naples City Hall 735 8th Street South Naples, FL 34102 (239) 213-1000	MPO Board: Councilman Mike McCabe Councilman Paul Perry	Email: mmccabe@naplesgov.com pperry@naplesgov.com
City of Marco Island Marco Island City Council Marco Island City Hall 50 Bald Eagle Drive Marco Island, FL 34145 (239) 389-5000	MPO Board: Councilman Erik Brechnitz	Email: ebrechnitz@marcocitycouncil.com
Everglades City Everglades City Council Everglades City Hall 102 Copeland Ave North Everglades City, FL 34139 (239) 695-3781	MPO Board: Councilwoman Elaine Middelstaedt	Email: elaineecity@gmail.com
Non-Voting Florida Department of Transportation	Secretary L.K. Nandam Dist. 1 801 N. Broadway Ave. Bartow, FL 33831 (863) 519-2201 L.Nandam@dot.state.fl.us	Wayne Gaither Southwest District Office 10041 Daniels Parkway Fort Myers, FL. 33913 (239) 225-1971 Wayne.Gaither@dot.state.fl.us

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Attachment: Clean Version – Revisions to the COOP (13456 : Approve Revisions to the Continuity of Operations Plan (COOP))

EXECUTIVE SUMMARY

Endorsement of the Transit Development Plan (TDP) Major Update

OBJECTIVE: For the Board to endorse the Transit Development Plan (TDP) Major Update.

CONSIDERATIONS:

The Florida Department of Transportation (FDOT) requires each transit agency to develop a Transit Development Plan (TDP) Major Update every five years and an annual update/progress report for all other years in order to be eligible to receive State Block Grant Funds for transit system operations. This year, the requirement is to develop a Major Update.

The TDP sets the strategic guidance for public transportation in the community over the next 10 years. The plan identifies community mobility needs and includes cost and revenue projections along with transit goals, objectives and policies.

The Consulting Team of Tindale Oliver & Associates has been hired to assist the Public Transit & Neighborhood Enhancement (PTNE) and Metropolitan Planning Organization (MPO) staff with the development of the TDP Major Update.

As MPO funds were expended in developing the TDP, the Committees and MPO Board are being asked to review and endorse the draft TDP 2021-2030 (**Attachment 1**), to ensure consistency with the MPO's Long Range Transportation Plan (LRTP), and to allow for opportunities for public comments and feedback as part of the public involvement process. Tindale Oliver & Associates will provide an overview of the draft TDP at the meeting. The TDP will be taken to the Board of County Commissioners (BCC) for adoption on October 13, 2020. The final TDP will be prepared based on comments from outreach and submitted to FDOT by November 1, 2020.

COMMITTEE RECOMMENDATIONS: The Technical and Citizens Advisory Committees voted to endorse the TDP at their meetings held on August 31, 2020.

STAFF RECOMMENDATION: That the Board endorse the Transit Development Plan (TDP) Major Update.

Prepared By: Josephine Medina, Senior Planner

ATTACHMENT(S)

1. Draft TDP 2021-2030 (PDF)

09/11/2020

COLLIER COUNTY
Metropolitan Planning Organization

Item Number: 9.D**Doc ID:** 13457**Item Summary:** Endorsement of the Transit Development Plan (TDP) Major Update**Meeting Date:** 09/11/2020

Prepared by:

Title: – Metropolitan Planning Organization

Name: Karen Intriago

09/02/2020 10:29 AM

Submitted by:

Title: Executive Director - MPO – Metropolitan Planning Organization

Name: Anne McLaughlin

09/02/2020 10:29 AM

Approved By:**Review:**

Metropolitan Planning Organization	Brandy Otero	MPO Analyst Review	Completed	09/02/2020 10:54 AM
Metropolitan Planning Organization	Anne McLaughlin	MPO Executive Director Review	Completed	09/02/2020 11:07 AM
Metropolitan Planning Organization	Anne McLaughlin	Meeting Pending		09/11/2020 9:00 AM



Collier County
Metropolitan Planning Organization

Ten-Year Transit Development Plan

Draft Report
August 2020

Prepared by



Table of Contents

1.0 Introduction.....	1-1
1.1 Objectives of this Plan.....	1-1
1.1.1 TDP Requirements	1-1
1.2 TDP Checklist.....	1-2
1.3 Organization of this Report.....	1-2
2.0 Baseline Conditions.....	2-1
2.1 Physical Description of Study Area.....	2-1
2.2 Population Profile	2-3
2.3 Transportation Disadvantaged Population	2-11
2.4 Demographic Characteristics	2-11
2.5 Labor and Employment Characteristics.....	2-12
2.6 Work Force.....	2-14
2.7 Tourism.....	2-15
2.8 Major Trip Generators	2-16
2.9 Major Developments	2-16
2.10 Existing and Future Land Use	2-18
2.11 Commuter Travel Patterns	2-22
2.12 Roadway Conditions	2-22
2.13 Inventory of Other Transportation Service Providers	2-23
3.0 Transit Performance Evaluation.....	3-1
3.1 Existing Transit Services	3-1
3.1.1 Transit Facilities	3-3
3.1.2 Vehicle Inventory.....	3-4
3.2 Trend and Peer Comparison Analysis	3-5
3.2.1 General Performance Measures	3-6
3.2.2 Effectiveness Measures	3-11
3.2.3 Efficiency Measures.....	3-14
3.2.4 Key Findings of Trend and Peer Analyses	3-18
4.0 Public Outreach.....	4-1

4.1	On-board Survey	4-1
4.1.1	Survey Characteristics	4-1
4.1.2	Trip Purpose	4-2
4.1.3	Passenger Travel Characteristics	4-3
4.1.4	Transfers	4-4
4.1.5	Origin and Destination Characteristics	4-4
4.1.6	Fare Information	4-4
4.1.7	Transit Dependency	4-5
4.1.8	Ridership Frequency	4-6
4.1.9	System Improvements	4-6
4.1.10	Passenger Demographic Information	4-7
4.1.11	On-board Survey Findings Summary	4-10
4.2	Online Surveys.....	4-11
4.2.1	Phase I Public Input Survey	4-11
4.2.2	Phase II Public Input Survey	4-20
4.3	Stakeholder Interviews	4-29
4.4	Discussion Group Workshops	4-31
4.4.1	Discussion Group #1 – Business Workforce.....	4-31
4.4.2	Discussion Group #2 – Community Resources.....	4-32
4.5	Public Transit Advisory Committee (PTAC).....	4-34
4.6	TDP Working Group Meetings	4-34
4.7	TDP Presentations.....	4-36
4.8	Public Workshops.....	4-37
5.0	Transit Demand Analysis.....	5-1
5.1	Discretionary Market Assessment	5-1
5.2	Traditional Market Assessment	5-5
5.3	Ridership Projections using T-BEST	5-7
5.3.1	Model Inputs / Assumptions and Limitations	5-7
5.3.2	Ridership Forecast	5-9
5.3.3	Forecast Ridership Analysis	5-10
5.4	Gap Analysis Overview	5-10

6.0 Existing Transit Assessment.....	6-1
6.1 Route Level Ridership by Month.....	6-1
6.2 Route Productivity	6-4
6.3 Automatic Passenger Count (APC) Data.....	6-5
7.0 Situation Appraisal.....	7-1
7.1 Plans Review.....	7-1
7.2 Situation Appraisal.....	7-6
7.2.1 Socioeconomic Trends.....	7-6
7.2.2 Travel Behavior	7-7
7.2.3 Community Feedback.....	7-7
7.2.4 Land Use Policies and Trends.....	7-8
7.2.5 Service and Operational Trends.....	7-8
7.2.6 Organizational Attributes and Funding.....	7-9
7.2.7 Technology Trends.....	7-10
8.0 Mission Goals and Objectives	8-1
8.1 CAT Fixed-Route Public Transit Vision	8-1
8.2 CAT Fixed-Route Public Transit Mission.....	8-1
8.3 CAT Fixed-Route Public Transit Goals and Objectives	8-1
9.0 Alternatives Development and Evaluation.....	9-1
9.1 Development of Alternatives	9-1
9.2 Service Improvements	9-2
9.2.1 Improvements to Existing Routes	9-2
9.2.2 New Service	9-11
9.2.3 Mobility-on-Demand (MOD)	9-12
9.2.4 Vanpooling.....	9-14
9.3 Capital/Infrastructure	9-14
9.3.1 Park-and-Ride Lots.....	9-14
9.3.2 Technology	9-15
9.4 Policy/Other	9-16
9.5 Evaluation of Alternatives.....	9-16
9.5.1 Alternatives Evaluation Methodology	9-16

9.5.2	Alternative Evaluation Results Summary.....	9-20
10.0	Ten-Year Transit Plan	10-1
10.1	Ten-Year Plan	10-1
10.1.1	Vision Plan	10-1
10.1.2	Capital Infrastructure Improvements.....	10-2
10.1.3	Policy	10-2
10.2	10-Year Financial Plan.....	10-3
10.2.1	Operating Cost Assumptions	10-3
10.2.2	Capital Cost Assumptions	10-4
10.2.3	Revenue Assumptions.....	10-5
10.3	10-Year TDP Implementation Plan and Unfunded Needs	10-9
	Appendix A: Peer Selection Methodology	1
	Appendix B: Public Involvement Program	1
	Appendix C: Public Outreach Materials.....	1
	Appendix D: Farebox Recovery Ratio Report	1
	Current Farebox Recovery Ratio.....	2
	Prior Year Fare Studies and Changes	2
	Strategies That Will Affect the Farebox Recovery Ratio	2
	Appendix E: Recommended Monitoring Program	1
	Recommended Monitoring Program.....	1
	Evaluation Methodology and Process.....	1

List of Figures

Figure 2-1: Historical and Projected Annual Growth Rate Trends (2000–2030)	2-3
Figure 2-2: Countywide and Peak Season Population Estimates and Projections	2-5
Figure 2-3: Collier County Transportation Disadvantaged Trips, 2014–2018.....	2-11
Figure 2-4: Collier County Labor Force Distribution by Service Area, 2010 and 2018	2-14
Figure 2-5: Collier County Education Attainment	2-14
Figure 2-6: National, State and County Unemployment	2-15
Figure 2-7: Bus Stop Locations of Private Transit Operators	2-23
Figure 2-8: Uber-Recommended Hot Spots for Drivers in Naples/Fort Myers Area.....	2-24
Figure 3-1: CAT Radio Road Transit Facility	3-3
Figure 3-2: CAT Intermodal Transfer Station	3-4
Figure 3-3: Trend and Peer Comparison for Passenger Trips.....	3-7

Figure 3-4: Trend and Peer Comparison for Passenger Miles.....	3-7
Figure 3-5: Peer and Trend Comparison for Vehicle Miles.....	3-8
Figure 3-6: Trend and Peer Comparison for Revenue Miles	3-8
Figure 3-7: Trend and Peer Comparison for Vehicle Hours	3-9
Figure 3-8: Trend and Peer Comparison for Route Miles.....	3-9
Figure 3-9: Trend and Peer Comparison for Operating Expenses	3-10
Figure 3-10: Trend and Peer Comparison for VOMS	3-10
Figure 3-11: Trend and Peer Comparison for Fuel Consumption.....	3-11
Figure 3-12: Trend and Peer Comparison for Vehicle Miles per Capita.....	3-12
Figure 3-13: Trend and Peer Comparison for Passenger Trips per Capita.....	3-12
Figure 3-14: Trend and Peer Comparison for Passenger Trips per Revenue Hour	3-13
Figure 3-15: Trend and Peer Comparison for Passenger Trips per Revenue Mile	3-13
Figure 3-16: Trend and Peer Comparison for Operating Expense per Capita.....	3-14
Figure 3-17: Trend and Peer Comparison for Operating Expense per Passenger Trip.....	3-15
Figure 3-18: Trend and Peer Comparison for Operating Expense per Passenger Mile.....	3-15
Figure 3-19: Trend and Peer Comparison for Operating Expense per Revenue Mile	3-16
Figure 3-20: Trend and Peer Comparison for Farebox Recovery Ratio.....	3-16
Figure 3-21: Trend and Peer Comparison for Revenue Miles per Vehicle Mile	3-17
Figure 3-22: Trend and Peer Comparison for Revenue Miles per Total Vehicle.....	3-17
Figure 3-23: Trend and Peer Comparison for Vehicle Miles per Gallon.....	3-18
Figure 3-24: Trend and Peer Comparison for Average Fare.....	3-18
Figure 4-1: Please identify your current route.	4-2
Figure 4-2: What is the main purpose of your trip today?	4-3
Figure 4-3: How did you get to the bus stop where you got on this bus?	4-3
Figure 4-4: How many transfers will you make on this one-way trip?	4-4
Figure 4-5: How did you pay for your fare on this bus?	4-5
Figure 4-6: How would you make this trip if the bus were not available?	4-5
Figure 4-7: How many days per week do you ride CAT?	4-6
Figure 4-8: How long have you been riding CAT?.....	4-6
Figure 4-9: Please indicate how important each of the following features are to your enjoyment of CAT services.	4-7
Figure 4-10: Age of Transit Passenger	4-8
Figure 4-11: Gender of Transit Passenger	4-8
Figure 4-12: Ethnic Origin of Transit Passenger	4-9
Figure 4-13: Motor Vehicles Available to Transit Passenger.....	4-9
Figure 4-14: Annual Income by Household of Transit Passenger.....	4-10
Figure 4-15: Language Used at Home by Transit Customer	4-10
Figure 4-16: What is your understanding of and experience with Collier County’s existing public transportation service (CAT)?	4-11
Figure 4-17: How much awareness is there in Collier County about transit/public transportation? ..	4-12
Figure 4-18: What is your opinion of transit services in Collier County?	4-12
Figure 4-19: What is your perception of transit’s role in Collier County? Check all that apply.	4-13

Figure 4-20: What mobility improvements would you prefer to see in Collier County?.....4-13

Figure 4-21: For which of the following would you use a park-and-ride lot?4-14

Figure 4-22: Who should benefit from mobility improvements?.....4-14

Figure 4-23: How should we pay for expanded mobility service?4-15

Figure 4-24: Your age is4-16

Figure 4-25: You are4-17

Figure 4-26: Your ethnic origin is4-17

Figure 4-27: How many motor vehicles in your household are available for your use?.....4-18

Figure 4-28: What was the range of your total household income for 2019?.....4-18

Figure 4-29: Home ZIP Code Responses.....4-19

Figure 4-30: I usually travel by...4-22

Figure 4-31: If I had a choice between more frequent service and longer hours of service, I would choose.....4-23

Figure 4-32: If I had a choice between a faster bus ride or easier access to bus stops, I would choose...4-23

Figure 4-33: If I had a choice between longer hours of service and a longer route serving more destinations, I would choose...4-24

Figure 4-34: Based on the description of mobility on demand services, how likely would you be to use this type of service?4-25

Figure 4-35: Naples Area - Looking at the map of proposed service changes and new services, please tell us how important each is to you4-26

Figure 4-36: Marco Island Area - Looking at the map of proposed service changes and new services, please tell us how important each is to you4-27

Figure 4-37: Immokalee - Looking at the map of proposed service changes and new services, please tell us how important each is to you.4-28

Figure 4-38: Tell us how important the following frequency improvements are to you4-28

Figure 4-39: Thinking about how late the bus runs, please tell us how important the following changes are to you.....4-29

Figure 4-40: Virtual Public Workshop #14-39

Figure 6-1: CAT Systemwide Ridership, 20196-1

Figure 6-2: Monthly Ridership by Route, Routes 11–156-2

Figure 6-3: Monthly Ridership by Route, Routes 16–206-2

Figure 6-4: Monthly Ridership by Route, Routes 21–256-3

Figure 6-5: Monthly Ridership by Route, Routes 26–1216-3

Figure 6-6: Passengers per Mile by Route, FY 20196-4

Figure 6-7: Passengers per Hour by Route, FY 2019.....6-4

Figure 10-1: Annual Operating and Capital Costs10-4

Figure 10-2: 10-Year Operating Revenues10-5

Figure 10-3: Local Operating Revenues for 10-Year TDP (millions).....10-6

List of Maps

Map 2-1: Study Area	2-2
Map 2-2: Population Density 2020	2-5
Map 2-3: Population Density 2030	2-6
Map 2-4: Employment Density 2020	2-7
Map 2-5: Employment Density 2030	2-8
Map 2-6: Dwelling Unit Density 2020	2-9
Map 2-7: Dwelling Unit Density 2030	2-10
Map 2-8: Planned Unit Developments.....	2-18
Map 2-9: Existing Land Use	2-20
Map 2-10: Future Land Use	2-21
Map 2-11: Proportion of Residents Working Outside Collier County	2-23
Map 2-12: Existing + Committed Roadway Improvement V/C Ratio (2023)	2-22
Map 3-1: CAT Existing Transit Services	3-2
Map 5-1: 2020 Density Threshold Assessment	5-3
Map 5-2: 2030 Density Threshold Assessment	5-4
Map 5-3: Transit Orientation Index.....	5-6
Map 6-1: Systemwide APC Data	6-6
Map 9-1: Alternatives in Proposed Transit Network	9-2
Map 9-2: Proposed Route 13/14 Realignment	9-4
Map 9-4: Proposed Route 17/18 Realignment	9-6
Map 9-5: Proposed Route 19/28 Realignment	9-7
Map 9-6: Proposed Route 20/26 Realignment	9-8
Map 9-7: Proposed Alignments for Routes 25 and 27	9-9
Map 9-8: Existing and Proposed Network in Immokalee.....	9-10

List of Tables

Table 2-1: Collier County Transportation Disadvantaged Population, 2014–2018.....	2-11
Table 2-2: Collier County Demographic Characteristics.....	2-12
Table 2-3: Collier County’s Top 25 Employers (2019)	2-16
Table 2-4: Collier County Top 10 Planned Unit Developments (2019)	2-18
Table 2-5: Collier County Existing Land Use, 2019	2-19
Table 2-6: Collier County Future Land Use (2019)	2-19
Table 2-7: Journey-to-Work Characteristics	2-22
Table 2-8: Other Collier County Transportation Providers.....	2-24
Table 3-1: Collier Area Transit Fare Structure.....	3-3
Table 3-2: CAT Fixed-Route Vehicle Inventory (2013)	3-5
Table 3-3: Peer System Characteristics.....	3-6
Table 3-4: CAT Performance Review Measures.....	3-6
Table 3-5: CAT Trend and Peer Analysis Summary, 2013–2018	3-21

Table 4-1: Please specify whether you agree or disagree with the statements below.	4-16
Table 4-2: Home and Work/School Zip Code Responses	4-21
Table 4-3: Tell us about your typical travel needs within Collier County.	4-22
Table 4-4: CAT TDP Stakeholders Contacted/Interviewed	4-30
Table 4-5: Remaining TDP Meetings.....	4-36
Table 5-1: Transit Service Density Thresholds	5-1
Table 5-2: Ridership and Growth Rates with No Improvements, 2021–2030*	5-9
Table 7-7-1: Local Plans, Policies and Programs	7-3
Table 7-7-2: State and Federal Plans, Policies, and Programs.....	7-5

1.0 Introduction

Collier Area Transit (CAT) provides fixed-route transit service to the urbanized areas of Collier County, with routes serving Naples, Golden Gate, North Naples, Ave Maria, Immokalee, and Marco Island, and more. In addition, CAT’s Routes 11, 27, and 12 serve the Creekside Transfer Center, providing regional connectivity to Lee County.

CAT initiated this study in coordination with Collier County Metropolitan Planning Organization (MPO) to update CAT’s Transit Development Plan (TDP) according to Florida Administration Code (F.A.C.) Rule 14-73.001 – Public Transportation—“The TDP shall be the applicant’s planning, development and operational guidance document to be used in developing the Transportation Improvement Program and the Department’s Five Year Work Program.” This TDP serves as the strategic guide for public transportation in the community during the next 10 years and represents the transit agency’s vision for public transportation in its service area during this period.

1.1 Objectives of this Plan

This document is an update to the TDP for CAT services in Collier County, as currently required by State law. Upon completion, this TDP will result in a 10-year plan for transit and mobility needs, cost and revenue projections, and community transit goals, objectives, and policies.

1.1.1 TDP Requirements

As a recipient of State Public Transit Block funds, the Florida Department of Transportation (FDOT) requires a major update of the CAT TDP every five years to ensure the provision of public transportation is consistent with the mobility needs of the local community. FDOT formally adopted the current requirements for TDPs on February 20, 2007. Major requirements of the regulation include the following:

- Major updates must be completed every 5 years, covering a 10-year planning horizon.
- A Public Involvement Plan (PIP) must be developed and approved by FDOT or consistent with the approved MPO public participation plan.
- FDOT, the Regional Workforce Development Board, and the MPO must be advised of all public meetings at which 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 Florida Legislature added a requirement for the TDP in 2007 with the adoption of House Bill 985. This legislation amended Florida Statutes (F.S.) 341.071, requiring transit agencies to “... specifically address potential enhancements to productivity and performance which would have the effect of increasing farebox recovery ratio.” FDOT subsequently issued guidance requiring the TDP and each

annual update to include a 1–2-page summary report as an appendix to the full major or annual TDP report on the farebox recovery ratio and strategies implemented and planned to improve it.

1.2 TDP Checklist

This 10-year plan meets the requirements for a TDP Major Update in accordance with Rule Chapter 14-72, F.A.C. Table 1-1 is a list of TDP requirements from Rule 14-73.001 and indicates whether or not the item was accomplished in this 10-year plan.

1.3 Organization of this Report

Section 2 summarizes the **Baseline Conditions** for Collier County, including a physical description of the study area, a population profile, and demographic and journey-to-work characteristics as well as a review of new developments and tourism information. Land use trends, major transit trip generators and attractors, economic factors, existing roadway conditions, major employers, and commuter workflow patterns are also explored. The information compiled and presented in this section provides the basis for subsequent tasks of the TDP. Additional areas explored include land use trends, major transit trip generators and attractors, and existing roadway conditions.

Section 3 presents the **Transit Performance Evaluation** for CAT, including a review and evaluation of the existing transit services in the study area, including a ridership trend, a vehicle inventory, public transportation service providers, a trend analysis conducted to examine the performance of CAT’s transit services, and a peer review to assist CAT in setting measurable targets for ridership and improvements.

Section 4 describes **Public Outreach** efforts to date, including an onboard survey, discussion group workshops, stakeholder interviews, Review Committee meetings, virtual outreach, and online survey results.

Section 5 provides the **Transit Demand Assessment** of current transit service, including a review of GIS-based tools to identify discretionary and traditional markets in Collier County and of the 10-year ridership projections for CAT. Also included is a **Gap Analysis** for CAT, which presents the gaps in service compared to the data gathered. This step is vital in assessing the performance of public transit in meeting the needs of the transportation-disadvantaged populations in the CAT service area.

Section 6 presents the **Existing Transit Assessment**, documenting existing ridership by month for the whole system, followed by a breakdown of ridership by month by route. Also included are an examination of route productivity by comparing ridership per revenue hour and mile and an evaluation of average daily passenger boardings by stop using Automatic Passenger Counting (APC) data from 2019 to evaluate productivity at the stop level compared to other stops in the service.

Section 7 presents the **Situation Appraisal**, which reviews the current overall planning and policy environment within the county to better understand the operating context of CAT. First, a review of local plans and documents is presented, which reviews current planning and policy environment within the county to better understand transit needs. It begins with a Plans and Policy Review, a

Table 1-1: TDP Checklist

Public Involvement Process		TDP Section
√	Public Involvement Plan (PIP) drafted	Section 4, Appendix B
√	PIP approved by FDOT	
√	TDP includes description of Public Involvement Process	
√	Provide notification to FDOT	
√	Provide notification to Regional Workforce Board	
Situation Appraisal		
√	Land use	Section 7
√	State and local transportation plans	Section 7
√	Other governmental actions and policies	Section 7
√	Socioeconomic trends	Section 7
√	Organizational issues	Section 7
√	Technology	Section 7
√	10-year annual projections of transit ridership using approved model	Section 5
√	Assessment of whether land uses and urban design patterns support/hinder transit service provision	Section 7
√	Calculate farebox recovery	Section 3, Appendix D
Mission and Goals		
√	Provider's vision	Section 8
√	Provider's mission	Section 8
√	Provider's goals	Section 8
√	Provider's objectives	Section 8
Alternative Courses of Action		
√	Develop and evaluate alternative strategies and actions	Section 9
√	Benefits and costs of each alternative	Section 9
√	Financial alternatives examined	Section 9, Section 10
Implementation Program		
√	Ten-year implementation program	Section 10
√	Maps indicating areas to be served	Section 9
√	Maps indicating types and levels of service	Section 9
√	Monitoring program to track performance measures	Section 8, Appendix E
√	Ten-year financial plan listing operating and capital expenses	Section 10
√	Capital acquisition or construction schedule	Section 10
√	Anticipated revenues by source	Section 10
Relationship to Other Plans		
√	Consistent with Florida Transportation Plan	Section 7
√	Consistent with local government comprehensive plan	Section 7
√	Consistent with Collier MPO long-range transportation plan	Section 7
√	Consistent with regional transportation goals and objectives	Section 7
Submission		
	Adopted by Collier County Board of County Commissioners	N/A
	Submitted to FDOT	N/A

Attachment: Draft TDP 2021-2030 (13457 : Endorsement of the Transit Development Plan (TDP) Major Update)

review of key local plans and documents and an overview of how each address and highlight key implications for transit within Collier County. A Situation Appraisal is presented, which identifies and assesses strengths and weaknesses of the system and potential threats to the provision of service in the county. Insights and key opportunities for addressing the threats impacting the provision of transit service in the county are presented based on review of socioeconomic trends, travel behavior and trends, tourism, public involvement, land use assessments, organizational attributes and funding issues, and technologies.

Section 8 sets forth CAT’s **Mission, Goals and Objectives** to serve as a policy guide for implementation of the CAT TDP. A review and update to the existing service, policy, and financial goals and objectives for the public transit services was completed to match the goals of the local community with respect to transportation and land use.

Section 9 presents potential transit improvements for the 10-year transit plan, as known as the **Alternatives Development**. The proposed improvements for transit service represent community needs for the next 10 years and were developed without consideration of funding constraints. The improvements are prioritized using the evaluation process located in the 10-year implementation and financial plan.

Section 10 summarizes the **10-Year Implementation Plan**. Unconstrained and constrained cost feasible plans are presented; the constrained plan identifies the funded service and capital improvements as well as unfunded needs and includes a discussion of the revenue assumptions and capital and operating costs used.

2.0 Baseline Conditions

Components of the study area in the context of the TDP were reviewed and include:

- Physical description of the study area
- Population profile
- Demographic characteristics
- Labor and employment characteristics
- Work force
- Tourism
- Major trip generators
- Major developments
- Existing and future land use
- Commuter travel patterns
- Roadway conditions

A series of maps and tables illustrates selected population, demographic, and socioeconomic characteristics. Data from the U.S. Census, the American Community Survey (ACS), Collier County, and the Collier MPO 2045 Long Range Transportation Plan (LRTP) were used as primary data sources and were supplemented by other data from local and regional agency sources, as available. Note that the LRTP update is in the process of being completed, so some future data do not reflect 2045 projections.

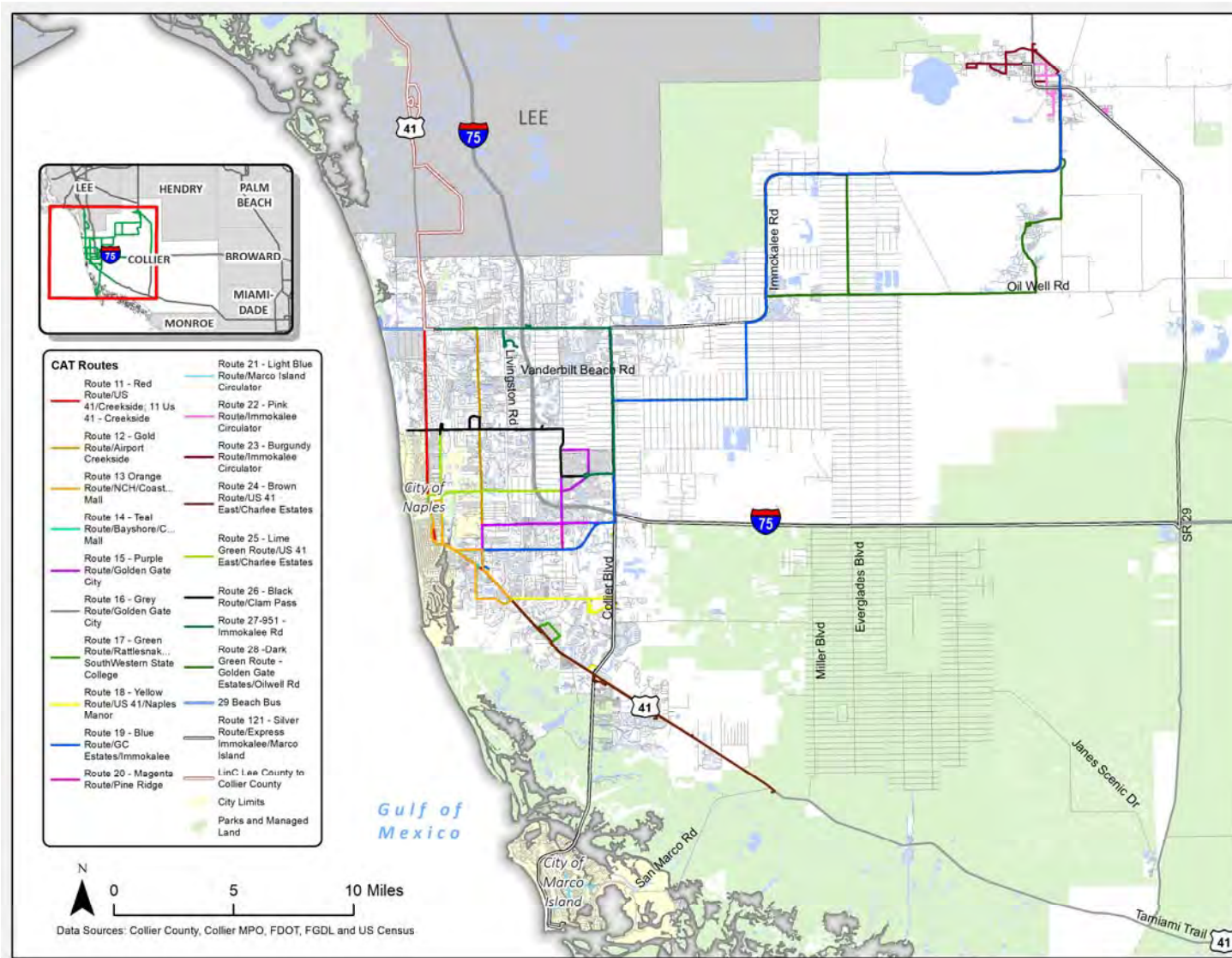
2.1 Physical Description of Study Area

Collier County is located in southwest Florida and is bordered on the northwest by Lee County, on the northeast by Hendry County, on the east by Broward and Miami-Dade counties, on the west by the Gulf of Mexico, and on the south by Monroe County. There are three municipalities within Collier County—Everglades City, Marco Island, and Naples, the County seat.

Collier County is the largest county in Florida geographically, at approximately 1,998 square miles.¹ A significant portion (more than 1.2 million acres), primarily in the eastern and southern areas of the county, is designated as protected lands. Map 2-1 shows the study area. For the purpose of transit service peer and trend analysis, presented in Section 3, the service area was reduced to the area of the county accessible to the fixed-route network based on a ¾-mile radius of the centerlines of the route network for route segments with bus stops. This reduced the service area to 310 square miles.

¹ US Census Bureau, Census of Population and Housing. Land area based on current information in TIGER database, calculated for use with Census 2010.

Map 2-1: Study Area

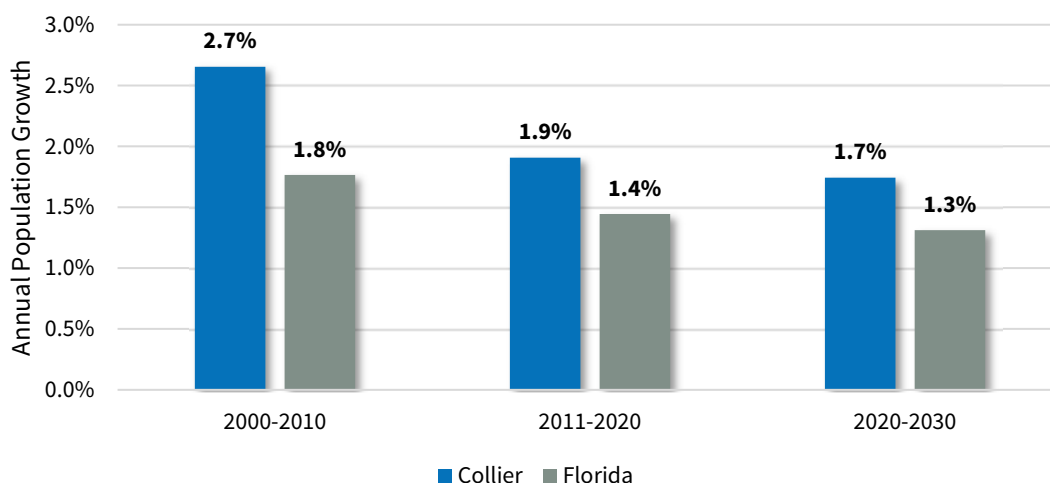


2.2 Population Profile

In 2019, Collier County was ranked the 16th most populous county in Florida, with 1.8% of the state's total population, anticipated to grow to 2.1% by 2045 based on State population projections.² The majority (90%) of the county's population resides in unincorporated areas of the county.

As with the rest of Florida, Collier County experienced a high rate of growth in recent decades. Except for during the Great Recession, the county's population growth generally has been consistently higher than that of Florida, averaging 2.5% annually compared to the state average of 1.7%. The county's annual growth rates are projected to continue outpacing that of Florida through 2030 (Figure 2-1).

Figure 2-1: Historical and Projected Annual Growth Rate Trends (2000–2030)



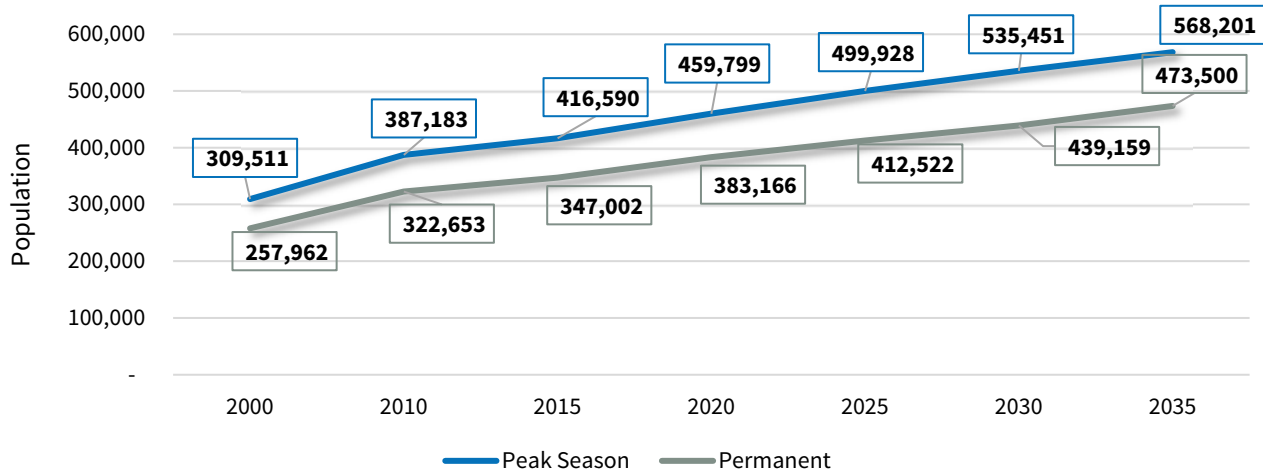
Source: BEBR, Projections of Florida Population by County, 2020–2045, Estimates for 2018

Annually, Collier County experiences a significant influx of tourists and seasonal residents, which greatly increases traffic congestion, particularly in the urbanized area and near the beaches. To better plan for the impact of this demand on public facilities, the County developed annual peak seasonal population estimates and projections.

² University of Florida, Bureau of Economic and Business Research (BEER), Projections of Florida Population by County, 2020–2045, Estimates for 2018.

Figure 2-2 compares the historical and projected permanent and peak seasonal population figures countywide. As the county’s peak seasonal population is projected using a constant adjustment factor, annual growth rates for the county’s peak seasonal population mirror those of its resident population.

Figure 2-2: Countywide and Peak Season Population Estimates and Projections



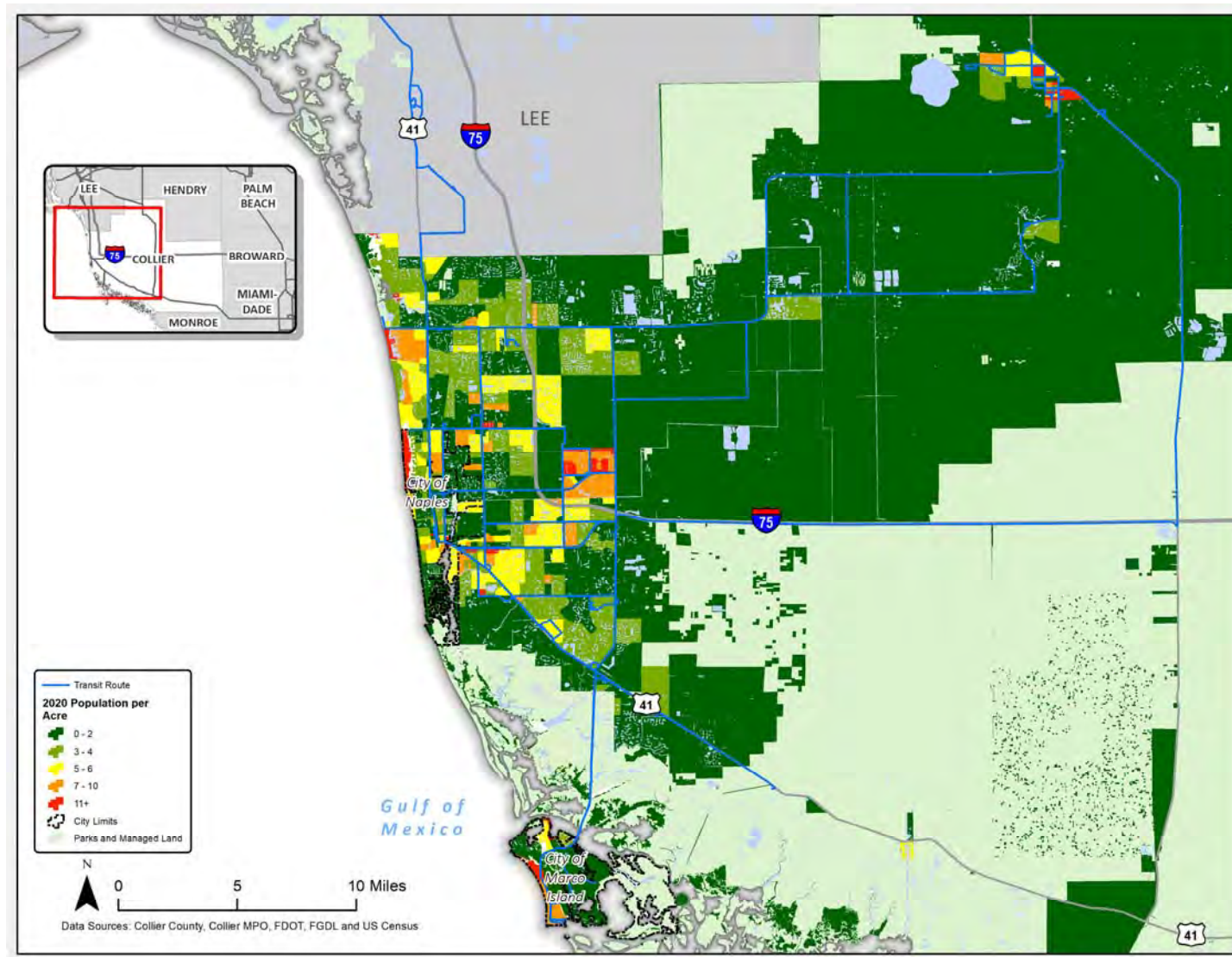
Notes: Estimates and projections derived from data obtained from 2010 Census, BEBR population bulletins, Collier County Comprehensive Planning staff, and Planning staff from Naples and Marco Island. Peak season population derived by increasing each year's October 1 permanent population by 20% based on BEBR Medium Range growth rate projections.
Source: Collier County Growth Management Division, Comprehensive Planning Section, Population and Demographics (2018 Population Estimates & Projections)

To analyze population growth at a smaller geographic sub-unit, population projections by Traffic Analysis Zone (TAZ) were used. Maps 2-2 and 2-3 show population densities by TAZ for 2020 and 2030, developed based on socioeconomic data prepared to support the Collier County's 2045 LRTP. Currently, most (~ 77%) of the county's population lies west of CR-951 (Collier Boulevard) in what is the more urbanized coastal area. In addition to growth within the urbanized area primarily due to redevelopment, future growth is projected around Orangetree, Ave Maria, east/southeast of Naples, and, to some degree, in Immokalee. Slightly more growth in these areas is expected through 2045.

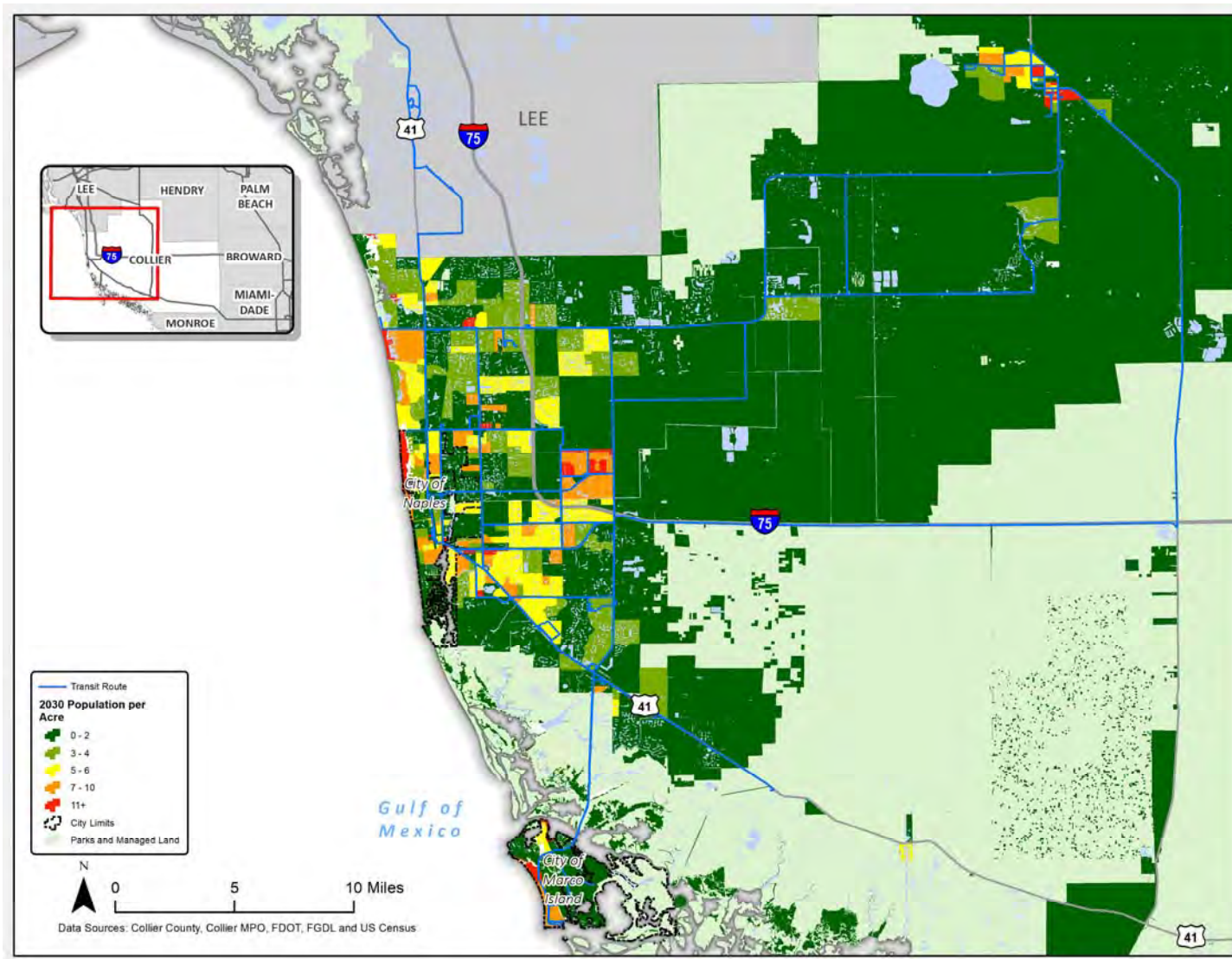
Maps 2-4 and 2-5 graphically display employment densities by TAZ for 2020 and 2030, respectively. Employment data are based on socioeconomic data prepared to support the Collier County 2045 LRTP. Based on the 2020 map, employment in Collier County is densest in the western portion of the county in the Naples area and Marco Island along the coast. In addition, some areas of Marco Island and in Immokalee include medium-range employment densities. Growth in employment is predicted to be highest in existing employment centers and the intersection of I-75/Collier Boulevard in addition to North Naples along the coastline.

Maps 2-5 and 2-6 show the dwelling unit density by TAZ for 2020 and 2030, respectively. The dwelling unit data are based on socioeconomic data prepared to support the Collier County 2045 LRTP. Similar to the population and employment density maps, the current density of dwelling units is concentrated primarily in the Naples area, Marco Island along the Gulf of Mexico, and Immokalee. Projected growth for 2030 is south and east of Naples along Tamiami Trail/US-41 and near the intersection of I-75/Collier Boulevard.

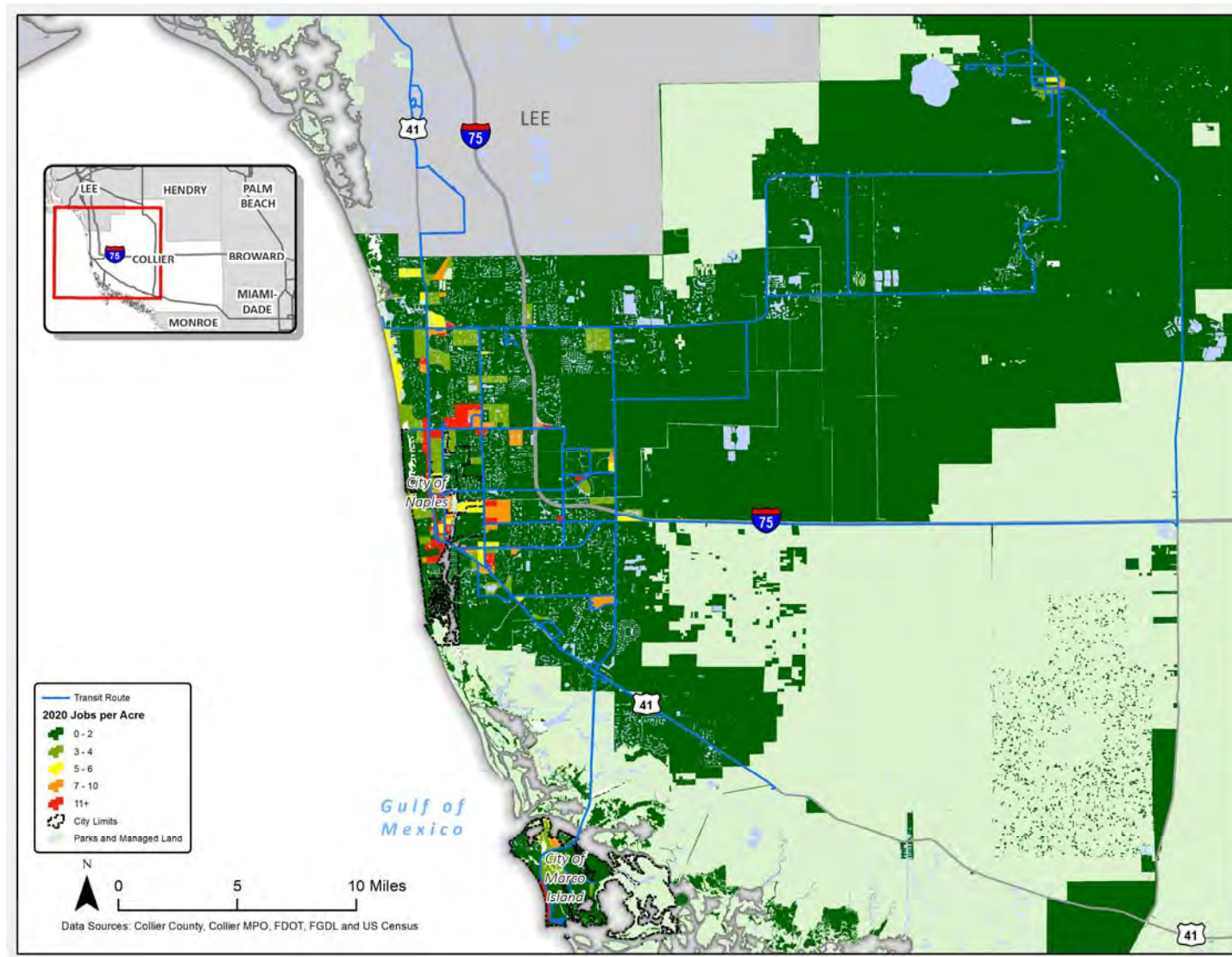
Map 2-2: Population Density 2020



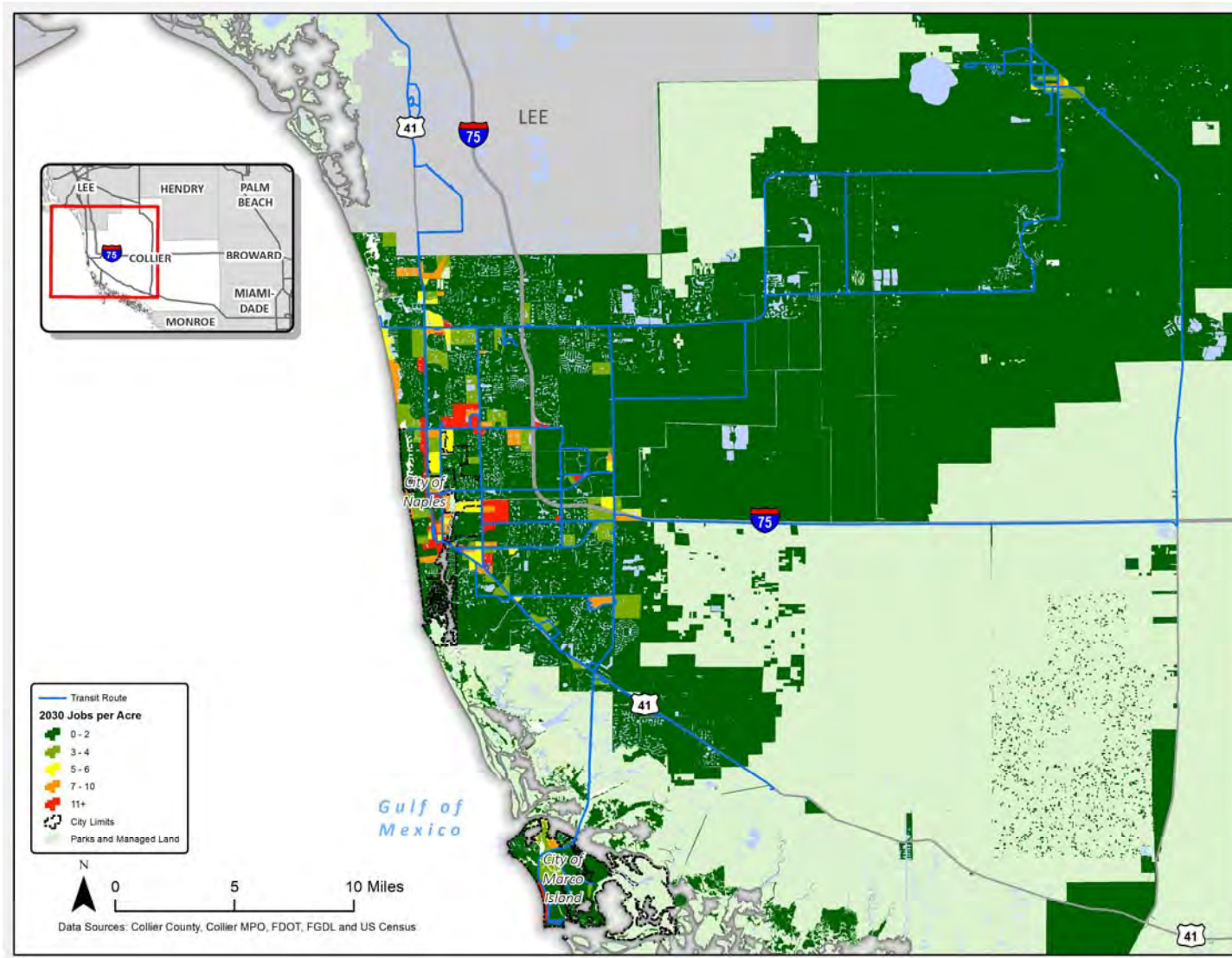
Map 2-3: Population Density 2030



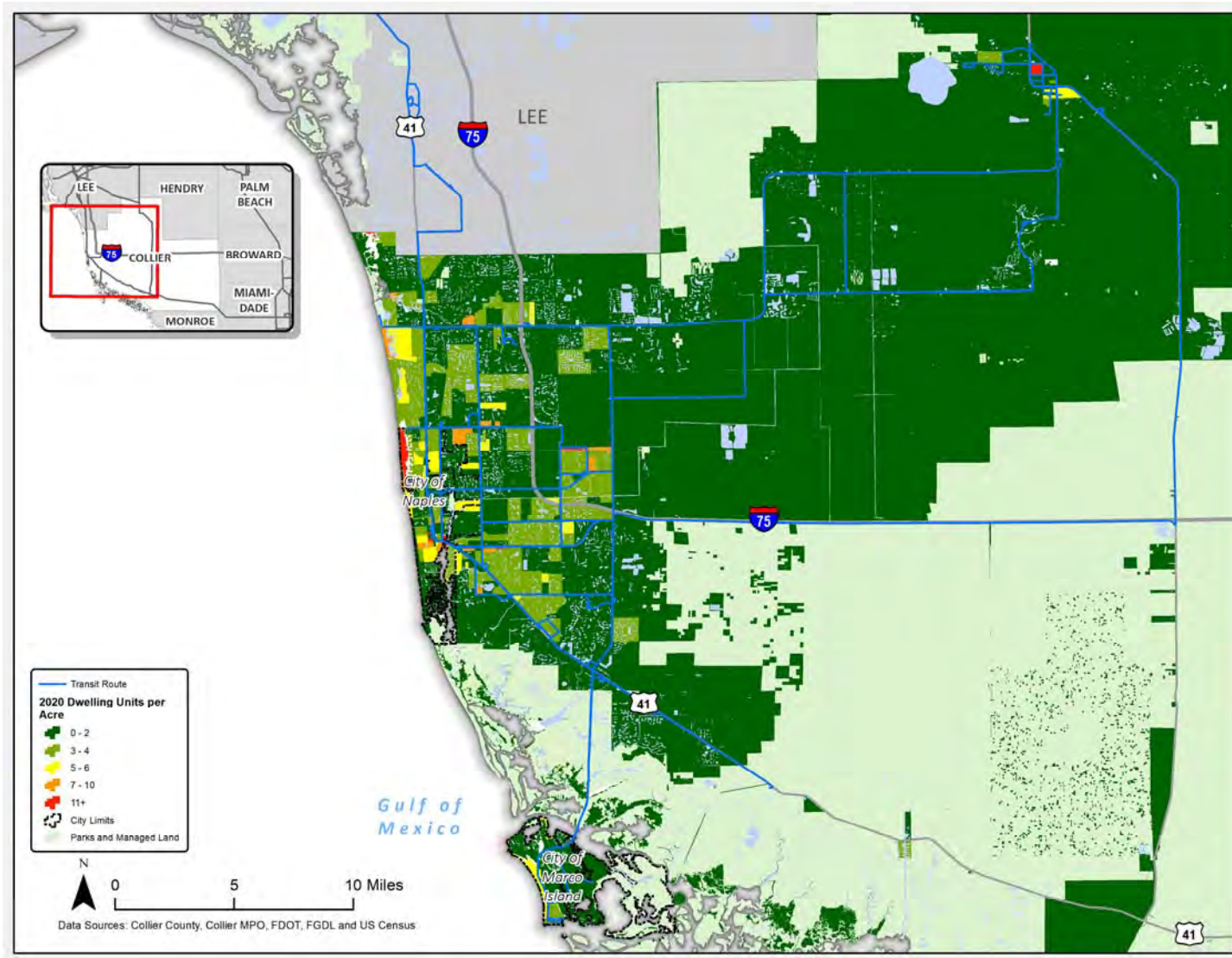
Map 2-4: Employment Density 2020



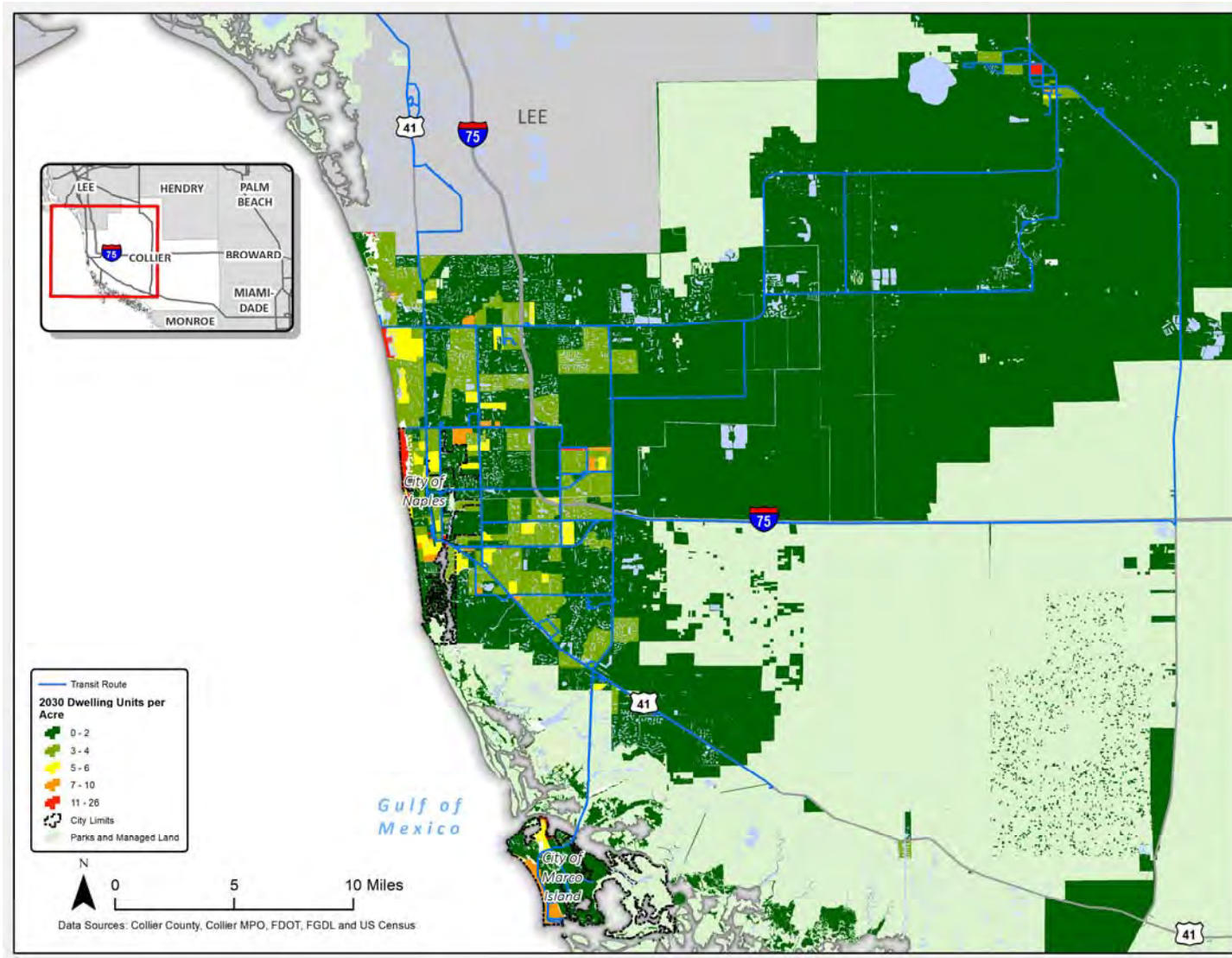
Map 2-5: Employment Density 2030



Map 2-6: Dwelling Unit Density 2020



Map 2-7: Dwelling Unit Density 2030



2.3 Transportation Disadvantaged Population

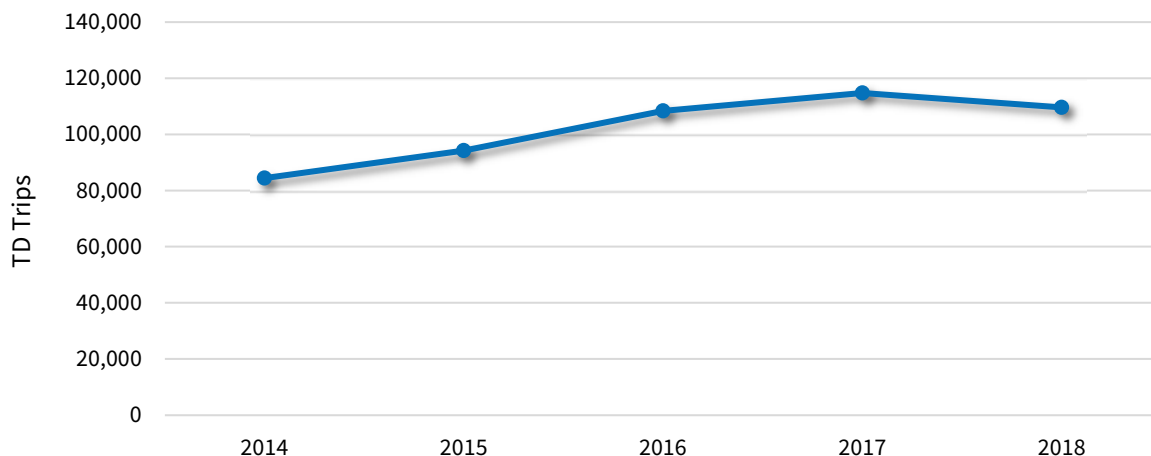
Collier County provides transportation to the transportation disadvantaged (TD) population with service available only to individuals who do not have access to any other means of transportation, including CAT public transportation bus service. Table 2-1 shows the trend in the size of the potential TD population and the number of TD passengers between 2014 and 2018 in Collier County. Potential TD population has risen nearly 18.9%, from 145,829 in 2014 to 173,410 in 2018, and the number of TD trips served through CAT's brokered system, as the Community Transportation Coordinator (CTC) for Collier County, increased 29.8%, from 84,465 in 2014 to 109,623 in 2018. Figure 2-3 shows the number of TD passengers served during the five-year period from 2014 to 2018. As shown, the total number of TD passengers served increased between 2014 and 2018.

Table 2-1: Collier County Transportation Disadvantaged Population, 2014–2018

	2014	2015	2016	2017	2018	% Change (2014–2018)
Potential TD Population	145,829	156,251	161,758	167,476	173,410	18.9%
TD Trips Served	84,465	94,248	108,373	114,744	109,623	29.8%

Source: Florida Commission for the Transportation Disadvantaged Annual Operation Reports (AOR)

Figure 2-3: Collier County Transportation Disadvantaged Trips, 2014–2018



2.4 Demographic Characteristics

Demographic characteristics were compiled for the 10-year transit plan and are shown in Table 2-2. These typically are assumed to have some connection to transit use. The table shows that distribution of male and female ages remained nearly the same from 2000 to 2018, approximately half male and half female, and that the population is aging, with the number of those age 60 and older continuing to increase, which is an important indicator of increased transit and paratransit demand.

Table 2-2: Collier County Demographic Characteristics

Characteristic	2000	2010	2018
Gender			
Male	50.1%	49.3%	49.3%
Female	49.9%	50.7%	50.7%
Ethnic Origin			
White	86.1%	83.9%	88.1%
Black or African American	4.5%	6.6%	7.0%
Other	7.2%	7.6%	3.6%
Two or more races	2.2%	1.9%	1.3%
Hispanic Origin			
Not of Hispanic/Latino origin	80.4%	74.1%	72.5%
Hispanic or Latino origin	19.6%	25.9%	27.5%
Age			
<15 years	16.4%	16.0%	14.6%
15–59 years	52.4%	50.4%	47.3%
60+ years	31%	33.7%	38.1%
Household Income			
Under \$10,000	6.0%	6.5%	4.1%
\$10,000–\$49,999	45.7%	41.0%	33.0%
\$50,000 or more	48.4%	52.5%	62.7%
Poverty Status			
Above poverty level	89.7%	83.8%	87.7%
Below poverty level	10.3%	16.2%	12.3%
Vehicle Available in Household			
None	4.9%	5.2%	5.2%
One	42.6%	42.4%	20.9%
Two	41.5%	41.7%	44.7%
Three or more	11.1%	10.7%	29.2%

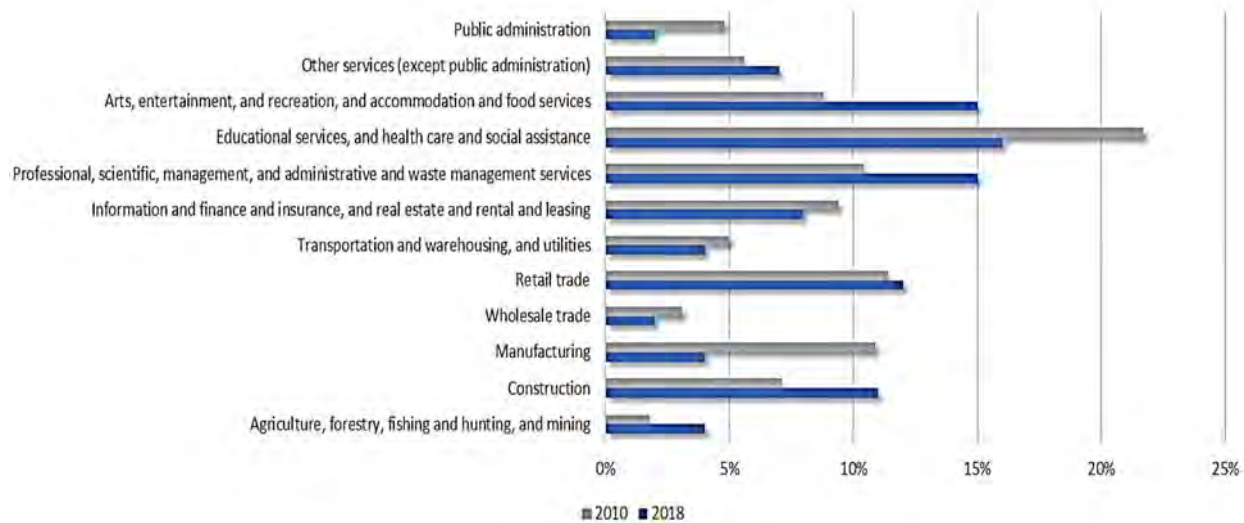
Source: 2000 Census, 2010 Census, 2010 ACS 1-year estimates, 2018 ACS 5-year estimates

Annual household income is also a key demographic indicator for transit use in Florida. Households earning \$50,000 or more increased from 48.4% in 2000 to 62.7% in 2018. The percentage of population below the poverty line decreased 3.9% from 2010 to 2018 but increased 2% when compared to 2000 Census data. The percentage of zero-vehicle households, also a key demographic indicative of transit use, increased slightly, from 4.9% in 2000 to 5.2% in 2018, and the percentage of households with two cars increased from 41.5% in 2000 to 44.7% in 2018.

2.5 Labor and Employment Characteristics

Figure 2-4 shows the percentage of population by employment sector in Collier County. The largest service area in the county includes educational services, healthcare, and social assistance, at 16%. The second-highest sectors are professional, scientific, management, administrative and waste management services, and arts, entertainment, recreation, accommodation and food services, at 15%. Retail trade, the fourth-largest sector, makes up 12% of the labor force in Collier County; in 2010, retail trade and manufacturing were the second highest, which is no longer the case.

Figure 2-4: Collier County Labor Force Distribution by Service Area, 2010 and 2018

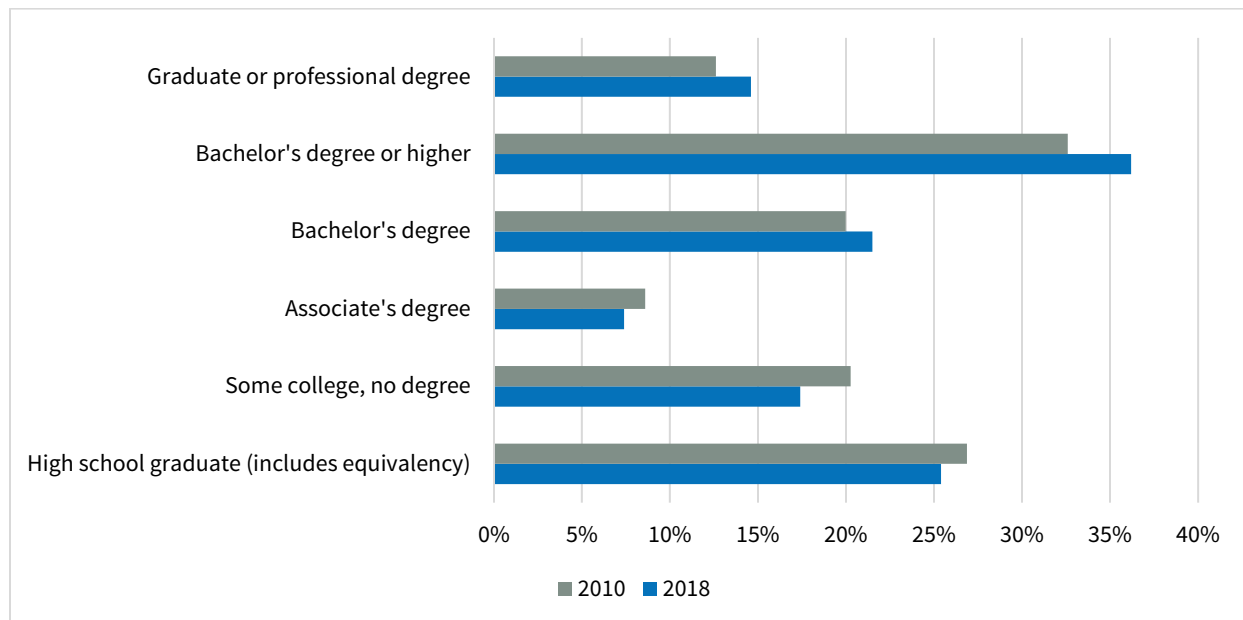


Source: 2010 ACS 5-year estimates, 2018 ACS 5-year estimate

2.6 Work Force

Figure 2-5 shows education attainment for population ages 25 and older. As of 2018, 25.4% had a high school degree or the equivalent, 17.4% had some college or no degree, 7.4% had an Associates degree, and 36.1% had a bachelor's degree or higher.

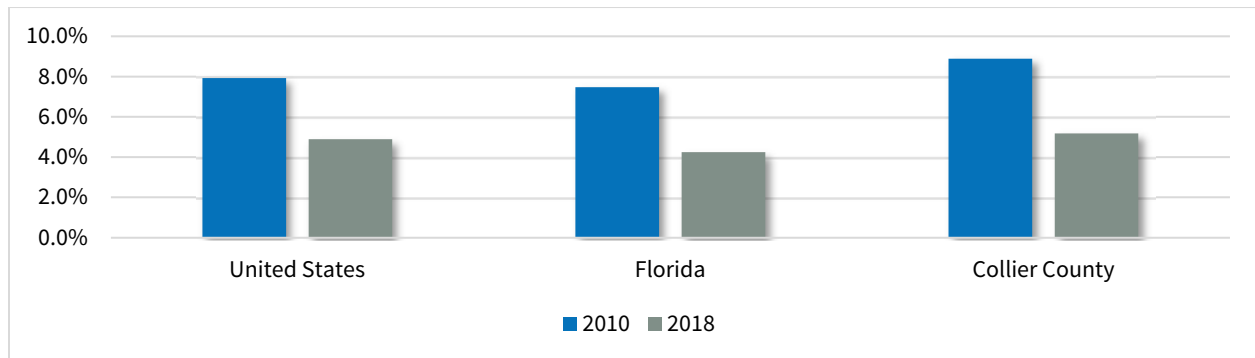
Figure 2-5: Collier County Education Attainment



Source: 2010 and 2018 ACS 5-year estimates. Note: Population Ages 25 and older

Error! Not a valid bookmark self-reference. shows the relative consistency among trends in the unemployment rate for Collier County, Florida, and the US based in ACS 5-year estimates. Based on the information, unemployment has decreased substantially over the eight-year period from 2010 to 2018.

Figure 2-6: National, State and County Unemployment



Source: 2010 and 2018 ACS 5-year estimates

2.7 Tourism

Florida's "Paradise Coast" is in southwest Florida on the Gulf of Mexico, and key tourist destinations in Collier County are Naples, Marco Island, Everglades City, Immokalee, and Ave Maria, areas that offer beaches, resorts, shopping, recreation, wetlands, and wildlife areas. Collier County is also an entrance to the Everglades National Park, the third largest national park in the lower 48 states, and consists of 2,400 square miles of canals, ponds, sloughs, and sawgrass marshes.

Tourism is an important business for Naples, Marco Island, and the Everglades. As the leading employer and primary economic engine for the region, tourism is responsible for 38,500 jobs in Collier County. According to the Collier County Tourist Development Council, tourism brought in 2 million visitors in 2018, resulting in an economic impact of more than \$2.1 billion in Collier County. Visitors pay more than \$28 million in tourist development taxes in Collier County and provide \$130 million in sales and gas tax revenue in 2018. These taxes fund beach nourishment projects, museum operations, and special events.



Image source: <https://www.colliercountyfl.gov/>

2.8 Major Trip Generators

Major trip generators for Collier County include several large industries, including retail, healthcare, and hospitality. Table 2-3 shows the top 25 employers in Collier County in 2019 according to the Southwest Florida Economic Development Alliance and Collier County Business & Economic Development. Major employers for Collier County included healthcare centers such as Naples Community Hospital, Collier County Schools, and Collier County Government. Although employment in Collier County fluctuates throughout the year due to tourists and seasonal residents, Publix Supermarkets, Arthrex, and Walmart make up the top three private sector employers.

Table 2-3: Collier County's Top 25 Employers (2019)

Employer	Number of Employees
NCH Healthcare System	7,017
Collier County School District	5,604
Collier County Local Government	5,119
Publix Super Market	3,083
Arthrex, Inc.	2,500
Walmart	1,480
Ritz Carlton-Naples	1,450
City of Naples	1,169
Physicians Regional	950
Mooring Park	888
Seminole Casino	800
Naples Grande Beach Resort	750
Germain Cars	554
Downing Frye Realty	550
Gulf Bay Group of Companies	500
Bentley Village A Classic	500
Agmart Produce Inc.	500
Home Depot	480
John R Wood Properties	470
McDonald's	441
Walgreens	373
Naples Beach Hotel & Golf Club	350
Naples Lakes Country Club	320
Nordstrom	313
Lowe's Home Improvement	310

Source: Southwest Florida Economic Development Alliance,
Collier County Business & Economic Development and
Regional Economic Research Institute

2.9 Major Developments

A review of upcoming major development in Collier County was conducted.

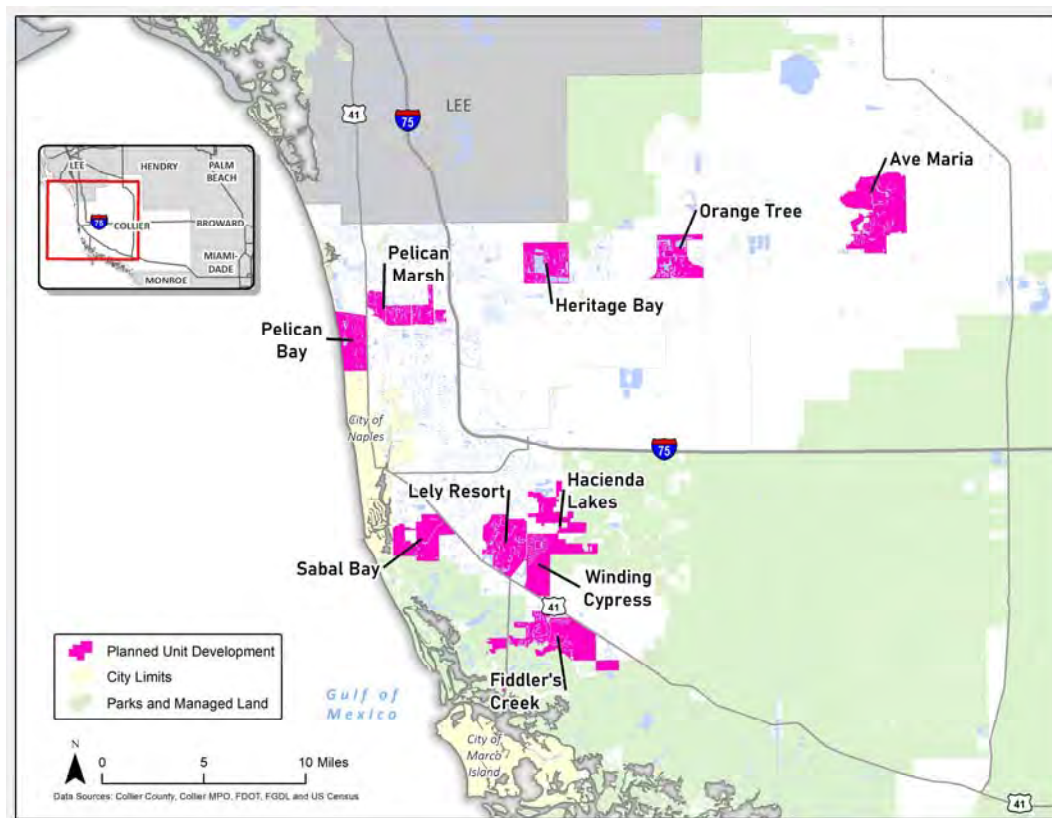
Table 2-4 shows details of Collier Counties the top 10 planned unit developments (PUDs) by acreage, and Map 2-8 shows the Developments of Regional Impact (DRIs) in Collier County. These developments are noted for potential impacts to existing and future travel demand.

Table 2-4: Collier County Top 10 Planned Unit Developments (2019)

Planned Unit Development	Acres
Fiddler's Creek	8,135
Ave Maria	5,027
Lely Resort	2,880
Heritage Bay	2,562
Sabal Bay	2,416
Hacienda Lakes	2,264
Pelican Marsh	2,191
Orange Tree	2,131
Pelican Bay	2,114
Winding Cypress	1,960

Source: Collier County GIS Services

Map 2-8: Planned Unit Developments



Source: Collier County GIS Services

2.10 Existing and Future Land Use

Analysis of 2019 existing land use verifies that an overwhelming majority (68%) of county land is owned by a government entity and used primarily for conservation. Table 2-5 lists the existing land uses and number of acres occupied. Of the other land uses, agricultural uses are the next largest, at 16% countywide, followed by utility/other lands (7%) and single-family residential (5%). Analyzing

only commercial and residential uses reveal that single-family and vacant uses account for nearly all other land uses, at 87%.

Future Land Use designations mirror those of existing uses, in that conservation and agricultural lands make up nearly 80% of all land in Collier County. Various residential and commercial uses are the second most abundant uses, at 16%. Sending and receiving areas in Collier County serve tools to redirect development away from more vulnerable natural environments in the “sending” districts towards more desired “receiving” districts.

Table 2-5: Collier County Existing Land Use, 2019

Existing Land Use	Acres	% of Area
Federal	568,934	46%
Agricultural	202,005	16%
State	247,643	20%
Utility/Other	88,914	7%
Single-Family Residential	56,190	5%
Vacant	31,756	3%
County	30,013	2%
Commercial	6,300	1%
Mobile Home	1,962	<1%
Industrial	1,954	<1%
Institutional	1,693	<1%
Multi-Family Residential	1,659	<1%
Municipal	549	<1%
Public Schools	1,836	<1%
Colleges	82	<1%
Forest, Parks and Rec	5	<1%
Total	1,241,494.80	-

Source: Florida Department of Revenue

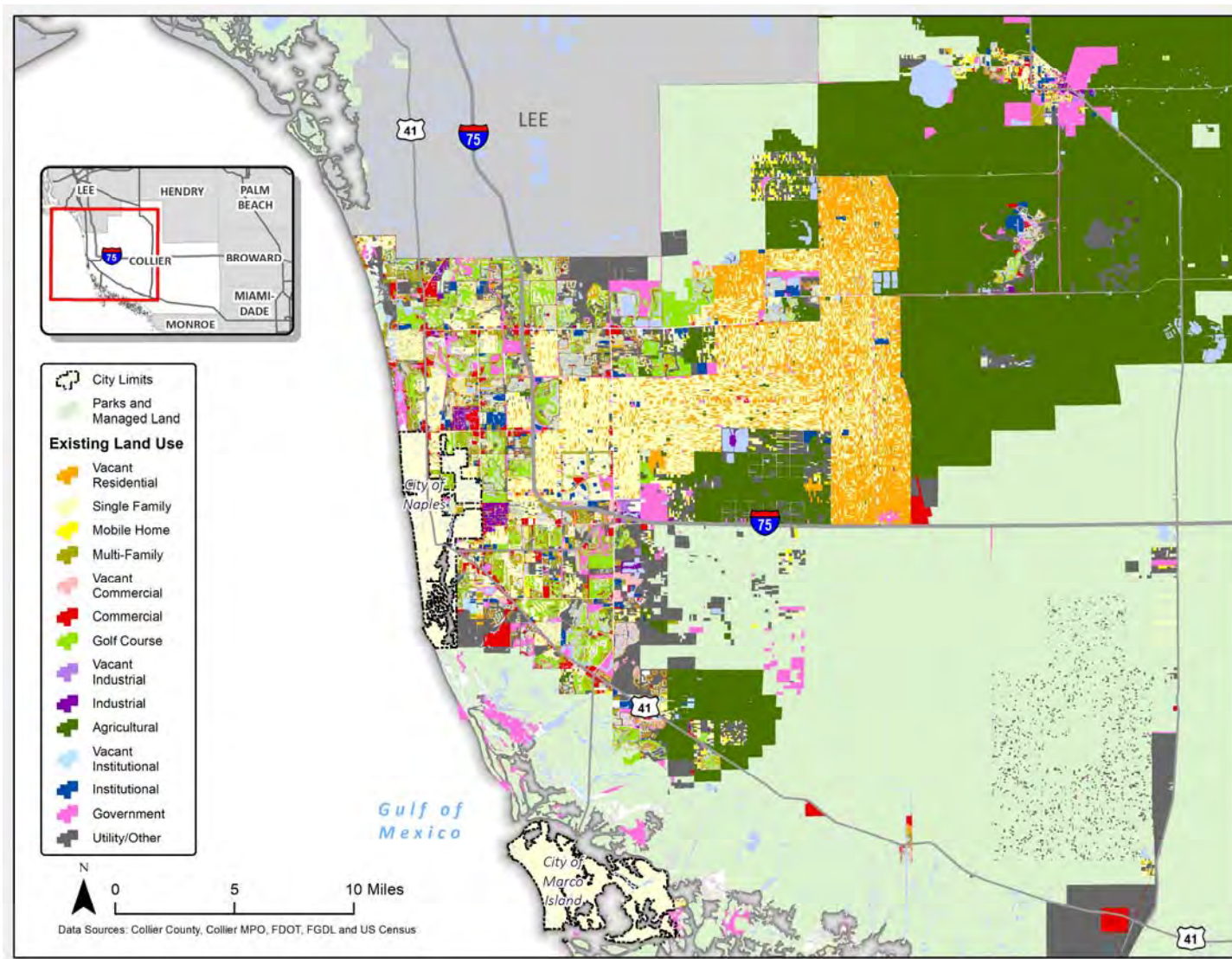
Table 2-6: Collier County Future Land Use (2019)

Existing Land Use	Acres	% of Area
Conservation	808,997	58%
Agricultural	266,140	19%
Estates	101,289	7%
Urban Residential	90,299	7%
RF – Sending	42,583	3%
RF – Receiving	23,002	2%
Incorporated Area	17,916	1%
Industrial	1,839	<1%
Urban Coastal Fringe	11,752	1%
RF – Neutral	8,839	1%
Urban Residential Fringe	5,458	<1%
Mixed Use	4,565	<1%
Rural Settlement	2,813	<1%
Rural Industrial	918	<1%
Commercial	380	<1%
Total	1,386,790*	-

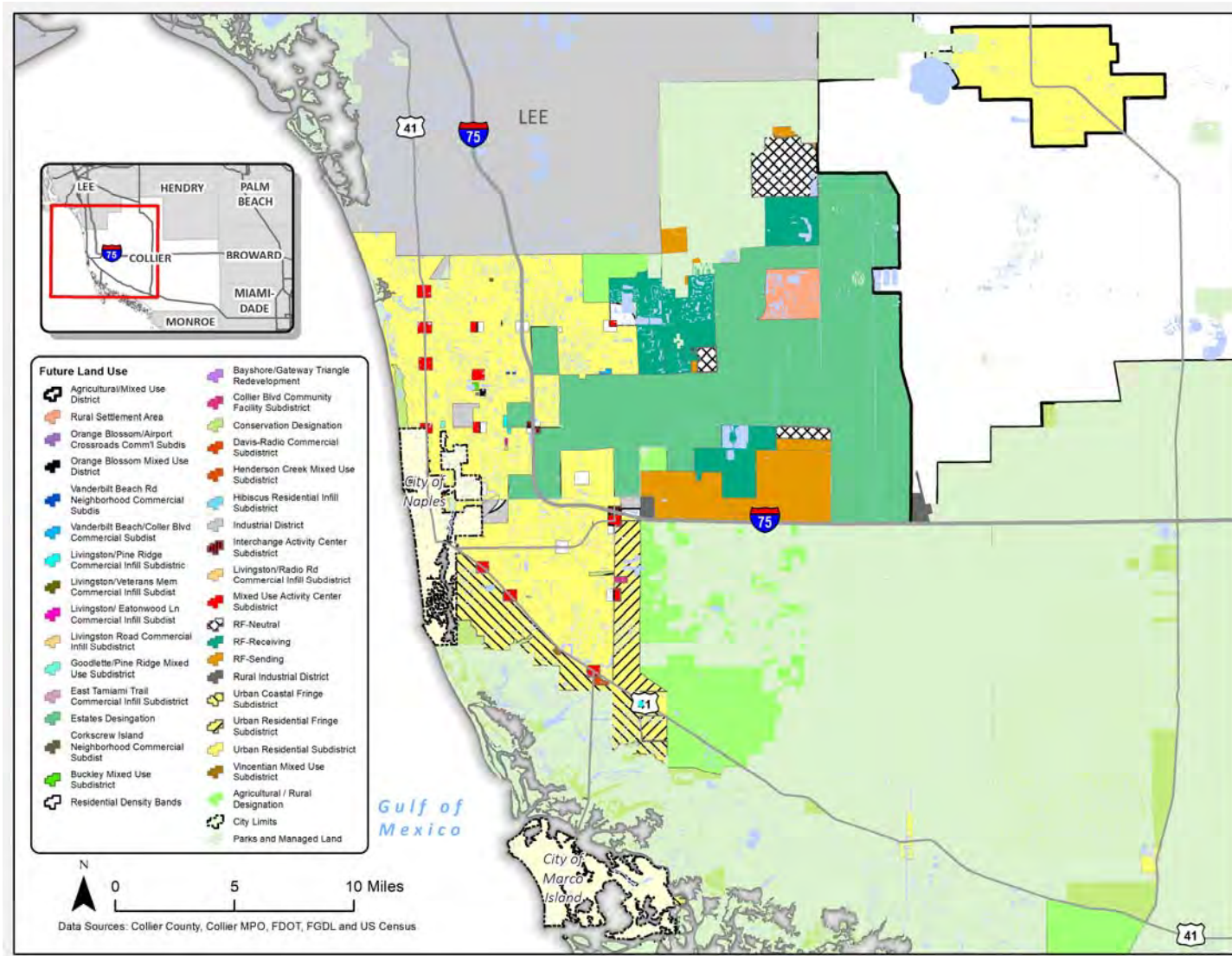
*Acres do not match Existing Land Use due to varying GIS geographies.

Source: Collier County GIS

Map 2-9: Existing Land Use



Map 2-10: Future Land Use



2.11 Commuter Travel Patterns

Journey-to-work characteristics and commuter flow patterns were compiled for the 10-year TDP. Table 2-7 shows that the use of transit as a mode has increased slightly since 2000. Driving alone decreased slightly between 2010 and 2018 but is consistent with the percentage of the population driving alone in 2000. Carpooling has slightly increased since 2010 but decreased in comparison to 2000 Census data. Working at home has continued to increase over the 18-year period as working from home becomes more commonplace. Travel times have remained consistent, with 78% of people traveling 10–44 minutes to work. Departure times to work have shown a slight change, with fewer people commuting during the 6:00–9:00 AM timeframe and more people commuting at other times.

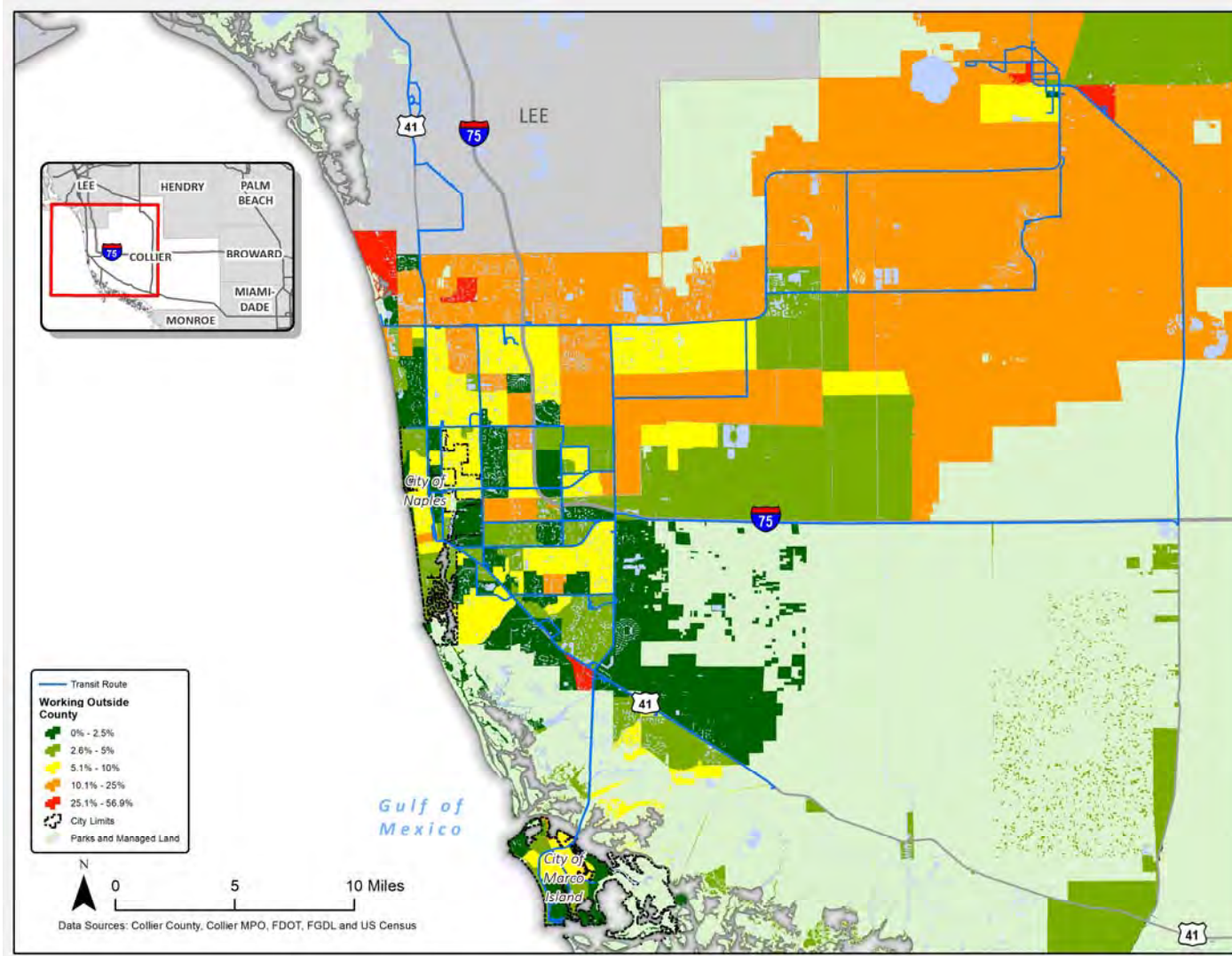
Table 2-7: Journey-to-Work Characteristics

Characteristic	2000	2010	2018
Place of Work			
Worked inside county	92.2%	89.3%	89.8%
Worked outside county	7.8%	8.2%	8.3%
Mode to Work			
Drive alone	74.4%	76.3%	74.4%
Carpool	14.9%	10.9%	12.1%
Public transit	1.9%	1.6%	2.2%
Walk	1.8%	1.8%	1.4%
Work at home	4.7%	6.4%	7.4%
Other Means	2.2%	3.0%	2.5%
Travel Time to Work			
<10 minutes	12.7%	9.6%	11.1%
10–19 minutes	31.5%	33.9%	30.9%
20–29 minutes	21.4%	25.5%	25.7%
30–44 minutes	18.7%	19.0%	21.0%
45+ minutes	11.1%	12.0%	11.3%
Departure Time to Work			
6:00–9:00 AM	67.1%	66.0%	65.6%
Other times	28.2%	34.0%	34.4%

Source: 2010 Census, 2010 ACS 5-year estimates, and 2018 ACS 5-year estimates

Map 2-11 illustrates the proportion of workers who commute to work outside of Collier County by census Block Group. According to the ACS 2018 5-Year Estimates, of the 8% of the county’s population that commutes outside the county, the majority live in the northern portion of the county (shown in orange and red). The highest proportion of residents that commute to jobs in other counties are in the northwest area bordering Lee county and the Immokalee area. Variations exist within the remainder of the county, which are driven more by land use and seasonal residency than permanent residency. According to LODS Jobs Count by Places (2017) data, the top work destinations outside the county are Bonita Springs, Fort Myers, and Estero Village, and 37% of workers are employed in Collier County but live outside the county.

Map 2-11: Proportion of Residents Working Outside Collier County

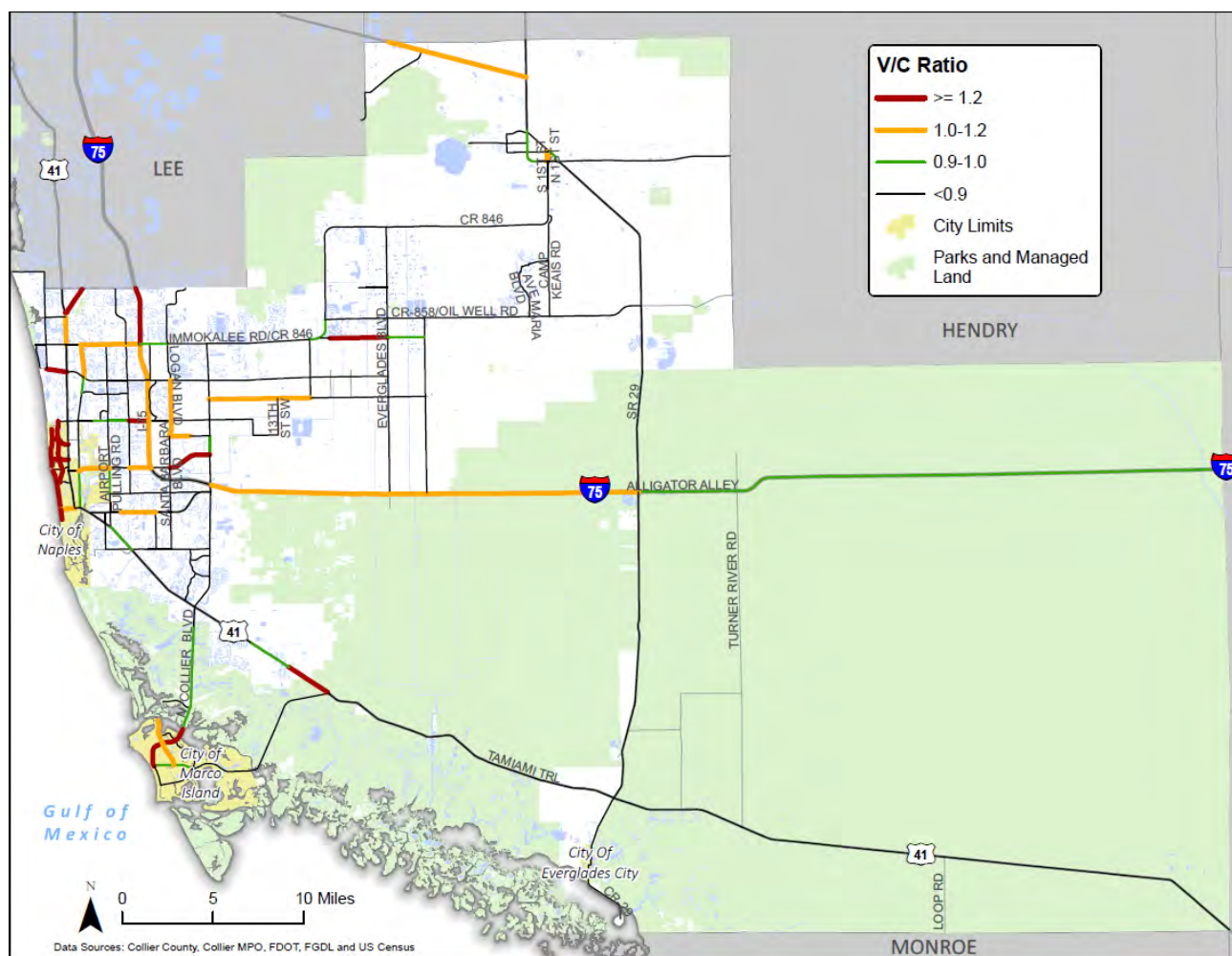


Source: 2013–2018 ACS Census

2.12 Roadway Conditions

Existing roadway conditions were reviewed as part of the assessment of baseline conditions to identify roadways that may impact transit running time and on-time performance. Map 2-12 illustrates the anticipated 2023 volume-to-capacity (V/C) ratio of major roadways in Collier County that factors committed roadway improvements on an average weekday during the PM peak hour using a travel demand model to assign future year traffic volumes to the Existing plus Committed network. A V/C ratio equal to or greater than 1.2 is considered heavy congestion, and a V/C ratio of 1.0–1.2 is considered congested.; roadways with V/C ratios of 0.9–1.0 are considered approaching congestion.

Map 2-12: Existing + Committed Roadway Improvement V/C Ratio (2023)



2.13 Inventory of Other Transportation Service Providers

Private transit service can complement and/or compete with public transportation services. In Collier County, Greyhound and Florida Red Line Shuttle provide transit services with connections to major cities in Florida. Greyhound offers connections to Plantation, Cape Coral, and Tampa, and the Florida Red Line offers connections to Tampa to Miami with stops in Bradenton, Sarasota, Fort Myers, and Fort Lauderdale (FLL Airport and Port Everglades Cruise Port). The Greyhound stop at the Shell station at 3825 Tollgate Boulevard is accessible by CAT routes 19, 25, and 28, as shown in Figure 2-7, and the Florida Red Line stop at 6065 Pine Ridge Road is accessible by CAT routes 20 and 26, also shown in Figure 2-7. CAT staff currently are working on a conditional use amendment for the Radio Road Transfer Facility to facilitate more private/public partnerships with regional bus lines.

Figure 2-7: Bus Stop Locations of Private Transit Operators

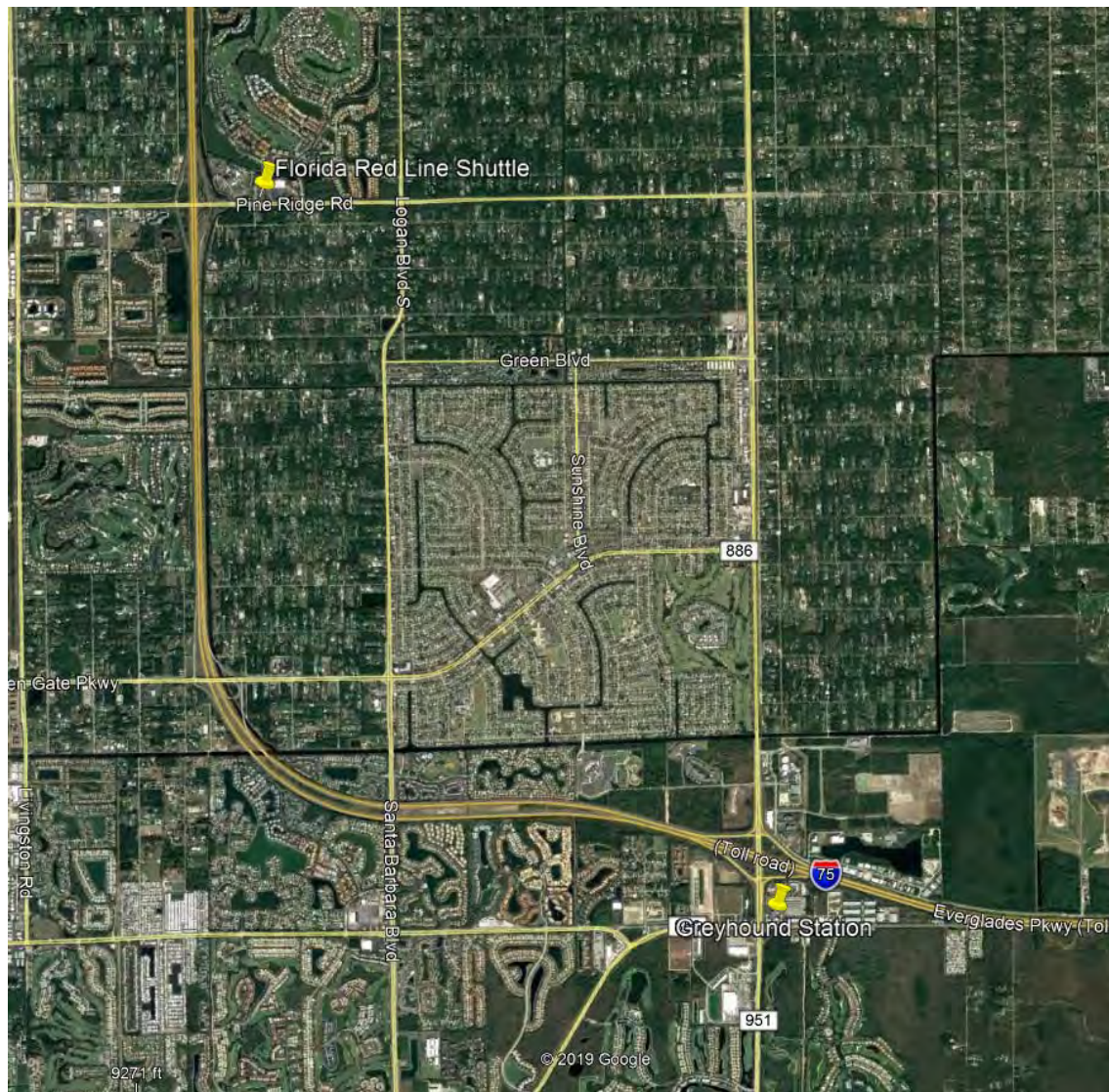


Image source: Google Earth

Uber and Lyft are major ride-hailing services available in the Naples/Fort Myers area. Shared-ride services within these platforms, such as Shared Lyft, UberPool, or Uber Express Pool services, mimic transit services by allowing clients to join other passengers on the same route but are not available within Collier County. However, demand for transit services may exist in areas with a high demand for ride-hailing services. The Uber website indicates the areas of high demand for trip pick-ups in Collier County are the Naples Grande Beach Resort, the Ritz-Carlton in Naples, Vanderbilt Beach, and the LaPlaya Beach and Golf Resort, as shown in Figure 2-8.

Figure 2-8: Uber-Recommended Hot Spots for Drivers in Naples/Fort Myers Area

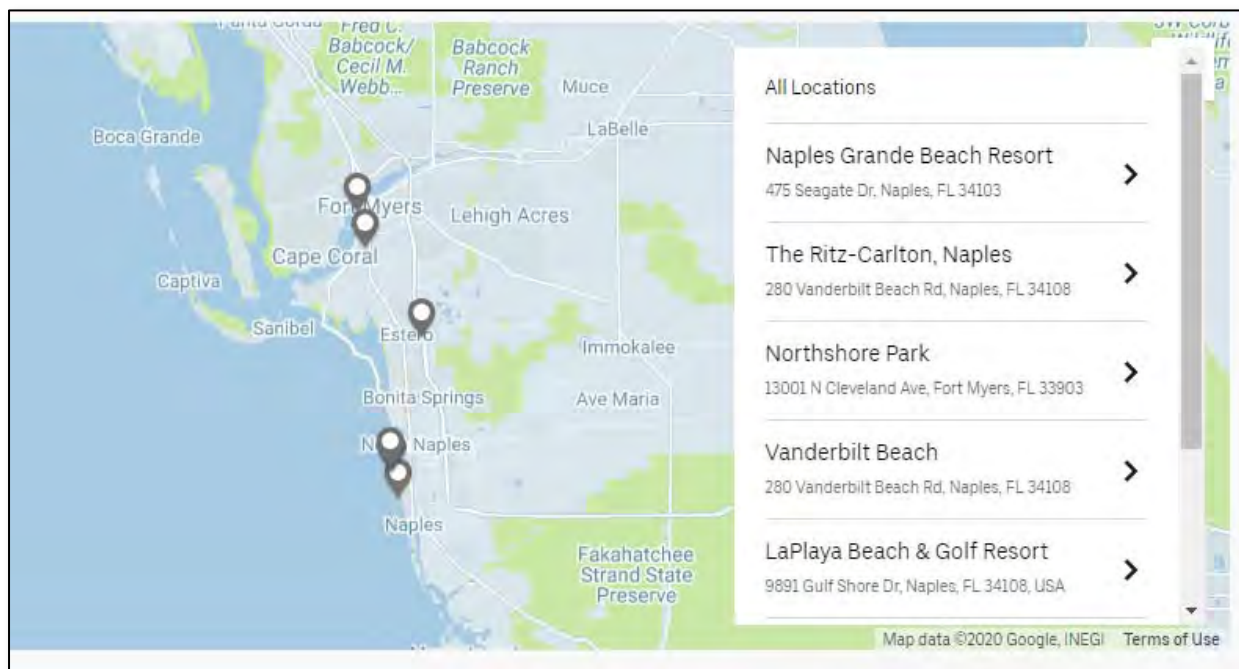


Image source: <https://www.uber.com/drive/fort-myers/where-to-drive/>

Table 2-8: Other Collier County Transportation Providers

Name/Company	Address	City	Contact #
Greyhound	3825 Tollgate Blvd	Naples	(800) 231-2222
Florida Red Line Shuttle LLC	McDonald's, 6065 Pine Ridge Rd	Naples	(800) 591-2522
Uber	N/A	Naples/Fort Myers Area	Requires app
Lyft	N/A	Naples/Fort Myers Area	Requires app

3.0 Transit Performance Evaluation

This section includes a review of existing transit services in Collier County, a trend analysis, and a peer analysis of various transit performance characteristics. A review of existing transit service offered in Collier County was conducted to identify the extent of the service operating today and any supporting capital equipment/facilities used to provide the service. In addition, other significant providers of transit were reviewed based on available data. A review of performance trends for the public transit service using data for the last five years also was conducted, as was a peer review analysis, including review of peers for CAT service selected based on various criteria typically used for comparing public transit services.

3.1 Existing Transit Services

Transit services in Collier County are provided by CAT and are open to the general public. Since formally launching fixed-route bus service nearly 20 years ago, CAT's fixed-route network has gradually become a more significant component of the multimodal transportation system in Collier County. Today, CAT operates 19 bus routes and has provided an average of nearly 1 million annual trips over the last five years.

Map 3-1 shows CAT's existing routes and the corresponding $\frac{3}{4}$ -mile service area, the longest distance a transit rider is willing to walk to a station, as well as $\frac{1}{4}$ -mile, the distance most transit riders are willing to walk to a stop.

CAT also provides non-fixed-route services, including paratransit service under the CAT Connect program, which includes complementary Americans with Disabilities Act (ADA) service and TD services. Medicaid transportation services are provided through a network of transportation providers overseen by MTM, Inc., the County's Medicaid transportation services broker. Collier County also serves as the CTC under Chapter 427 of Florida Statutes. As the CTC, the Public Transit and Neighborhood Enhancement (PTNE) Division administers the coordination of countywide transportation services for TD individuals.

The fare structure for CAT is presented in Table 3-1. Service is provided 7 days per week from 3:35 AM to 8:48 PM Monday through Sunday (depending on the route). No services are provided on major holidays, including on Thanksgiving Day, Christmas Day, New Year's Day, Memorial Day, Independence Day, and Labor Day.

Map 3-1: CAT Existing Transit Services

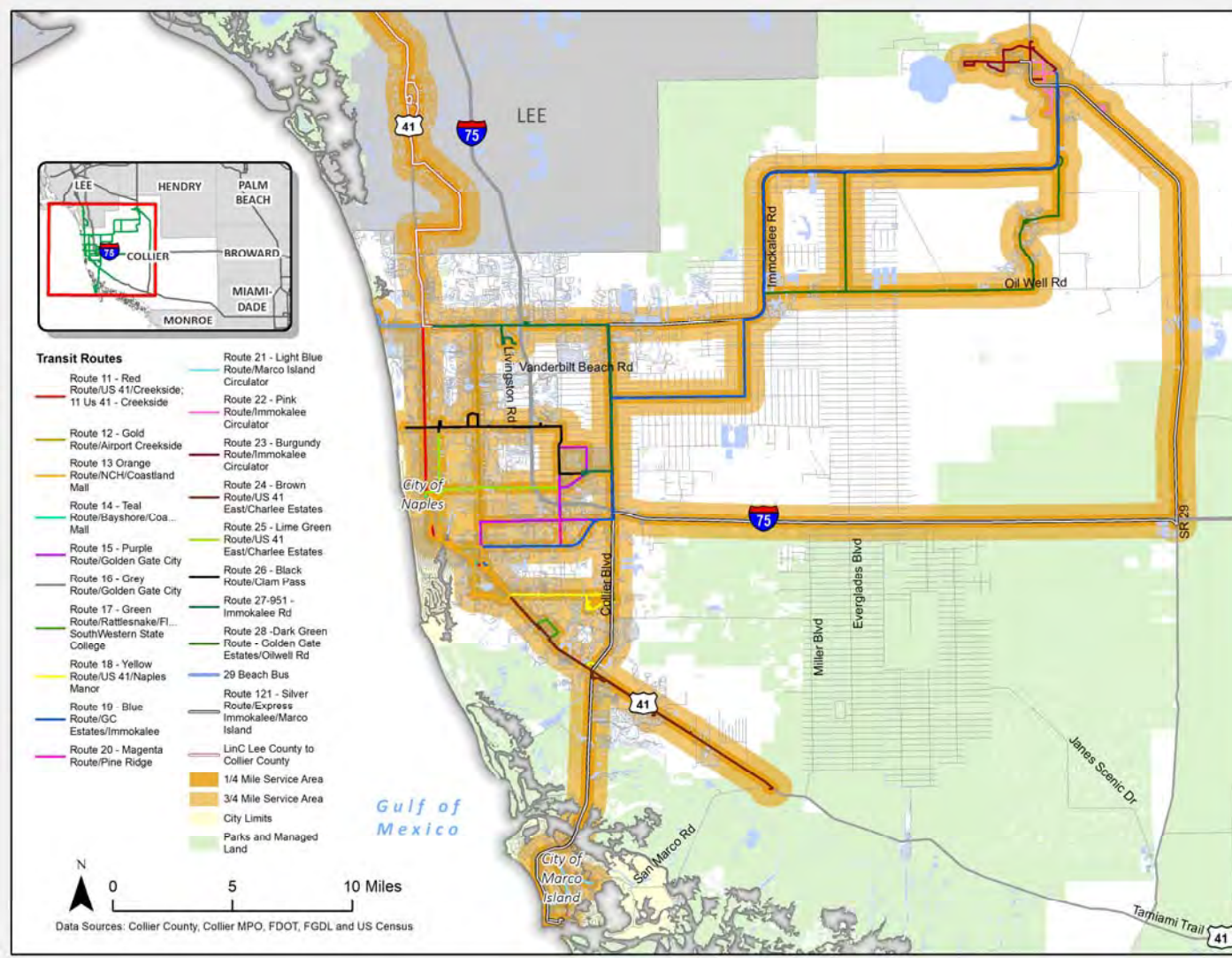


Table 3-1: Collier Area Transit Fare Structure

Fare Category	Fare
Full Fare	\$2.00
Reduced Fare	\$1.00
Children 5 Years and Younger	Free
Marco Express	\$3.00
Marco Express Reduced	\$1.50
Transfers	Free
Day Passes	\$3.00
Day Passes Reduced	\$1.50
Smart Card Passes	
7-Day Pass	\$20.00
7-Day Pass Reduced	\$10.00
30-Day Pass	\$40.00
30-Day Pass Reduced	\$20.00
Marco Express 30-Day Pass	\$70.00
Marco Express 30-Day Pass Reduced	\$35.00
Summer Paw Pass (students)	\$30.00
30-Day Corporate Pass (300+ employees)	\$29.75
Smart Media Fees	
Smart Card	\$2.00
Registration	\$3.00
Replacement with Registration	\$1.00

3.1.1 Transit Facilities

CAT currently operates services from a County-owned facility at 8300 Radio Road in Naples, as shown in Figure 3-1. Operations for CAT buses and passenger transfers occur at this location.

Figure 3-1: CAT Radio Road Transit Facility


Image source: Google Streetview

The CAT Intermodal Transfer Station at the Government Complex, shown in Figure 3-2, was completed in 2013 and serves as a catalyst for intermodal transfers between pedestrians, bicyclists, and “kiss-and-ride” passengers. Although parking is free, this is currently not an “official” park-and-ride location. The facility includes a busway with a turn-around, six sawtooth-configured bus berths, a passenger platform with benches and trash receptacles, restrooms, an air-conditioned passenger lobby, and a customer service area. CAT also has dedicated parking spaces at the Orange Blossom Library, Golden Gate Parkway Library, Golden Gate Estates Library, Marco Island Library, and Immokalee Library.

Figure 3-2: CAT Intermodal Transfer Station



Image source: Google Maps 3D View

3.1.2 Vehicle Inventory

Collier County maintains a fleet of 29 fixed-route vehicles that are fully accessible to patrons in wheelchairs. An inventory of vehicles for fixed-route services is provided in Table 3-2.

Table 3-2: CAT Fixed-Route Vehicle Inventory (2013)

Number of Vehicles	Purchase Year	Vehicle Make	Length	Source Funded by
1	2006	Gillig	30-ft bus	County
2	2006	Gillig	30-ft bus	Section 5307
3	2007	Gillig	30-ft bus	Section 5307
3	2010	Gillig	35-ft bus	Section 5307
2	2010	Gillig	35-ft hybrid bus	5307 ARRA
3	2011	Gillig	35-ft bus	Section 5307
1	2012	Gillig	35-ft bus	Section 5307/CMS flex funds
1	2012	Gillig	35-ft bus	Section 5307
1	2012	Gillig	35-ft bus	CMS flex funds
2	2013	Gillig	40-ft bus	Section 5307
1	2015	Gillig	40-ft bus	Section 5307
1	2016	Freightliner	30-ft Glaval bus	Section 5307
2	2017	Gillig	35-ft bus	Section 5307
4	2017	Gillig	30-ft bus	Section 5307
1	2018	Gillig	30-ft bus	Section 5307
1	2019	Gillig	30-ft bus	Section 5307

Source: CAT Fixed-Route Vehicle Inventory

3.2 Trend and Peer Comparison Analysis

This section presents the results of the trend and peer comparison analyses conducted as part of Collier County's 10-year TDP to examine transit system performance. The evaluations were conducted using data available from the Florida Transit Information System (FTIS), which derives its data from the National Transit Database (NTD). As part of the overall performance review of the system, these analyses assist with assessing the extent to which CAT's service is meeting its goals and objectives. Analyses include statistical tables and graphs that summarize selected performance indicators and effectiveness and efficiency measures to review various trend components, as follows:

- *Performance measures* report absolute data for the selected categories; these tend to be key indicators of overall system performance.
- *Effectiveness measures* refine the data further and indicate the extent to which various service-related goals are being achieved.
- *Efficiency measures* involve reviewing the level of resources required to achieve a given level of output; it is possible to have very efficient service that is not effective or to have highly effective service that is inefficient.

Seven peer systems were selected for the peer analysis and represent transit systems with service areas characteristics and services similar to CAT. The peer selection methodology is described in the Peer Selection Memorandum dated February 21, 2020, shown in Appendix A. The peer systems are:

- City of Montgomery – Montgomery Area Transit System, AL

- Tri-State Transit Authority – Huntington, WV
- The Wave Transit System – Mobile, AL
- ART (Asheville Redefines Transit) – Asheville, NC
- Gwinnett County – Lawrenceville, GA
- Pasco County Public Transportation – Port Richey, FL
- Cape Fear Public Transit Authority – Wilmington, NC

Table 3-3 shows the peer system sizes in terms of the number of routes and route miles compared to CAT. As shown, CAT has the highest number of routes compared to the peer group and falls above the peer average of 14 routes. CAT also has the highest number of route miles of compared to the peer systems and supplies 57.1% more route miles than the peer average of 278 route miles. Table 3-4 shows the measures used in the performance peer and trend analyses.

Table 3-3: Peer System Characteristics

System	Location	# of Routes	Route Miles (2018)
CAT	Collier County	19	436
The M	Montgomery, AL	14	305
TTA (Tri-State Transit)	Huntington, WV	14	289
The Wave Transit System	Mobile, AL	12	259
ART	Asheville, NC	18	179
GCT (Gwinnett Transit)	Lawrenceville, GA	11	187
PCPT, (Pasco Transit)	Port Richey, FL	11	371
The Wave (Cape Fear Transit)	Wilmington, NC	14	195

Source: Agency websites for number of routes, 2018 NTD data for route miles

Table 3-4: CAT Performance Review Measures

General Measures	Effectiveness Measures	Efficiency Measures
Passenger Trips	Vehicle Miles per Capita	Operating Expense per Capita
Passenger Miles	Passenger Trips per Capita	Operating Expense per Passenger Trip
Vehicle Miles	Passenger Trips per Revenue Hour	Operating Expense per Passenger Mile
Revenue Miles	Passenger Trips per Revenue Mile	Operating Expense per Revenue Mile
Vehicle Hours		Farebox Recovery Ratio
Route Miles		Revenue Miles per Vehicle Mile
Operating Expenses		Revenue Miles per Vehicle
Vehicles Available for Max Svc		Vehicle Miles per Gallon
Fuel Consumption		Average Fare

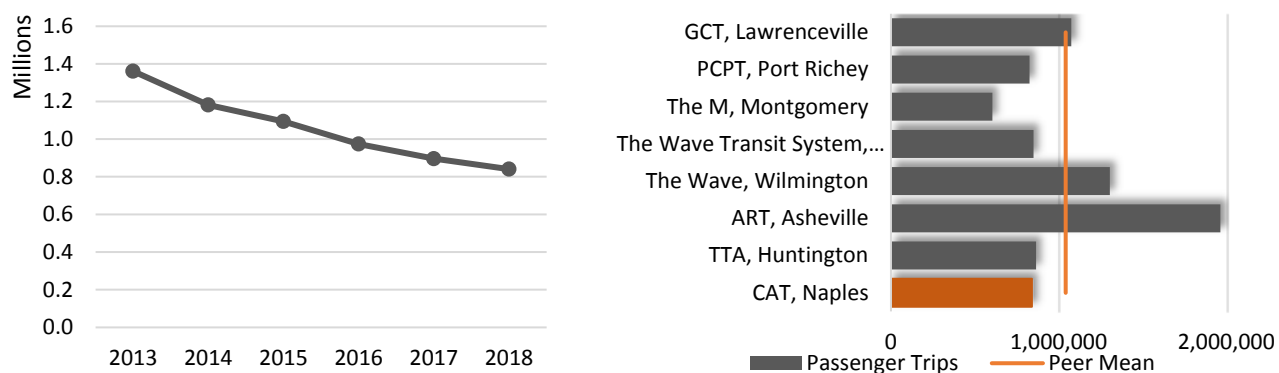
3.2.1 General Performance Measures

General performance indicators are used to gauge the overall system operating performance. Figures 3-3 through 3-11 present the performance indicators of CAT from FY 2013 through FY 2018 (trend analysis) and its performance relative to the selected peer systems (peer analysis).

3.2.1.1 Passenger Trips

Passenger trips, or passenger boardings, are the number of passengers who board public transit vehicles and are counted each time they board a vehicle, no matter how many vehicles to which they transfer. It is a measure of the market demand for the service; a higher number of passenger trips is a positive metric. The total number of passenger trips in Collier County decreased from approximately 1.3 million in 2013 to 0.84 million in 2018, a 38% decrease. Ridership decline has been consistent in the transit industry since the end of the Great Recession. CAT ridership is 19.3% below the peer mean of about 1.0 million trips.

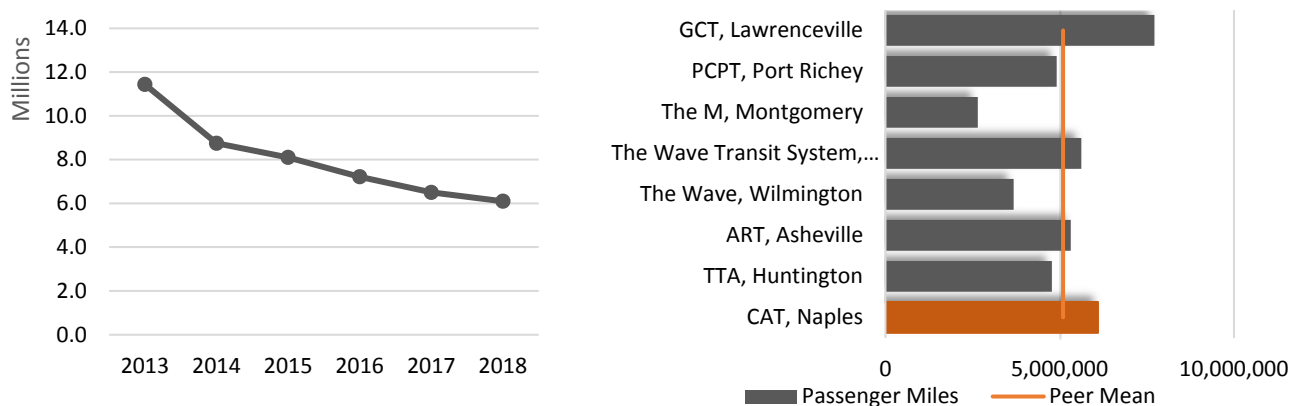
Figure 3-3: Trend and Peer Comparison for Passenger Trips



3.2.1.2 Passenger Miles

Passenger miles is a measure of passengers served over miles of service operated. Passenger miles are calculated through randomized and statistically-valid survey sampling that counts elapsed miles traveled for each passenger boarding and alighting. Higher passenger miles is a positive metric. For CAT, passenger miles decreased since 2013, from 11.4 million in 2013 to 6.1 million in 2018. Overall, passenger miles decreased by 46.7% from 2013 to 2018. CAT compares favorably to the peer mean, ranking second in the peer group.

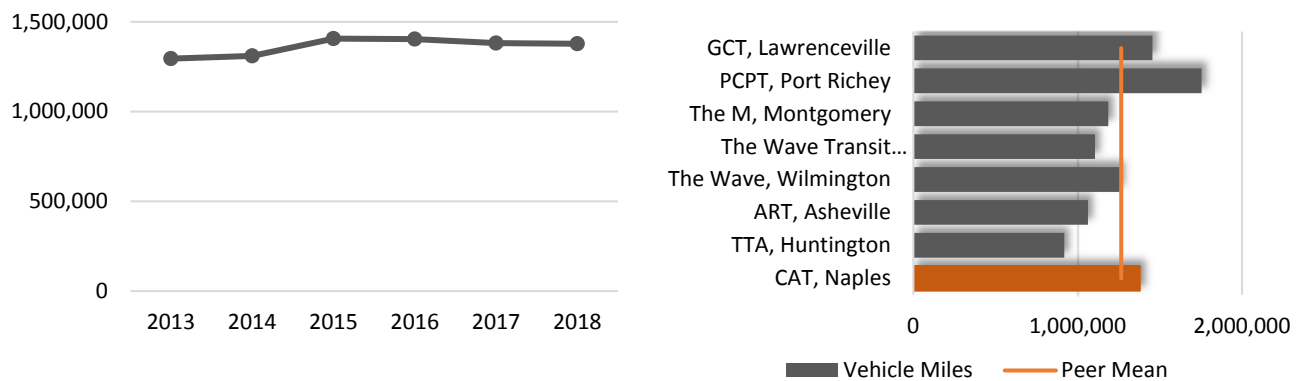
Figure 3-4: Trend and Peer Comparison for Passenger Miles



3.2.1.3 Vehicle Miles

Vehicle miles are the miles that transit vehicles travel while in revenue service plus deadhead miles. This is a measure of how much service coverage is provided or the supply of service. Vehicle miles as a metric by itself is not positive or negative but should be viewed in relation to productivity and cost-effectiveness measures. CAT's total vehicle miles of service increased 6.4% overall, from 1.3 million in 2013 to 1.4 million in 2018. CAT's vehicle miles are 9% higher than the peer mean.

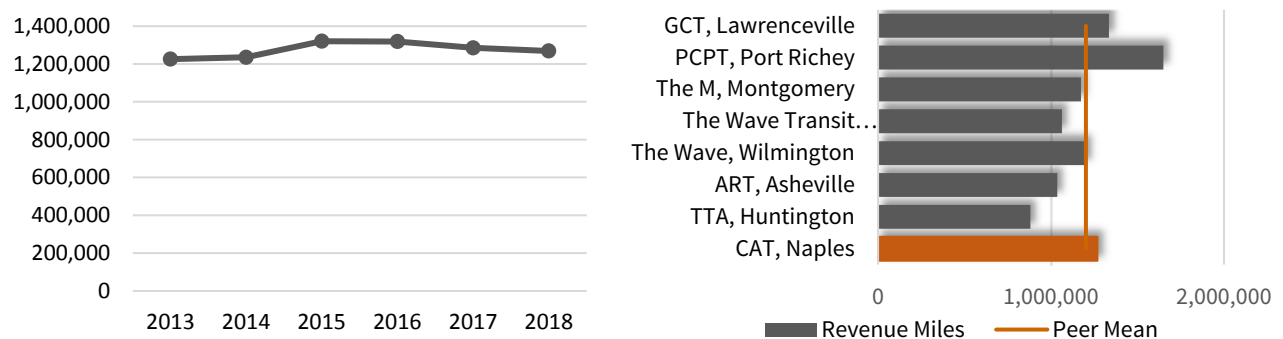
Figure 3-5: Peer and Trend Comparison for Vehicle Miles



3.2.1.4 Revenue Miles

Revenue miles are the total number of miles for which the public transit service is scheduled or that are operated while in revenue service excluding miles traveled when passengers are not on board (deadhead travel), training operations, and charter services. Revenue miles increasing faster than total vehicle miles generally indicates a positive operational trend and points to a decreasing proportion of deadhead miles over time relative to total miles. Revenue miles as a metric by itself is not positive or negative but should be viewed in relation to productivity and cost-effectiveness measures. Revenue miles is a measure of service provided and should be slightly lower than vehicle miles to reflect efficiency in service. CAT experienced an increase in revenue miles of 3.5% for 2013–2018. CAT's revenue miles were 5.6% higher than the peer mean and ranks third in the peer group.

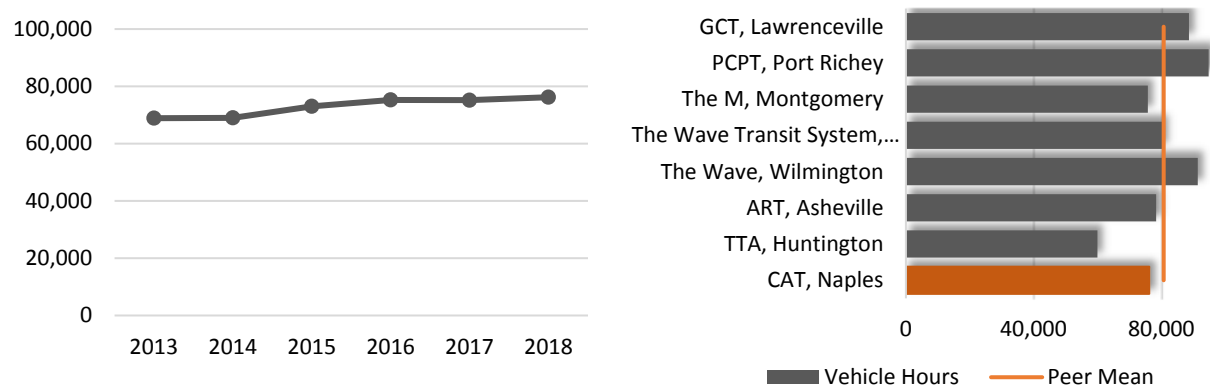
Figure 3-6: Trend and Peer Comparison for Revenue Miles



3.2.1.5 Vehicle Hours

Vehicle hours are the total hours of travel a transit vehicle is being operated, including both revenue service and deadhead travel, and is a measure of service provided. Vehicle hours as a metric by itself is not positive or negative but should be viewed in relation to productivity and cost-effectiveness measures. CAT had a plateauing increase in vehicle hours, with an overall 10.6% increase in vehicle hours from 2013 to 2018. CAT's vehicle hours metric was 5.6% lower than the peer mean.

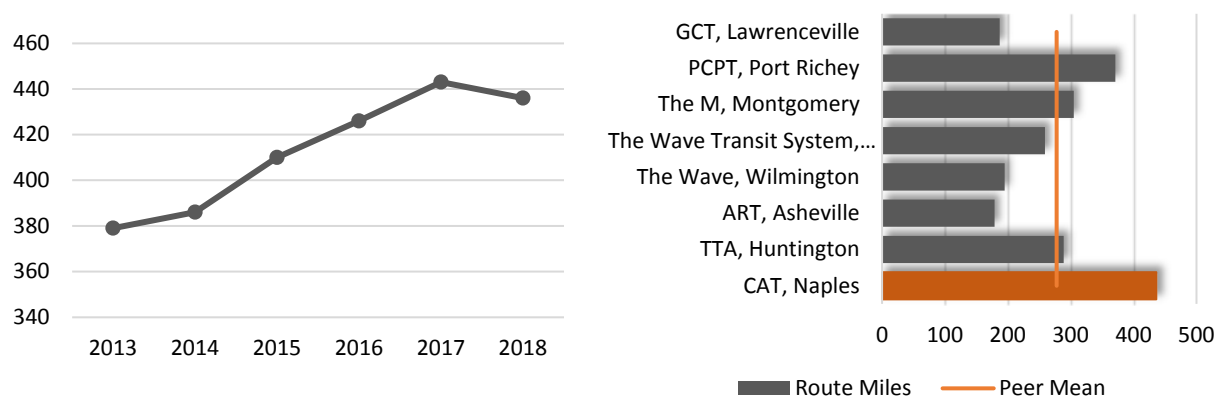
Figure 3-7: Trend and Peer Comparison for Vehicle Hours



3.2.1.6 Route Miles

Route miles represent the total length of all routes in the network and are a measure of the linear extent of the transit network. Route miles for CAT increased from 279 to 436 miles for 2013–2018, representing a 15% increase overall. CAT ranked the highest in the peer group for route miles.

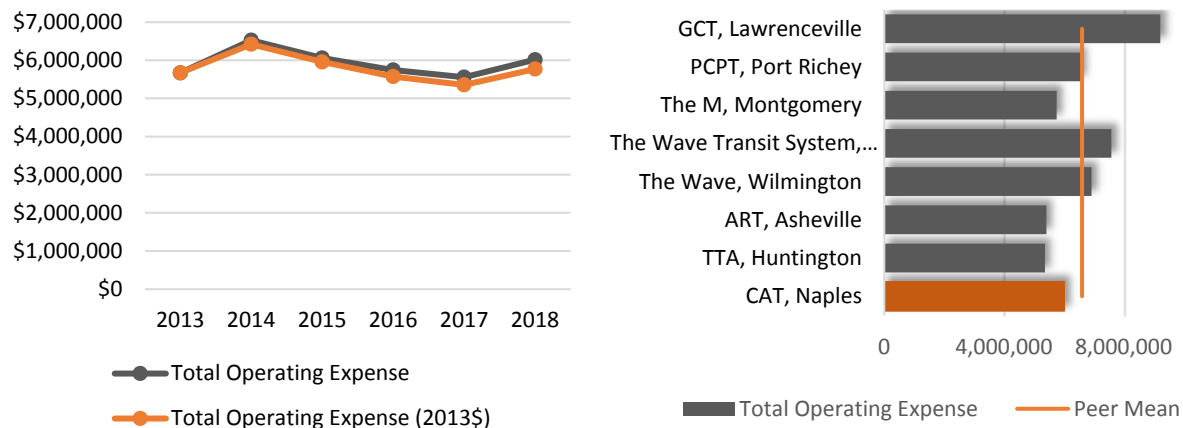
Figure 3-8: Trend and Peer Comparison for Route Miles



3.2.1.7 Operating Expenses

Total operating expense includes all costs associated with operating the transit agency (vehicle operations, maintenance, and administrative costs). CAT's total operating expense increased by 6% from 2013 to 2018; however, when considering the effects of inflation, the actual total operating expense measured in 2013 dollars increased by only 2% in the six-year period, indicating that overall operating expenses increased annually. CAT had the third lowest total operating expense in the peer group, 9% below the peer mean.

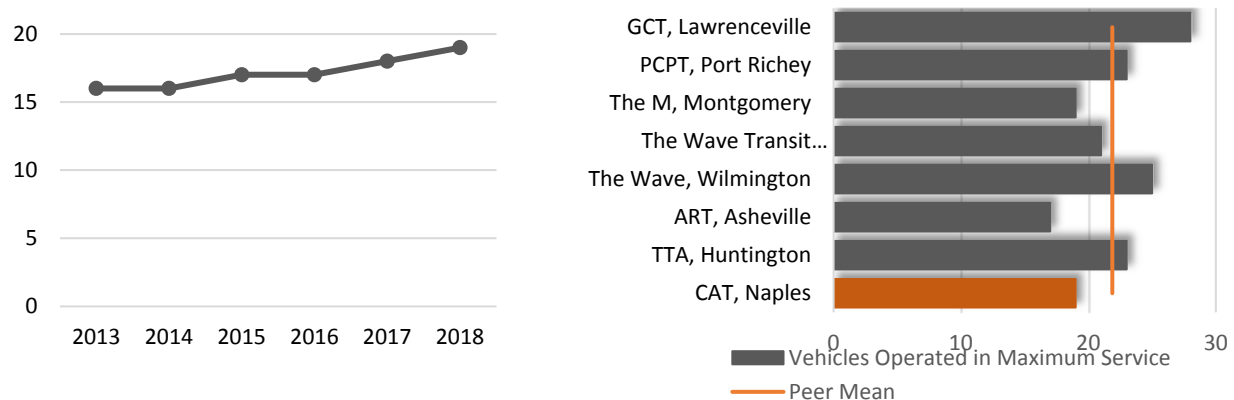
Figure 3-9: Trend and Peer Comparison for Operating Expenses



3.2.1.8 Vehicles Available for Maximum Service

Vehicles operated in maximum service (VOMS) are a measure of the number of vehicles required to operate at peak full service and are an important metric when assessing fleet size, as it is directly related to the network structure, number of routes, and frequency of service of each transit agency. CAT increased its supply of vehicles operating in maximum service from 23 vehicles in 2013 to 28 in 2018, an approximate 22% increase. CAT is below the group mean of 22 vehicles.

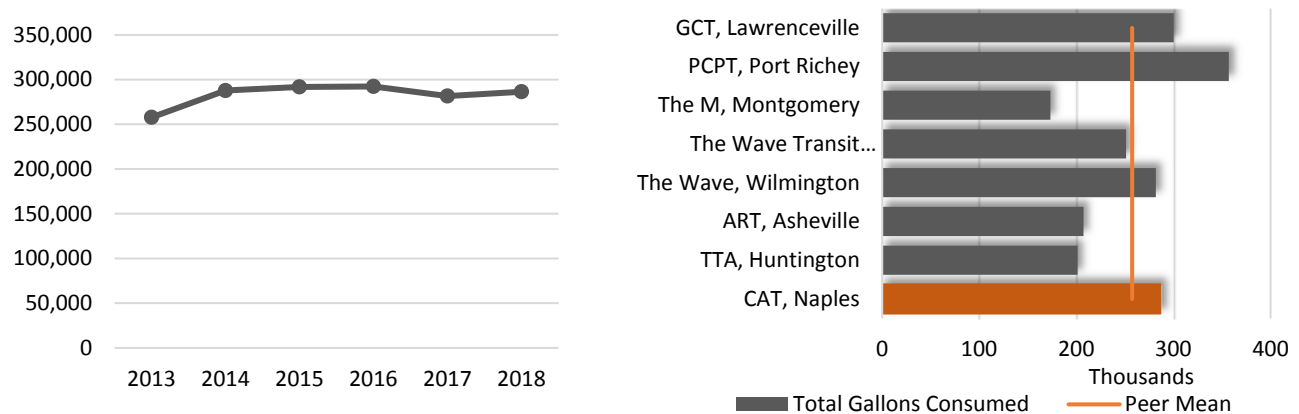
Figure 3-10: Trend and Peer Comparison for VOMS



3.2.1.9 Fuel Consumption

Generally, fuel consumption is tied to vehicle miles of service and type of vehicle power employed. CAT's gas consumption fluctuated since 2013, but overall decreased by 11% in the six-year period. For this performance measure, CAT is 11.3% above the group mean.

Figure 3-11: Trend and Peer Comparison for Fuel Consumption



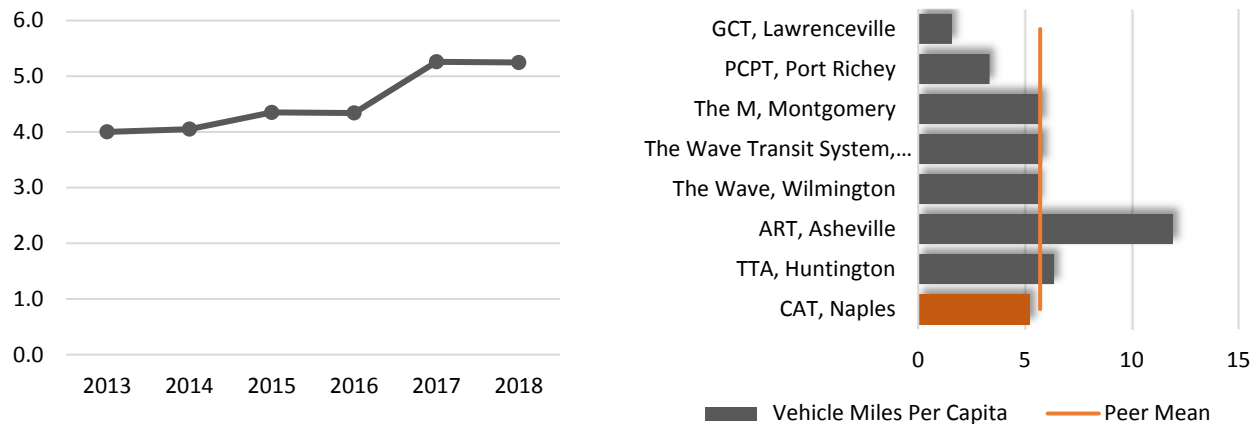
3.2.2 Effectiveness Measures

Effectiveness measures indicate the extent to which service-related goals are being met and include service supply, service consumption, and quality of service and are represented by variables such as vehicle miles per capita, passenger trips per revenue hour, and average age of fleet.

3.2.2.1 Vehicle Miles per Capita

Vehicle miles per capita are derived from the total system vehicle miles divided by the service area population within a ¾-mile distance of service provided and measure the supply of service provided based on the population of the service area. For CAT, vehicle miles per capita experienced an increase from a low of 4.0 miles in 2013 to per capita 5.2 in 2018, a growth of 31%. Vehicle miles per capita for CAT are close to the peer group mean of 5.7, an indication that the supply of service is similar to what is typically experienced by peer agencies.

Figure 3-12: Trend and Peer Comparison for Vehicle Miles per Capita

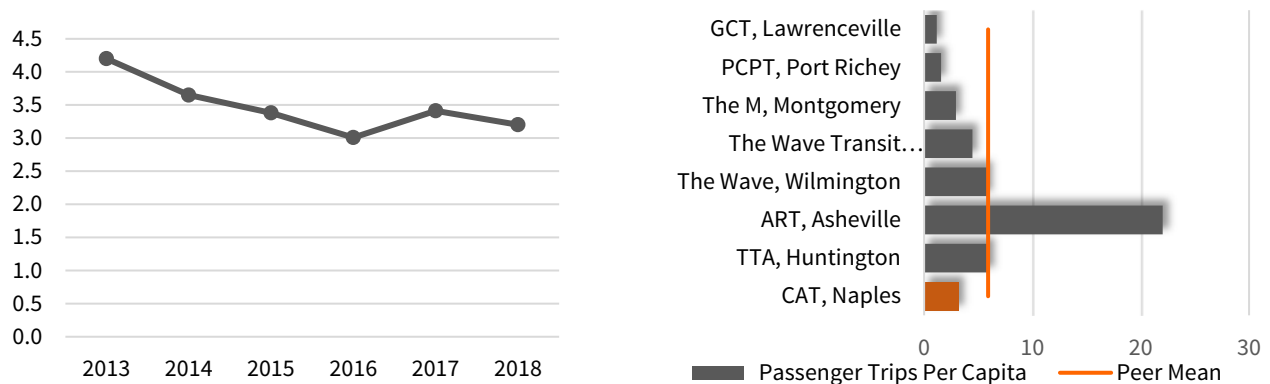


Note: 2017 and 2018 updated using service area population manually calculated using TBEST 2019 Land Use Model.

3.2.2.2 Passenger Trips per Capita

Passenger trips per capita are calculated by dividing the total transit boardings by service area population and quantifies transit utilization in the service area. It is desirable that trips per capita are high, meaning greater utilization of the service. Passenger trips per capita in Collier County experienced a 24% decrease between 2013 and 2018. CAT ranks sixth in the peer group, 46% below the peer mean. Compared to the peers, CAT ridership as a percentage of the population is less than the peer mean.

Figure 3-13: Trend and Peer Comparison for Passenger Trips per Capita

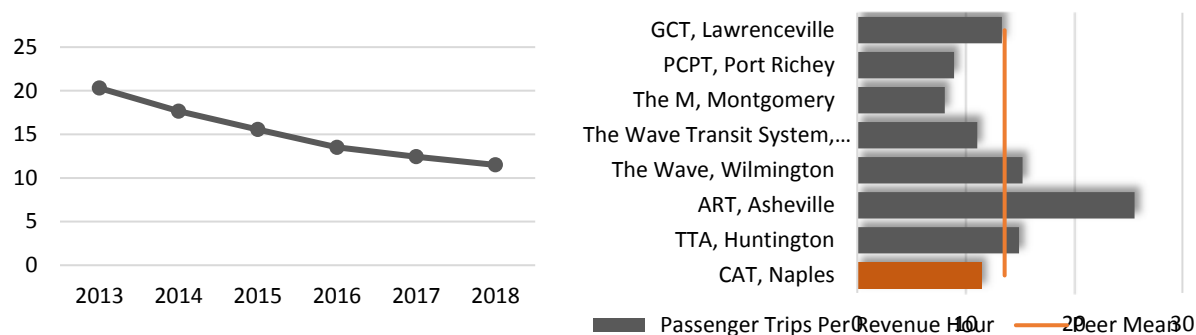


Note: 2017 and 2018 updated using service area population manually calculated using TBEST 2019 Land Use Model.

3.2.2.3 Passenger Trips per Revenue Hour

Passenger trips per revenue hour are a measure used to quantify productivity and service consumption and can help evaluate the amount of resources consumed in providing service. It is desirable for this metric to be high, reflecting greater utilization of the service per unit of service provided. From 2013 to 2018, CAT's passenger trips per revenue hour decreased by 43%. The decline in passenger trips per revenue hours is consistent with the increase in revenue miles and hours of service and the decrease in ridership. CAT is 15% below the peer mean for this metric.

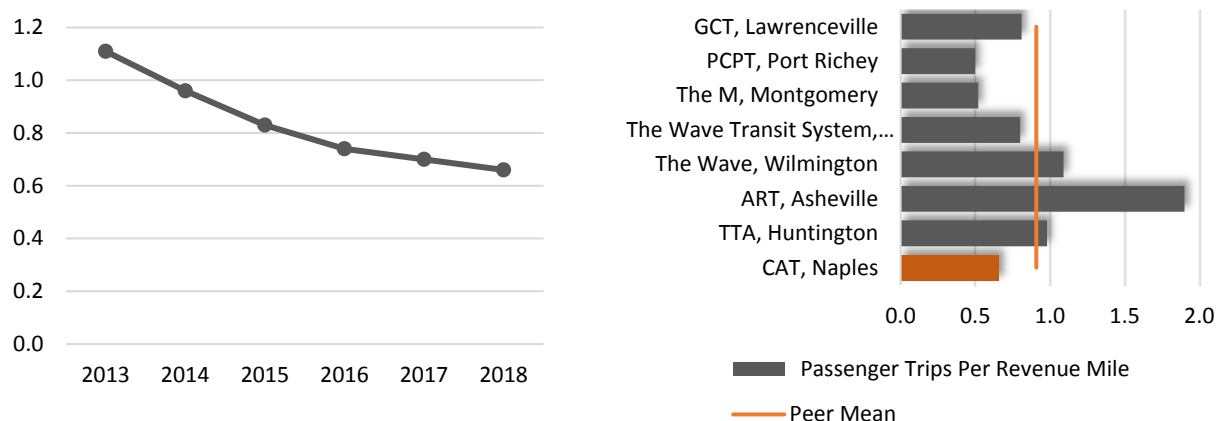
Figure 3-14: Trend and Peer Comparison for Passenger Trips per Revenue Hour



3.2.2.4 Passenger Trips per Revenue Mile

Passenger trips per revenue mile are calculated by dividing transit boardings by revenue miles and are a measure of the productivity of the revenue service provided. It is desirable for this metric to be high, meaning greater utilization of the service per unit of service supplied. In Collier County, passenger trips per revenue mile experienced a decrease of 41% during the six-year period, indicating that the agency experienced lessening ridership productivity during the time period. The decreasing trend is driven by the decrease in ridership during that time period. CAT is 27% below the peer mean for this metric, indicating a need for improvement in service consumption.

Figure 3-15: Trend and Peer Comparison for Passenger Trips per Revenue Mile



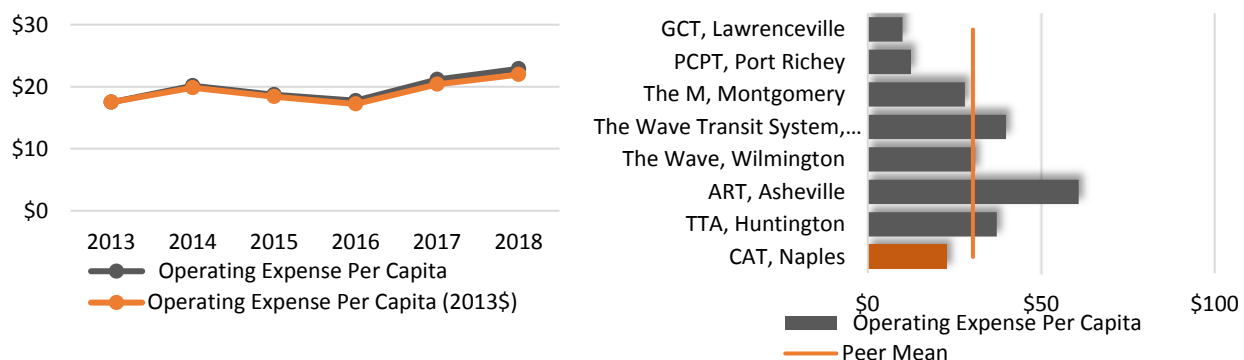
3.2.3 Efficiency Measures

Efficiency measures focus on costs and other measures of efficiency. Figure 3-16 through Figure 3-24 present the efficiency measures for CAT's peer review and trend analysis. Similarities between CAT and the peers in this category may be related to the peer selection process, which is largely based on transit service characteristics. The following section summarizes the trend and peer analysis by efficiency measure type.

3.2.3.1 Operating Expense per Capita

Operating expense per passenger trip measures the investment in providing public transport relative to the population within the service area. This metric is more complex, in that although a higher cost reflects a greater investment in transit, it must be viewed in context of direct costs per unit of service relative to peers. When excluding inflation, the operating expense per capita for Collier County increased from \$17.51 in 2013 to \$22.89 in 2018, an increase of 31%. CAT is 25% below the peer group mean, suggesting that it is achieving a greater cost efficiency compared to its peer group.

Figure 3-16: Trend and Peer Comparison for Operating Expense per Capita

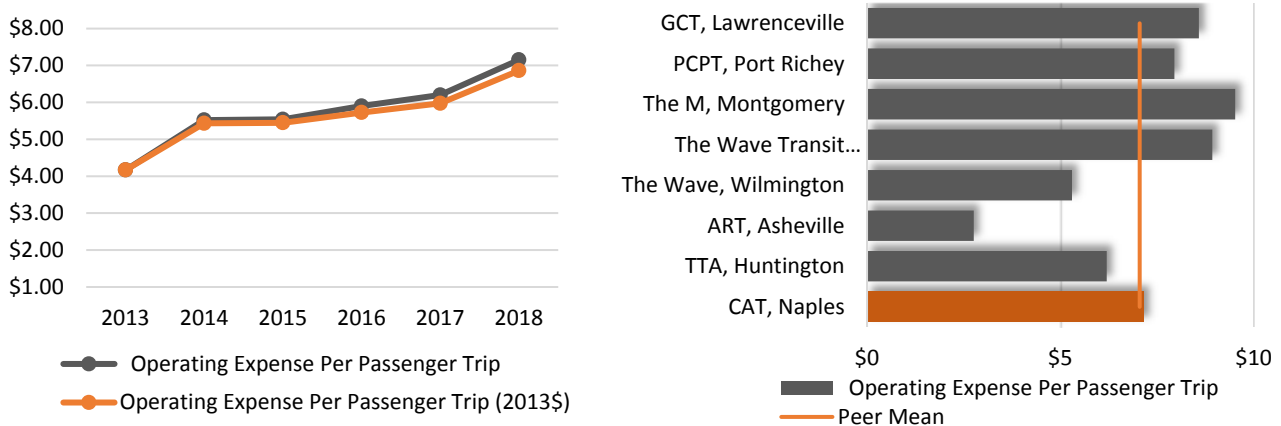


Note: 2017 and 2018 updated using service area population manually calculated using TBEST 2019 Land Use Model.

3.2.3.2 Operating Expense per Passenger Trip

Operating expense per passenger trip measures the efficiency of transporting riders and the cost of operations relative to the resulting ridership and reflects on how service is delivered and the market demand for the service. The goal is to minimize cost per passenger trip. Operating expense per passenger trip is shown in 2018 values and is also deflated to 2013 values to show how cost has changed when inflation is removed. The operating expense per passenger trip in Collier County increased from \$4.17 in 2013 to \$6.86 (2013\$) in 2018, an increase of 65% overall. The decline in this metric is driven primarily by the declining trend in passenger trips during that time period. CAT is performing just above the peer mean of \$7.01 (2019\$).

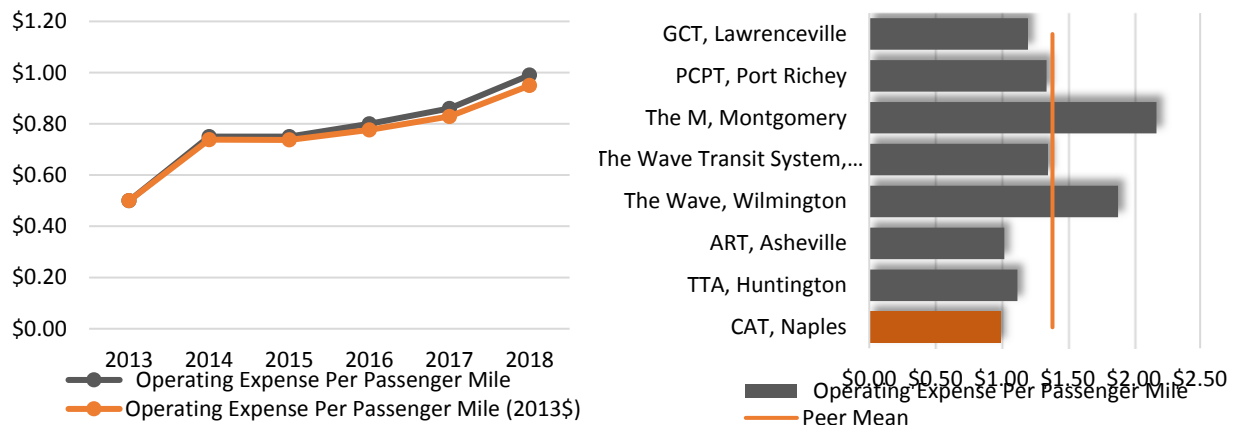
Figure 3-17: Trend and Peer Comparison for Operating Expense per Passenger Trip



3.2.3.3 Operating Expense per Passenger Mile

Operating expense per passenger mile measures the impact of ridership, average trip length, and operating cost. The goal is to minimize cost per passenger miles. CAT's operating expense per passenger mile nearly doubled between 2013 and 2018. Despite this trend, CAT is 28% below the peer mean for this measure and is performing more efficiently than the peer group.

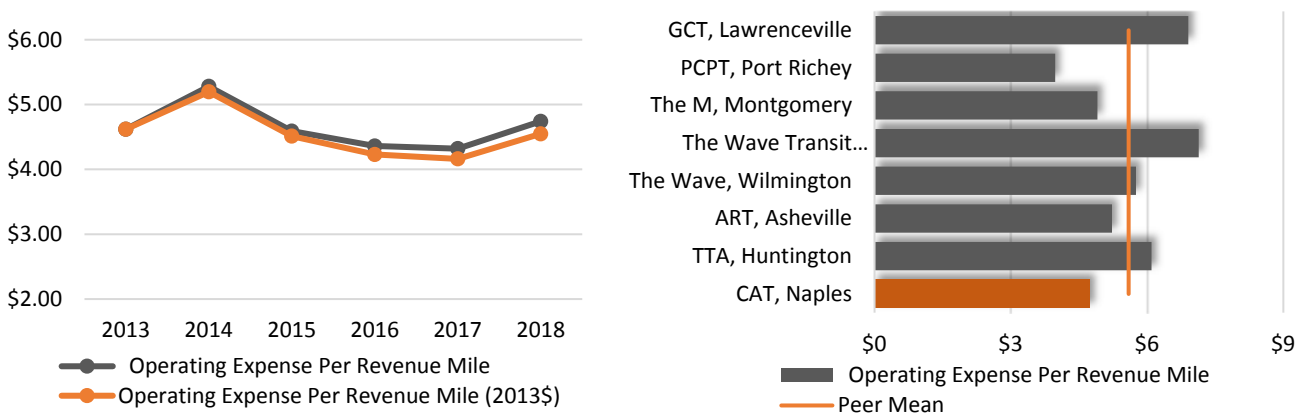
Figure 3-18: Trend and Peer Comparison for Operating Expense per Passenger Mile



3.2.3.4 Operating Expense per Revenue Mile

Operating expense per revenue mile indicates how efficiently a transit service is delivered. The goal is to minimize cost per revenue mile. Overall, the metric has remained stable, with an overall increase of 3%. CAT is 15% below the peer mean, indicating more efficient transit service delivery than its peers for this measure.

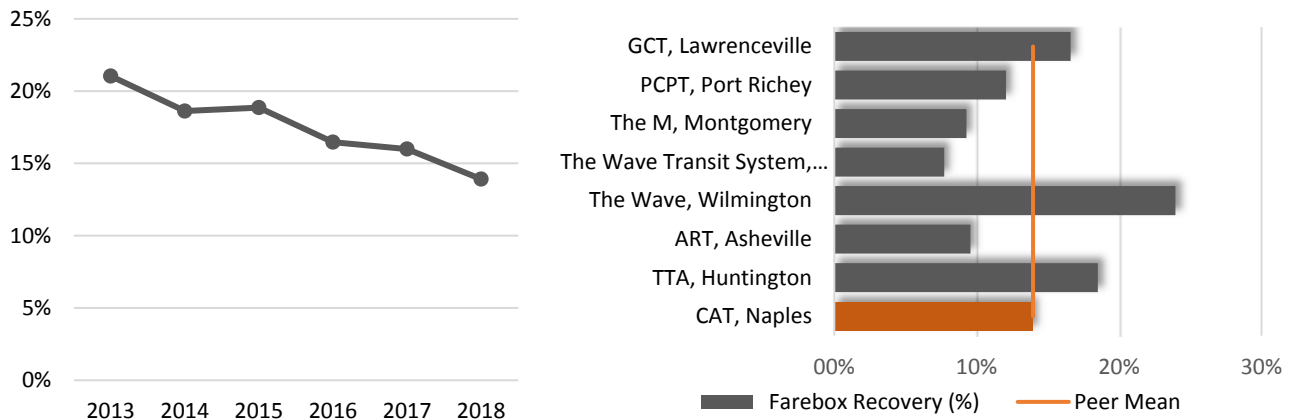
Figure 3-19: Trend and Peer Comparison for Operating Expense per Revenue Mile



3.2.3.5 Farebox Recovery Ratio

The farebox recovery ratio is a measure of the percentage of the transit system's total operating expenses that are funded with fares paid by passengers and is calculated by dividing the total fare revenue collected by the total operating expenses. The goal is to increase farebox recovery, meaning more of the costs are absorbed by users. CAT's farebox recovery declined from 21% in 2013 to 13.9% in 2018, at 34% overall. The farebox recovery ratio for CAT is at the peer group mean.

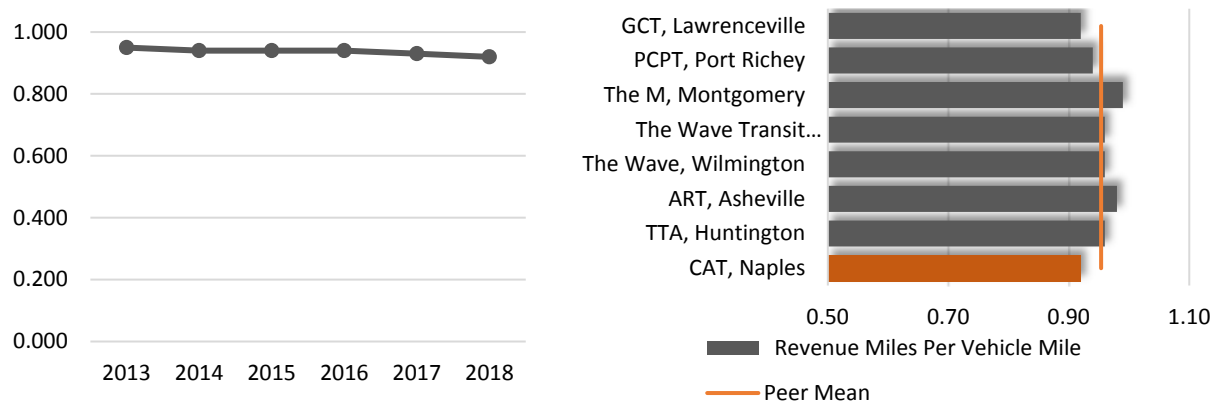
Figure 3-20: Trend and Peer Comparison for Farebox Recovery Ratio



3.2.3.6 Revenue Miles per Vehicle Mile

Revenue miles per vehicle mile are a measure of vehicle utilization. A higher ratio of revenue miles traveled to total vehicle mile generally indicates higher system productivity; the goal is to maximize the ratio of operations in revenue service to total operations. For CAT, revenue miles per vehicle mile remained stable, with a slight decrease of 3% over the six-year period. This measure for CAT is 3.5% below the peer group mean, indicating a near-average use of fixed-route bus vehicles within the peer group mean.

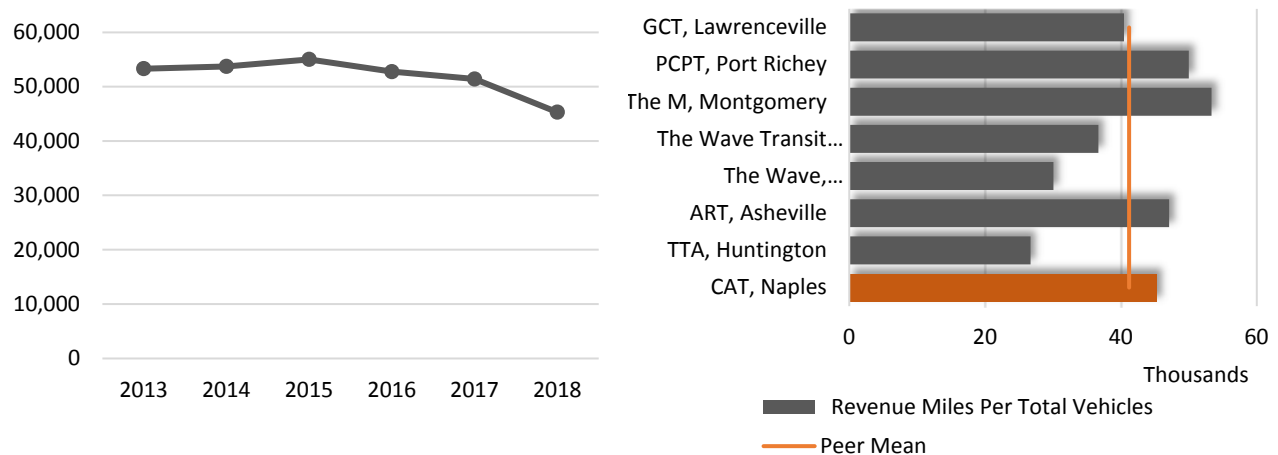
Figure 3-21: Trend and Peer Comparison for Revenue Miles per Vehicle Mile



3.2.3.7 Revenue Miles per Total Vehicles

Revenue miles per total vehicles also is a measure of vehicle utilization. Interpretation of this metric is complex and must be taken in context of fleet size, revenue miles, and age of the fleet. CAT experienced an overall decrease of approximately 15% over the six-year period and ranks 9% above the peer mean of 41,207 revenue miles per total vehicles.

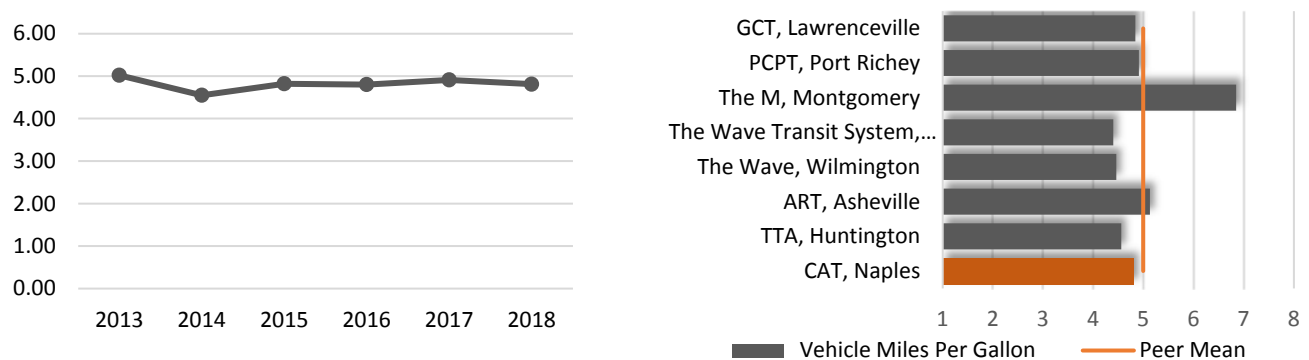
Figure 3-22: Trend and Peer Comparison for Revenue Miles per Total Vehicle



3.2.3.8 Vehicle Miles per Gallon

Vehicle miles per gallon, the ratio between fuel consumed and distance traveled, are an indication of fuel efficiency and apply only to diesel- and gasoline-powered vehicles. It is desirable to maintain a higher fuel economy, i.e., more miles per gallon. For CAT, vehicle miles per gallon (or fuel efficiency) remained relatively constant, from 5.02 in 2013 to 4.8 in 2018, a decrease of 4% overall. CAT is 4% below the peer mean.

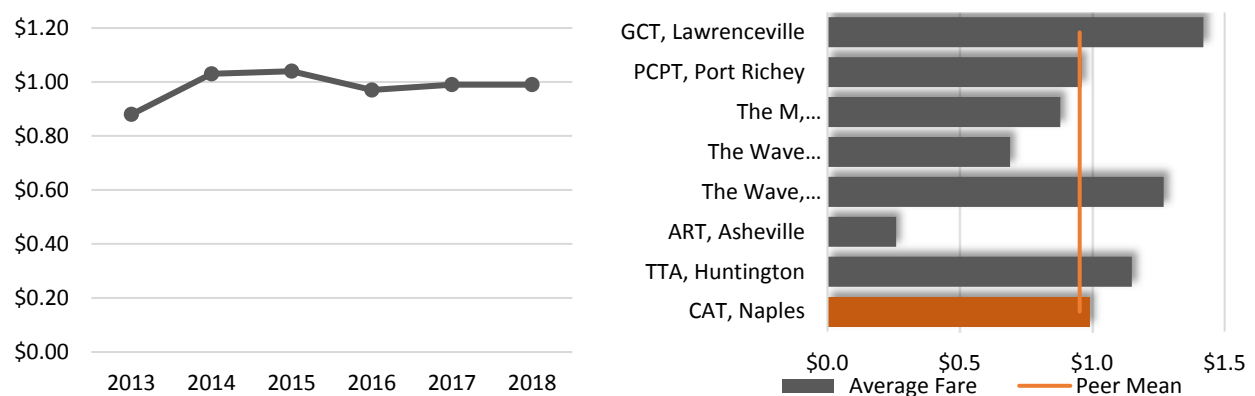
Figure 3-23: Trend and Peer Comparison for Vehicle Miles per Gallon



3.2.3.9 Average Fare

Average fare is calculated by dividing total passenger fare revenue collected by ridership. The average can be lowered by systems that offer free transfers or discounted/free rides. CATS's average fare increased from \$0.88 in 2013 to \$0.99 in 2018, at 12% overall. The mean average fare for the peer systems is \$0.95. This means that, on average, CAT riders pay close to the mean fare of the peers.

Figure 3-24: Trend and Peer Comparison for Average Fare



3.2.4 Key Findings of Trend and Peer Analyses

The trend analysis is only one aspect of transit performance evaluation. When combined with the peer review analysis (summarized later in this section), the results provide a starting point for understanding the transit system's operating environment over time when compared to other systems with similar characteristics. Key trends observed for the CAT system from 2013 to 2018 are summarized as follows:

- The amount of service has increased with respect to total vehicle miles, revenue miles, vehicle hours and route miles, and vehicle miles per capita. CAT placed above average for passenger miles, vehicle miles, revenue miles, and route miles.

- Passenger trips and passenger miles have declined over the six-year period, which mirrors the national trend in transit ridership decline. CAT performed 19.3% below the peer mean for passenger trips and 19.6% above the peer mean for passenger miles.
- Total operating expenses have increased moderately by 6% over the six-year period. Operating expense per passenger trip and operating expense per passenger mile have seen dramatic increases that were driven largely by decreasing passenger trips and passenger miles, suggesting a decline in efficiency. CAT performed better than the peer mean with respect to total operating expenses, operating expense per passenger mile, and operating expense per revenue mile, suggesting that CAT has a better cost efficiency compared to its peer group. Operating expense per revenue mile fluctuated between 2013 and 2018, but only with a slight increase of 2.6% overall.
- Passenger trips per capita, passenger trips per revenue mile, and passenger trips per revenue hour have decreased over the six-year period, indicating a negative trend in service consumption. CAT performed below the peer group mean for these measures.
- The farebox recovery ratio decreased 34% but, compared to the peer group, CAT is performing near the peer mean.

Table 3-5 summarizes the trend and peer analyses and shows the positive and negative trends identified in the analysis. The desired trend indicates the whether a positive or negative trend is needed to show improvements for CAT.

Table 3-5: CAT Trend and Peer Analysis Summary, 2013–2018

	Indicators	Trend Change	Desired Trend	Trend Status	Percent from Mean
General	Service Area Population *	-18.9%			-18.0%
	Service Area Size (sq. mi) *	-84.5%			18.4%
	Passenger Trips	-38.2%			-19.3%
	Passenger Miles	-46.7%			19.6%
	Vehicle Miles	6.4%			9.0%
	Revenue Miles	3.5%			5.6%
	Vehicle Hours	10.6%			-5.6%
	Route Miles	15.0%			57.0%
	Total Operating Expense	6.1%			-9.0%
	Vehicles Available for Maximum Service	21.7%			-6.7%
	Total Gallons Consumed	11.1%			11.3%
Effectiveness	Vehicle Miles Per Capita*	31.1%	↗	Improving	-8.1%
	Passenger Trips Per Capita	-23.8%	↘	Not Improving	-45.8%
	Passenger Trips Per Revenue Mile	-40.5%	↘	Not Improving	-27.3%
	Passenger Trips Per Revenue Hour	-43.3%	↘	Not Improving	-15.3%
	Number of Vehicle System Failures	181.5%	↘	Not Improving	-18.0%
	Revenue Miles Between Failures	-63.2%	↘	Not Improving	-54.6%
Efficiency	Operating Expense Per Capita*	30.7%	↘	Not Improving	-24.4%
	Operating Expense Per Passenger Trip	71.5%	↘	Not Improving	1.4%
	Operating Expense Per Passenger Mile	98.0%	↘	Not Improving	-28.5%
	Operating Expense Per Revenue Mile	2.6%	↘	Not Improving	-15.3%
	Farebox Recovery (%)	-33.9%	↘	Not Improving	-0.3%
	Revenue Miles Per Total Vehicles	-15.0%	↘	Not Improving	10.0%
	Vehicle Miles Per Gallon	-4.2%	↘	Not Improving	-3.7%
	Average Fare	12.5%	↗	Improving	3.9%

*2017-2018 service area population calculated using TBEST

Source: FTIS

4.0 Public Outreach

This section summarizes public outreach activities conducted as part of the TDP. Activities completed include an on-board survey, an online survey, stakeholder interviews, discuss group workshops, and public meetings. The public outreach described in this section was completed in compliance with the CAT Public Involvement Program (PIP) presented as **Appendix B**, along with FDOT correspondence related to the identified process.

4.1 On-board Survey

The on-board survey for the CAT TDP was completed by January 19, 2020, with weekday surveying on January 15 and 16 and weekend surveying occurring on February 18 and 19. The on-board survey was administered on every fixed-route and targeted 50% coverage of CAT’s fixed-route service. Surveyors were deployed from CAT’s main bus facilities at Collier Area Transit at 8300 Radio Road and from the Government Center Transfer Center at 3301 Tamiami Trail E in Naples and were stationed on buses to distribute surveys to passengers. Surveys were provided in Spanish, and Haitian Creole, in addition to English.

Results of the on-board survey help to understand the attitudes, gaps in transit service, preferences, and habits of current riders for market research purposes. To that end, the survey was not specifically designed for model input or validation. This section discusses key results from the on-board survey effort. Copies of the on-board survey instruments in each language are provided in Appendix C.

4.1.1 Survey Characteristics

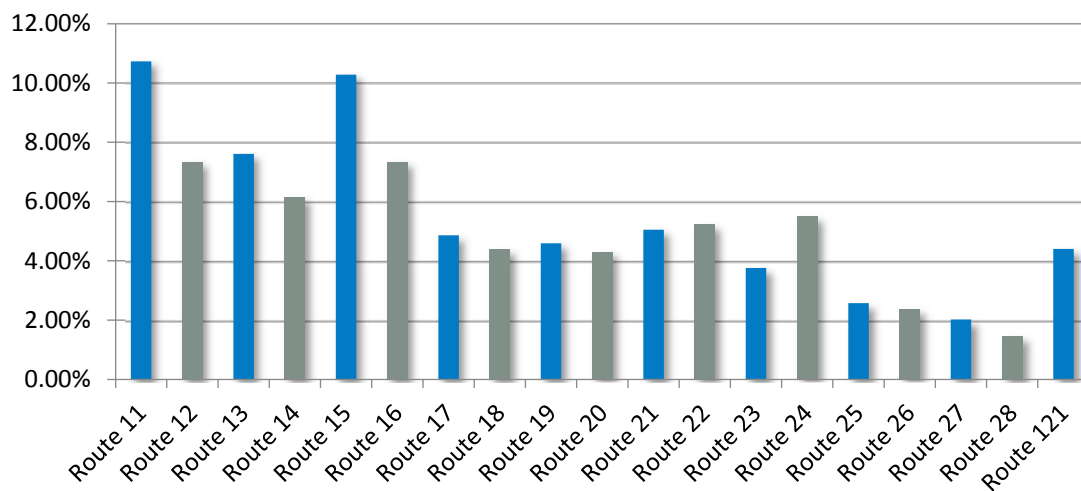
The survey consisted of questions to identify passenger socio-demographics, travel characteristics, and rider satisfaction:

- Socioeconomics and demographics:
 - Age
 - Gender
 - Ethnic origin
 - Household motor vehicle ownership
 - Household income
 - Language used at home
- Travel characteristics:
 - Bus route used for this trip
 - Trip purpose
 - Method for reaching the bus for this trip
 - Trip origin for this trip
 - Trip destination for this trip
 - Fare type used

- Number of transfers on this trip
- Number of days CAT is used in a week
- Mode of travel if not bus
- Length of time using CAT services
- Improvement priorities and rider satisfaction:
 - Service feature improvement rankings
 - Express service
 - New service routes
 - New on-demand service
 - Greater frequency
 - Later service
 - Other suggested improvements

In total, 1,090 CAT passengers responded to the survey. Figure 4-1 shows a breakdown of the routes used by respondents at the time of the survey.

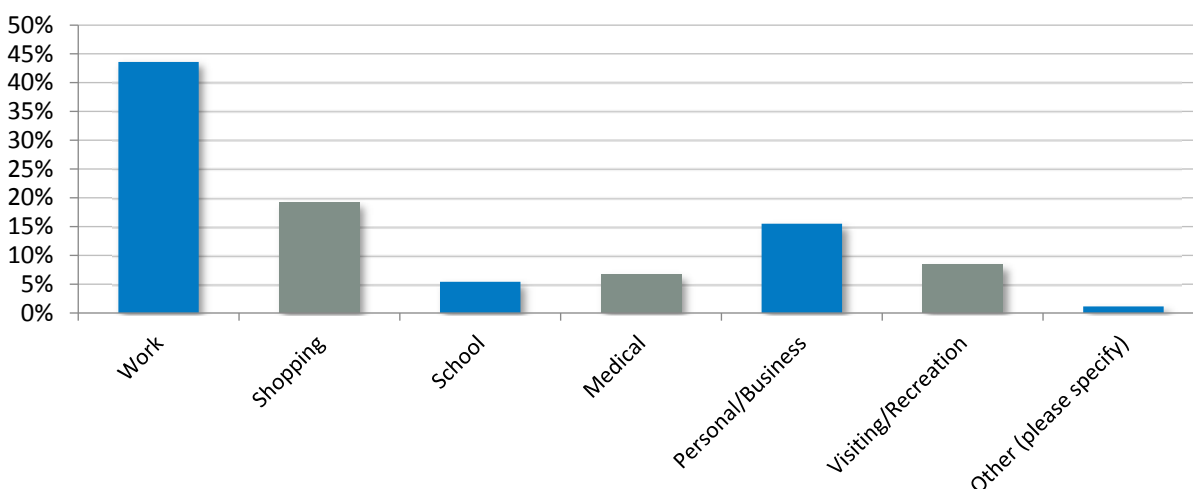
Figure 4-1: Please identify your current route.



4.1.2 Trip Purpose

Passengers were asked to identify the main purpose of their current trip to understand where people were coming from or going to while using CAT service, as shown in Figure 4-2. For the overall system, 467 passengers (43.60%) said they were going to work, 206 (19.23%) were shopping, and 166 (15.50%) were making personal/business trips. Travel for recreational purposes was noted by 90 passengers (8.40%), medical was noted by 72 passengers (6.72%), and school was noted by 58 passengers (5.42%); 7 respondents said they were going to church (0.7%).

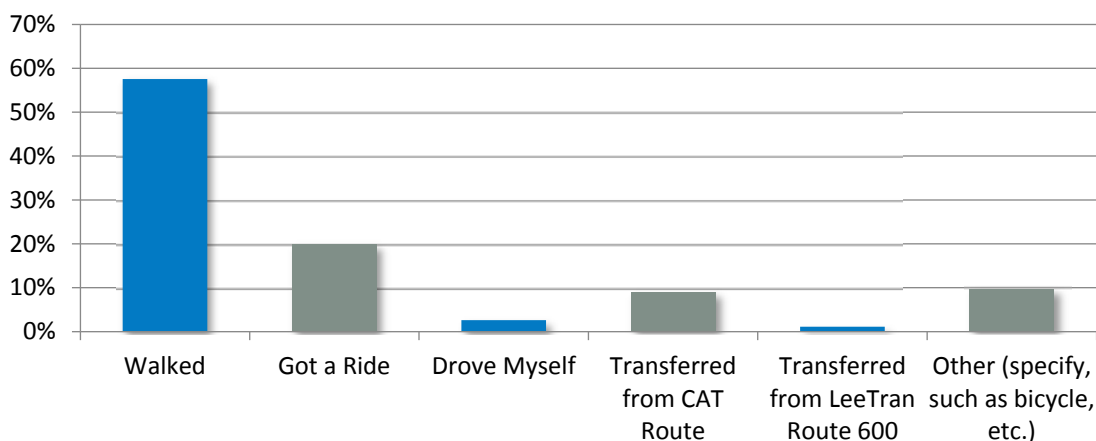
Figure 4-2: What is the main purpose of your trip today?



4.1.3 Passenger Travel Characteristics

Passengers were asked to identify how they arrived at the bus stop for their current trip (Figure 4-3). In total, 618 passengers (57.54%) said they walked to reach the stop, 214 (19.93%) got a ride, and 98 (9.12%) transferred from a different CAT bus; 12 passengers (1.11%) transferred from LeeTran Route 600, and 28 (2.60%) drove themselves to the stop and parked nearby. More than 100 passengers (9.68%) selected “Other,” with most riding a bicycle to the stop or using a scooter or skateboard; some indicated using a wheelchair to access the stop.

Figure 4-3: How did you get to the bus stop where you got on this bus?

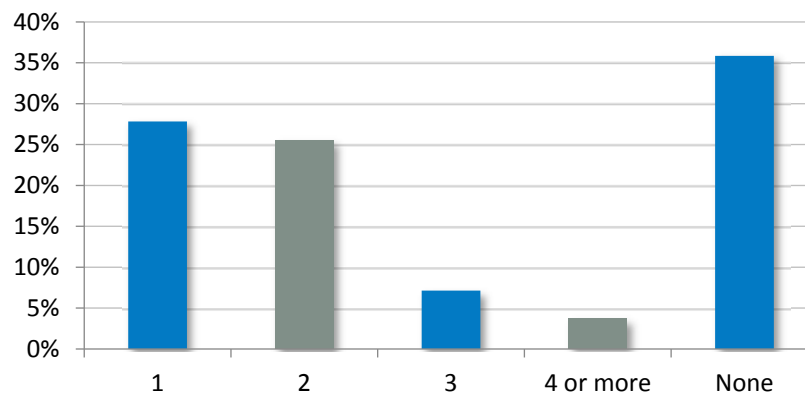


As part of this question, passengers who walked were asked how far they traveled to reach the stop to board the bus. In total, 92 (14.89%) traveled 1 block, 123 (19.90%) traveled 2 blocks, 87 (14.08%) traveled 3 blocks, and 58 (9.39%) traveled 4 blocks. In addition, 251 (40.61%) walked more than 4 blocks to reach the stop.

4.1.4 Transfers

Of the passengers who transferred from a different route, 10 (16.67%) came from routes 11, 12, or 19, 5 (8.33%) came from Route 23, and 4 (6.67%) came from routes 13 or 15. The remaining 17 passengers (28.33%) originated from an unspecified route. Passengers were asked how many transfers were required to complete their trip (Figure 4-4). Of the 1,024 passengers who responded, 367 (35.84%) did not have to transfer; of those who planned to transfer, 285 (27.83%) required one transfer and 261 (25.49%) required two transfers.

Figure 4-4: How many transfers will you make on this one-way trip?



4.1.5 Origin and Destination Characteristics

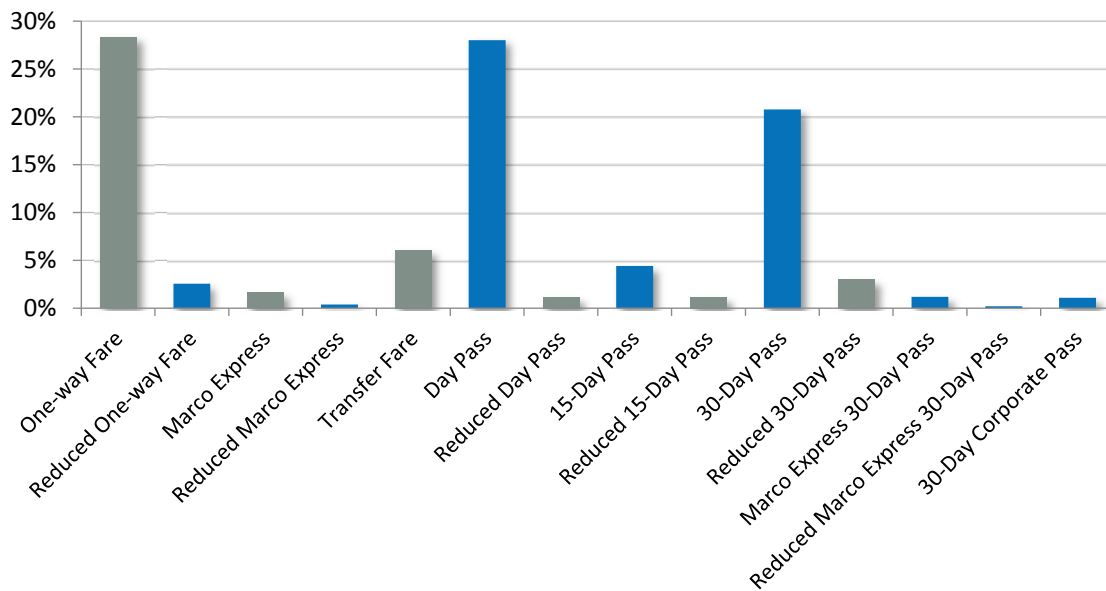
Passenger were asked to indicate the ZIP code from which they were coming on this trip. In total, 542 responded; 64 originated in the 34112 area (18 specifically from the Government Center), and 56 came from the 33142 area (26 specifically from the Health Department in Immokalee); 65 passengers started their trip in the 33116 area. These areas represented 42.25% of all starting locations. Many of the remaining trip starting points were from areas surrounding Naples or were listed as various retail locations such as Walmart, Seminole Casino, airport, and surrounding malls.

Passengers also were asked to indicate the ZIP code to which they were going. In total, 526 responses were provided for trip destinations. Ending points were more dispersed than starting points, but concentrations were in Naples (58 trips), the 34112 area (47) and Government Center (24), the 34142 area (33) and the Health Department (30), and various retail locations, including 22 at a Walmart and 20 at surrounding malls.

4.1.6 Fare Information

Passenger were asked to indicate what fare they used to board the bus. Of 1,021 passenger responses (Figure 4-5), 289 (28.31%) paid a one-way fare, 286 (28.01%) used a day pass, and 212 (20.76%) used a 30-day pass.

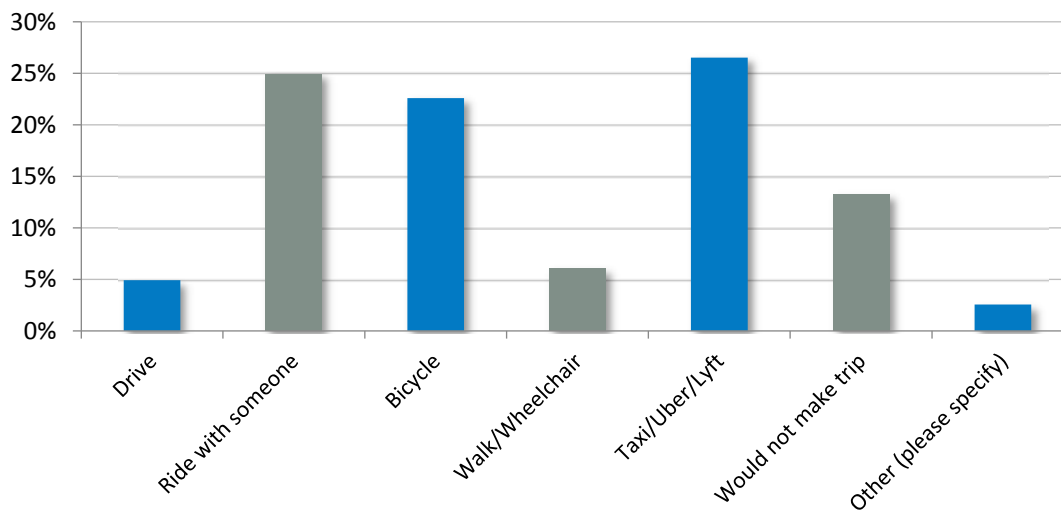
Figure 4-5: How did you pay for your fare on this bus?



4.1.7 Transit Dependency

Passengers were asked how they would make their trip if the bus was not available (see Figure 4-6). Across service types, most indicated they would use rideshare (26.52%), catch a ride with someone (24.95%), or ride a bike (22.59%); 13% said they would not make the trip if their bus was not available.

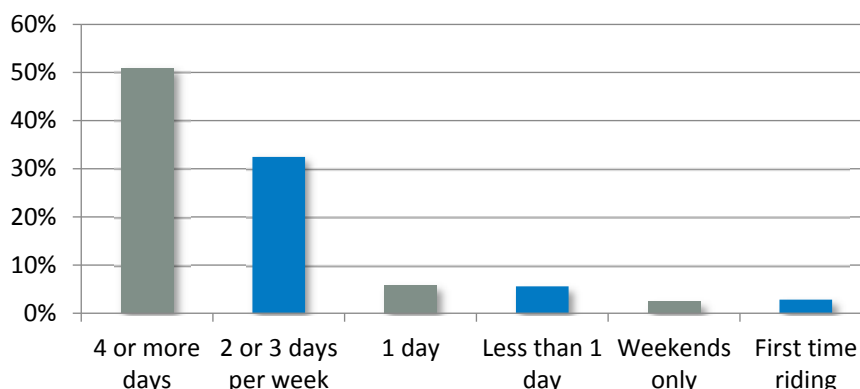
Figure 4-6: How would you make this trip if the bus were not available?



4.1.8 Ridership Frequency

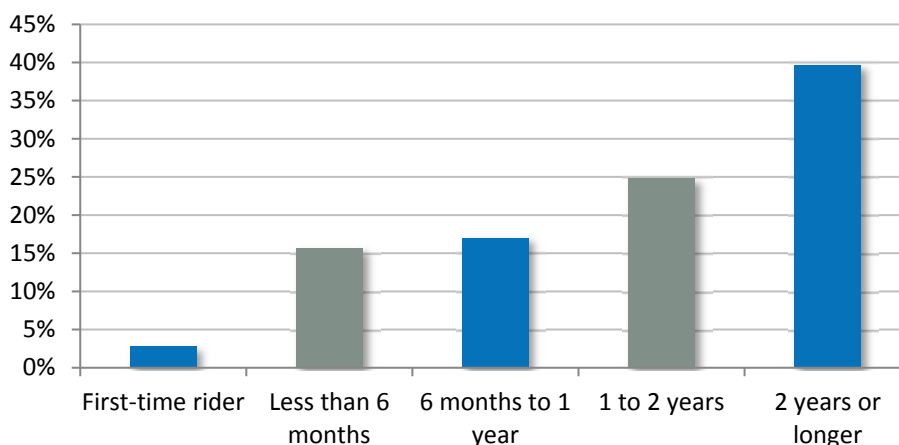
When asked about the frequency with which they use CAT services, approximately 51% said they used CAT four or more days per week across all service types, as shown in Figure 4-7. Another 332 (32.45%) said they rode the bus two or three days of the week, and approximately 3% said this was their first-time riding CAT services; only 2% said they used CAT only on weekends.

Figure 4-7: How many days per week do you ride CAT?



Passengers were also asked how long they have been using CAT services. Of the 1,039 responses, the majority indicated using CAT for more than two years (Figure 4-8).

Figure 4-8: How long have you been riding CAT?

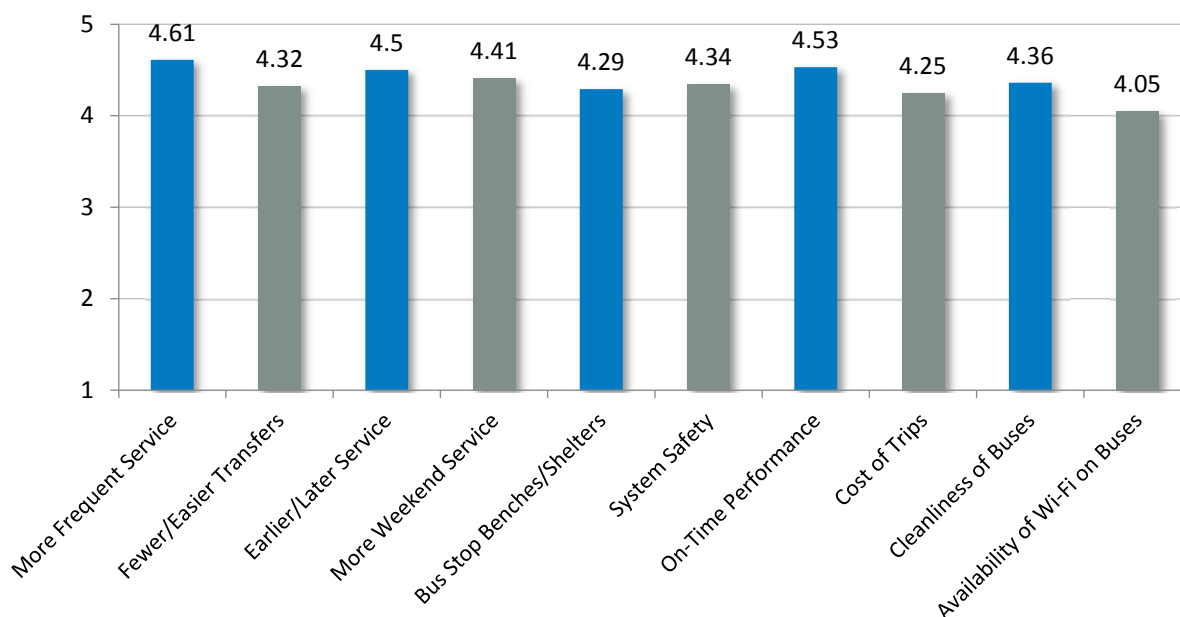


4.1.9 System Improvements

Passengers were given the opportunity to rank various system improvements and amenities according to the perceived importance of a particular feature (Figure 4-9). Using a scale from 1 to 5, with 5 being the most important, respondents rated 10 transit services and amenities. A desire for more frequent service had the highest weighted score, at 4.61 out of 5, followed closely by on-time performance (4.53) and earlier/later service (4.5). Availability of Wi-Fi on board buses was ranked

lowest by a relatively significant margin, at 4.05. In total, 411 respondents wanted to see more express buses, with some more common route suggestions from Naples to Miami and from Immokalee to Naples. Approximately 354 passengers expressed a desire for additional bus routes that included a Naples to Miami route and routes to surrounding counties, area beaches, and Marco Island. A total of 322 passengers called for new on-demand service; the most common areas were in downtown Naples and Immokalee. Of the passengers who expressed the need for more service frequency, the most cited transit routes in CAT service were Route 11 (33), Route 24, (19), and Route 19 (16). Passengers who expressed a need for later service also had a high approval rate. Of the 588 responses, passengers listed Route 11 (31 responses), Route 19 (24 responses), Route 24 (23 responses), and Route 17 (22 responses).

Figure 4-9: Please indicate how important each of the following features are to your enjoyment of CAT services.



4.1.10 Passenger Demographic Information

As a part of the on-board survey, passengers were asked to provide information about the following categories to help understand the demographic profile of an average CAT rider:

- Age
- Gender
- Ethnicity
- Number of automobiles available in their household
- Household Income
- Language

As indicated in Figure 4-10, most CAT passengers were between ages 35–44 (23.59%), followed by 25–34 (21.89%), and 45–54 (15.83%). Approximately 3% were under age 18, and nearly 5% were age 65+.

Figure 4-10: Age of Transit Passenger

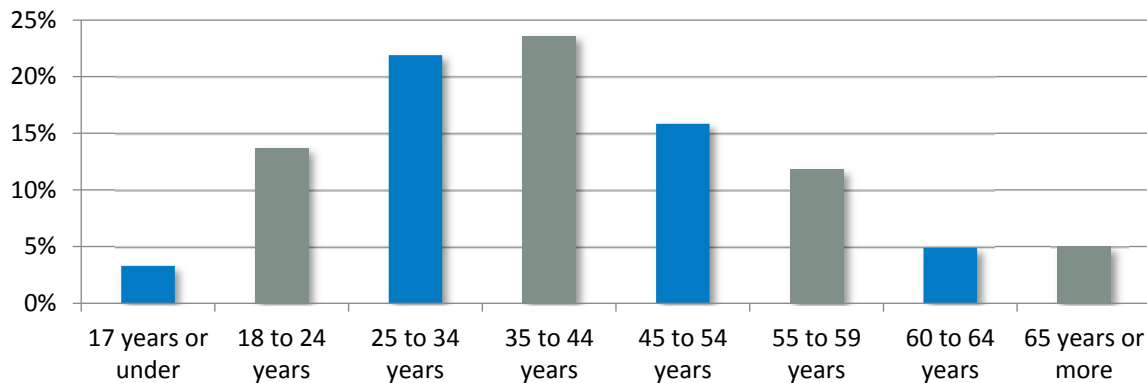
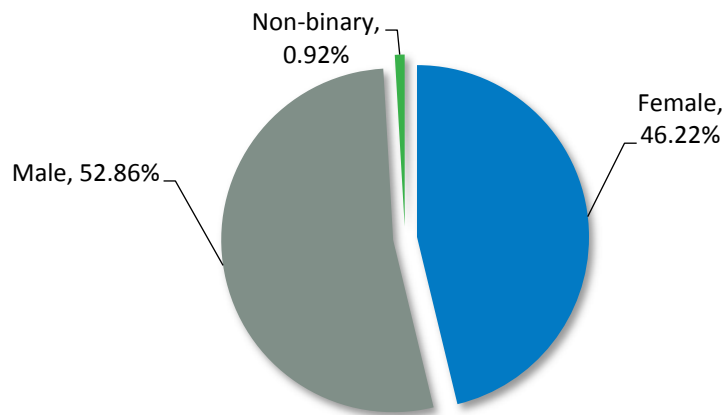


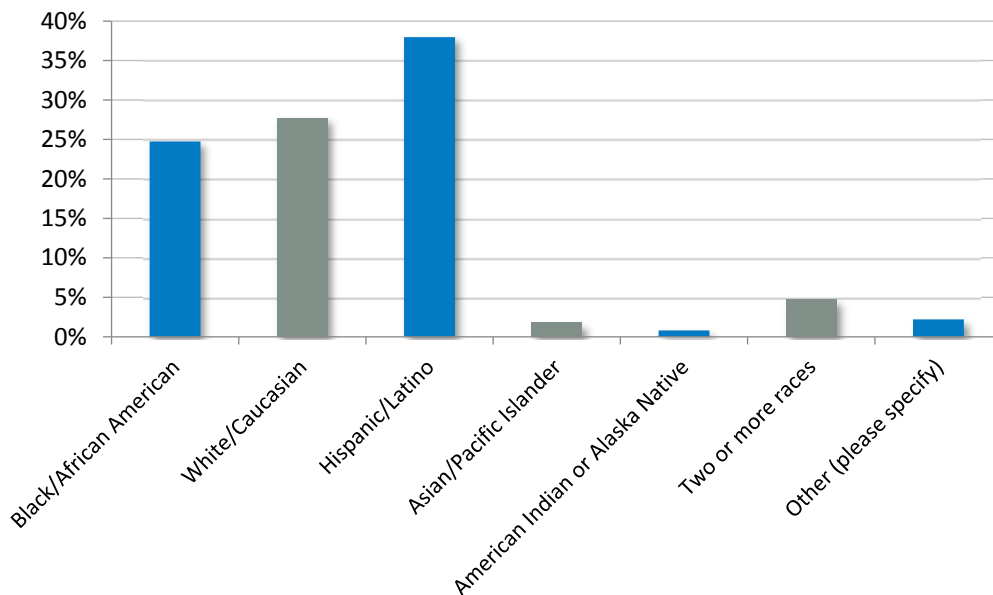
Figure 4-11 shows the gender of passengers who took the survey. Of the 517 who responded to the survey, nearly 53% indicated male, 46% indicated female, and nearly 1% indicated non-binary.

Figure 4-11: Gender of Transit Passenger



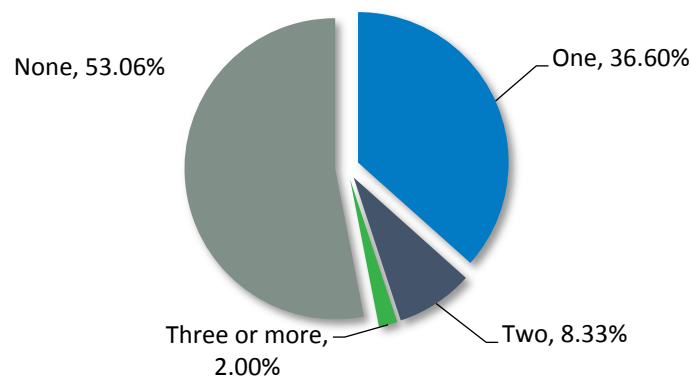
As shown in Figure 4-12, riders were asked about their ethnic origin. A total of 382 (37.97%) were Hispanic/Latino, 279 (27.73%) were White/Caucasian, and 249 (24.75%) were Black/African American. Of the 22 who selected “Other,” most wrote in Haitian.

Figure 4-12: Ethnic Origin of Transit Passenger



Transit passengers were asked how many working motor vehicles were available in their household (Figure 4-13). Most responses, 503 (53.06%), answered that they had no vehicles in the household. Another 347 (36.60%) had one vehicle, 79 (8.33%) had two vehicles, and 19 (2.00%) had three or more vehicles available.

Figure 4-13: Motor Vehicles Available to Transit Passenger



Passengers were asked to provide their annual household income. As shown in Figure 4-14, approximately, 131 riders (19.38%) had an annual household income of \$15,000–\$19,999, 116 (17.16%) said \$20,000–\$24,999, and 101 (14.94%) said less than \$10,000 per year; 64 passengers (9.47%) said they had an annual household income of \$40,000 or more.

Figure 4-14: Annual Income by Household of Transit Passenger

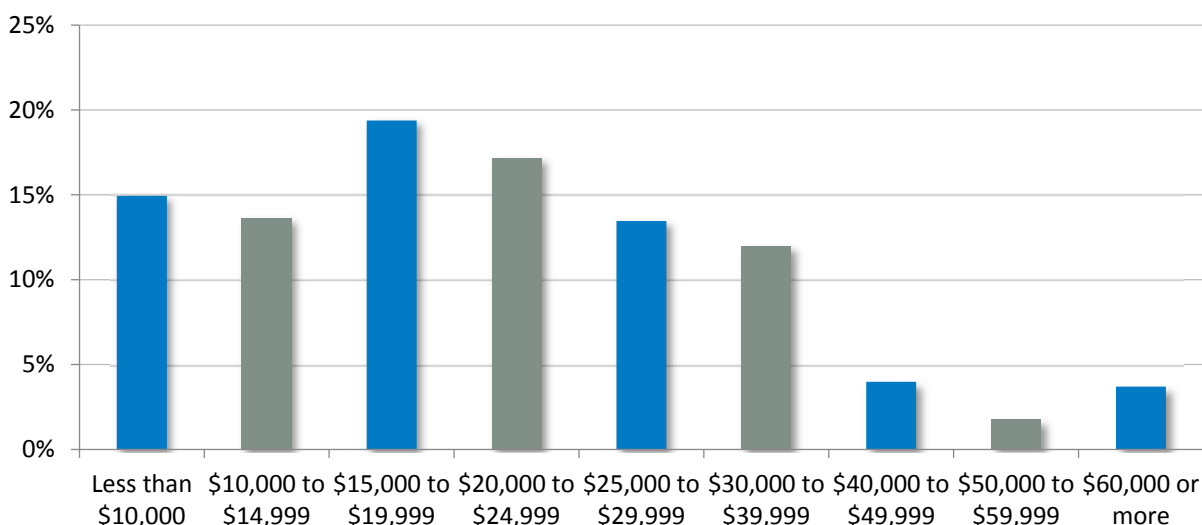
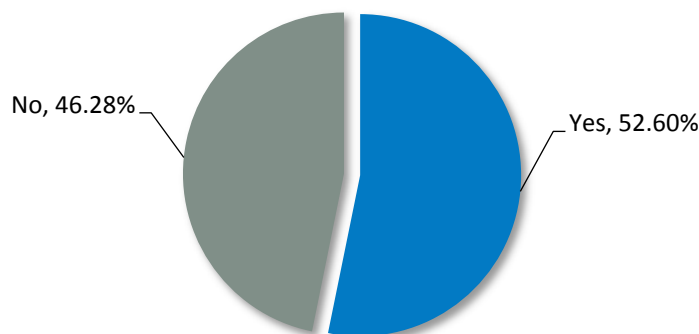


Figure 4-15 shows the number of people who spoke another language at home other than English. The survey was translated in Spanish and Creole for non-English speaking passengers. In total, 454 (46.28%) said they did not speak a different language at home, and 516 (52.60%) said they did. Of these 516, 282 said they spoke Spanish, 93 said Haitian Creole, 10 said French, and 5 said German.

Figure 4-15: Language Used at Home by Transit Customer



4.1.11 On-board Survey Findings Summary

Findings of the survey were used to better understand the needs, transit service gaps, experiences, and priorities of existing CAT riders. This information will be useful in targeting riders in the future as CAT makes service improvements and can be used to program and prioritize mobility improvements. A copy of the on-board survey can be found in **Appendix C**.

4.2 Online Surveys

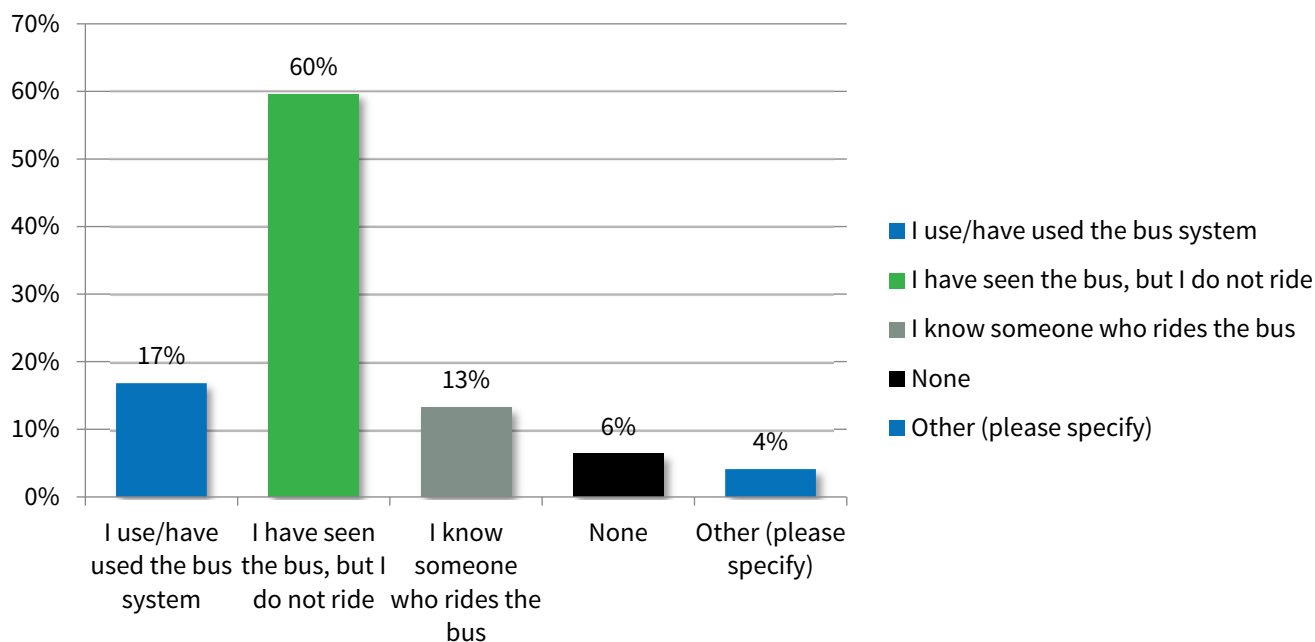
To better understand the needs and concerns of persons who use and do not currently use the CAT services, CAT and MPO staff and the consulting team developed two online surveys to elicit responses useful to CAT/MPO staff to better understand how services are perceived and what mobility services are in demand. The surveys were posted on the Collier County, CAT, and Collier MPO websites and were distributed via a set of email lists (940 contacts) and social media outlets in two phases during the TDP. The first survey focused on the perception of existing transit services and mobility needs in Collier County and was live from mid-February to March 15, 2020.

4.2.1 Phase I Public Input Survey

In total, 17 questions were asked to gather opinions about mobility needs, current services, and willingness to use public transit and to gauge public awareness on transit and gather sociodemographic information about survey respondents. The first online survey had a total of 220 responses and are summarized below.

Respondents were asked about their experience with Collier County’s public transportation and related mobility services. The majority (60%) responded that they had seen the bus but did not ride it.

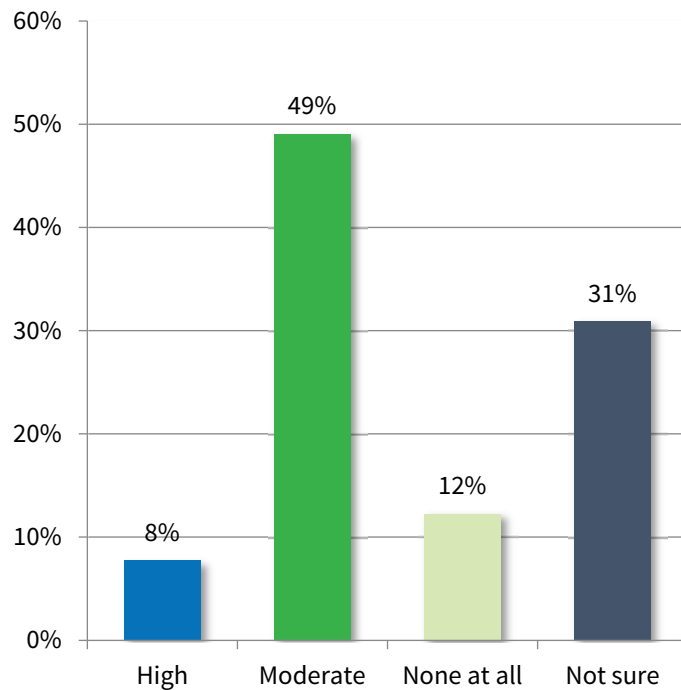
Figure 4-16: What is your understanding of and experience with Collier County’s existing public transportation service (CAT)?



Although 49% of respondents indicated they were only moderately aware of public transit services (Figure 4-17), 71% said that it must be provided, as illustrated in Figure 4-18. Respondents were asked about their perception of transit’s role in Collier County. Figure 4-19 shows that most agreed that transit serves persons who do not have access to a vehicle (95%) and that transit provides service to

workers and commuters (84%). About half agreed that transit serves tourists/visitors (52%) and helps to relieve parking and congestion (55%).

Figure 4-17: How much awareness is there in Collier County about transit/public transportation?



"I have employees that don't have cars and getting to work is a big issue with no reliable public transportation"

"My business depends on it."

"I was considering buying the monthly pass; however, I sometimes start work at 6 am, and sometimes leave work at 7:30 pm. The bus system does not work for my work schedule...."

Figure 4-18: What is your opinion of transit services in Collier County?

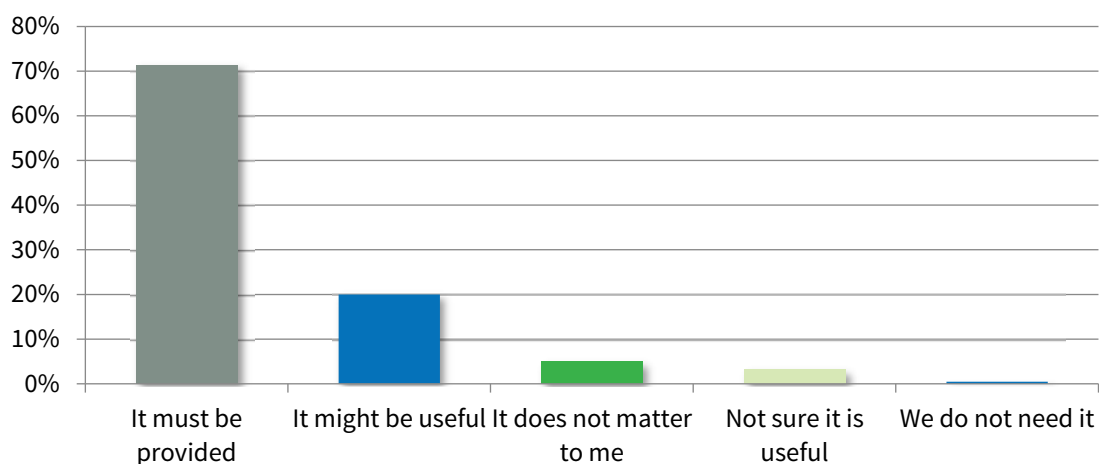
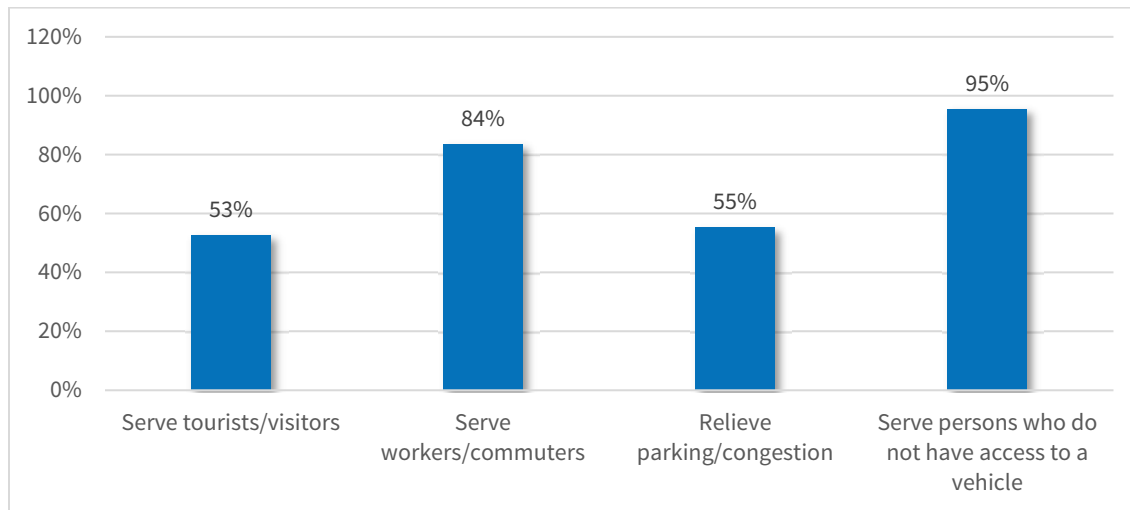
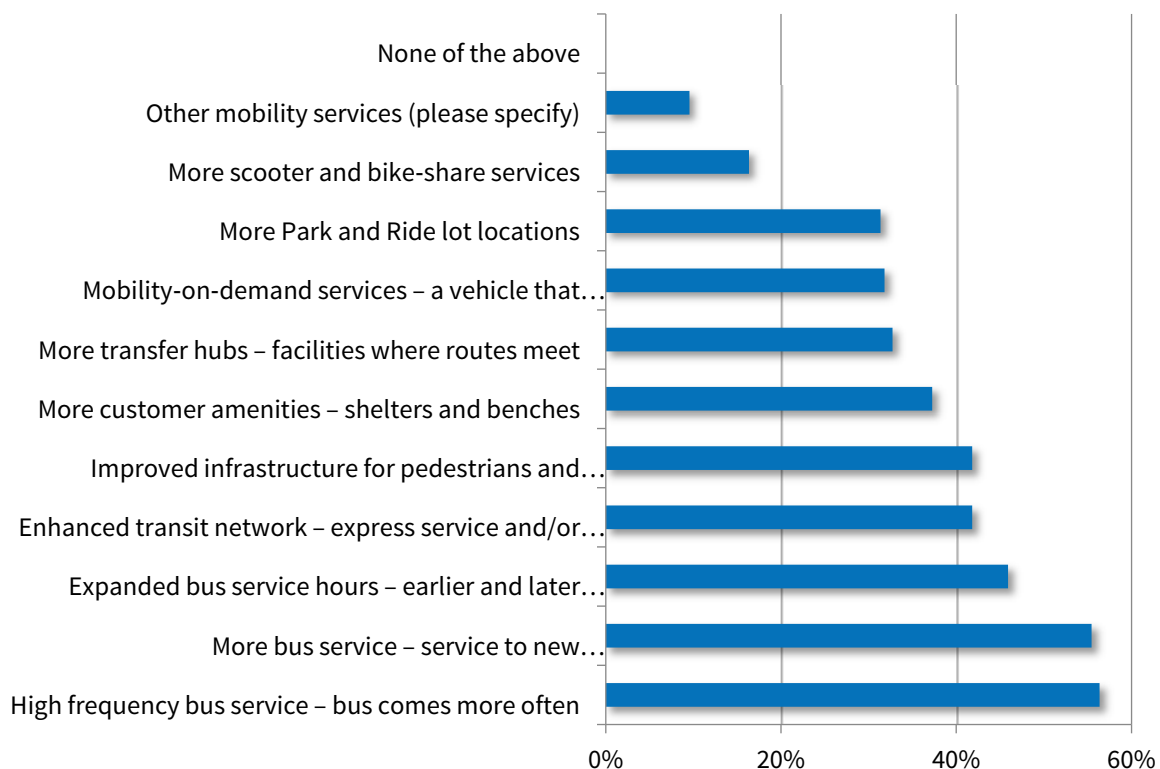


Figure 4-19: What is your perception of transit’s role in Collier County? Check all that apply.



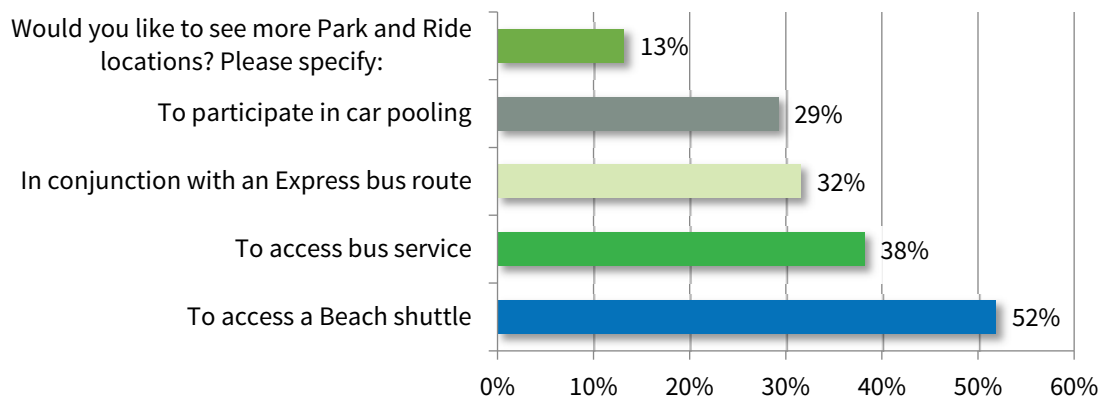
Respondents were asked to indicate what transit improvements they would like to see in Collier County (Figure 4-20). The top three responses were higher-frequency bus service, more bus service to new areas, and expanded bus service hours. Comments included the need for bus pullouts, more services for older adults, increased maintenance of stops, light rail on major arterials, service outside the community for festivals, and community shuttle services.

Figure 4-20: What mobility improvements would you prefer to see in Collier County?



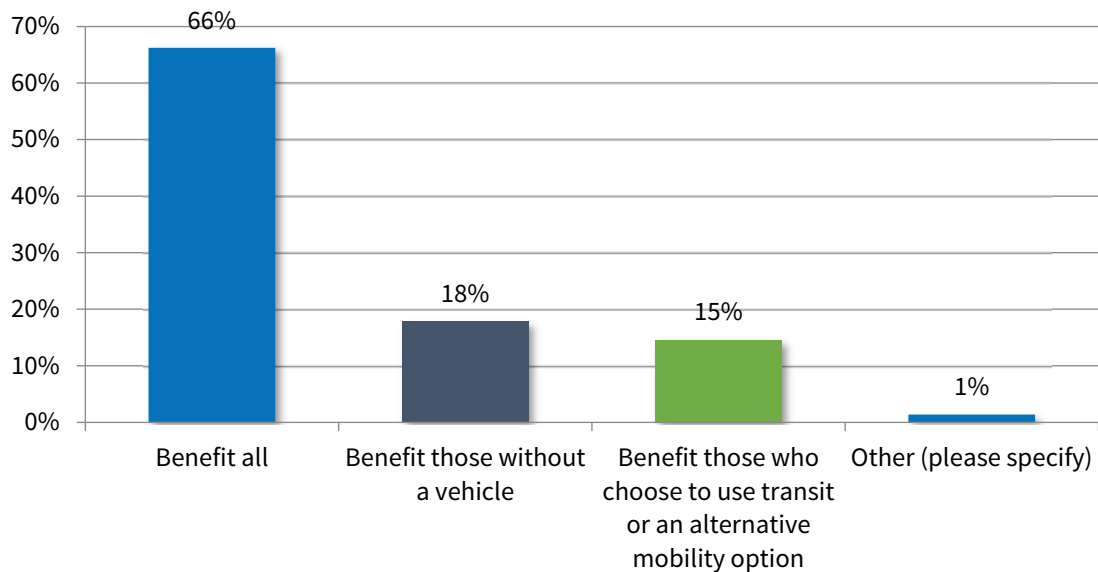
Respondents were asked for which of the following they would use a park-and-ride lot. Figure 4-21 shows that almost half of the respondents said they would use it to access a beach shuttle, and 38% said they would use it to access bus service. Suggested locations for park-and-ride lots included the Golden Gate area, East Naples for use with Marco Island Express service, the Estates, Publix on Pine Ridge Road/Collier Boulevard, the Orange Tree area, Eagle Lakes, apartment buildings in South Collier County, and at I-75 access points.

Figure 4-21: For which of the following would you use a park-and-ride lot?



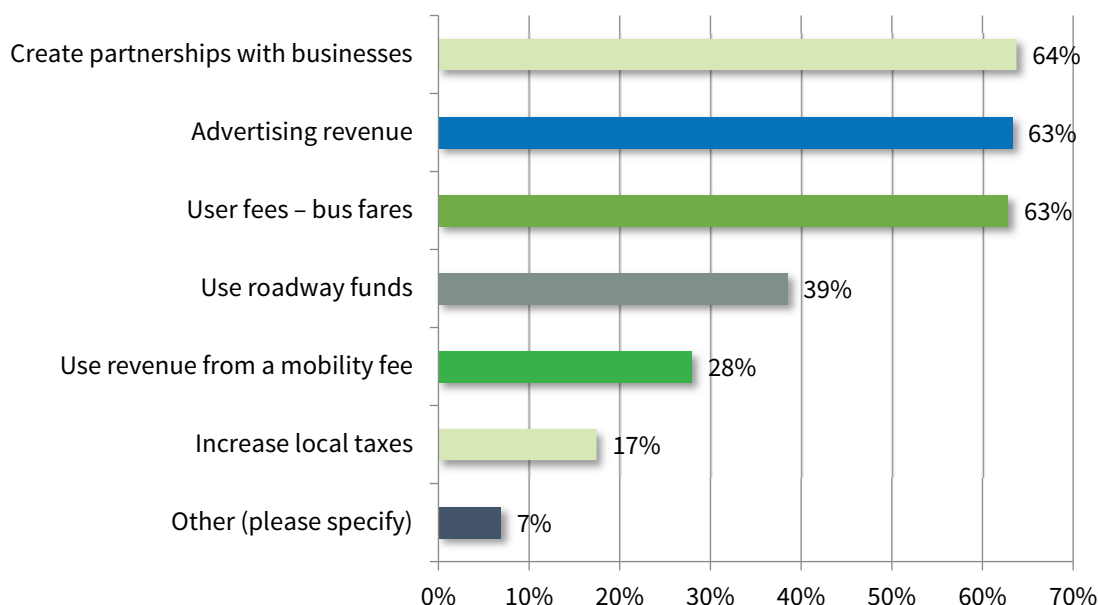
Respondents were asked who should benefit from mobility improvements. Figure 4-22 shows that 66% of respondents believe that all should benefit, 18% said that it should benefit those without a vehicle, and 15% said those who choose to use transit or an alternate mobility.

Figure 4-22: Who should benefit from mobility improvements?



To understand the public’s perception of how transit should be funded, respondents were asked how expanded mobility service should be paid for and could select all that apply. The top three responses, tied at 63%, were creation of partnerships with businesses, advertising revenue, and user fees, followed by roadway funds (38%) and revenue from a mobility fee (27%). One respondent commented that a sales tax, similar to HART’s in Tampa, should be used, another suggested developer funded via impact fees, and a third suggested a tourism tax. One respondent suggested that special event sponsors should be assessed a fee and required to provide services; all three respondents suggested grants.

Figure 4-23: How should we pay for expanded mobility service?



To gauge additional insight on the public’s perception of CAT services, respondents were how much they agree or disagree with six statements regarding CAT services. The statements with the highest percent of disagreement were:

- “Existing CAT service covers the areas I need to travel to regularly” (18%).
- “CAT services are effective, convenient and easy to use” (9%).
- “CAT is effective at making the public aware of existing transit and mobility service” (6%).

The statements with the highest percent of agreement were:

- “Collier County needs more service and/or more service options” (59%).
- “Additional public transit service will improve economic opportunities in Collier County” (54%).
- “Collier County should invest more into expanding mobility services and options” (48%).

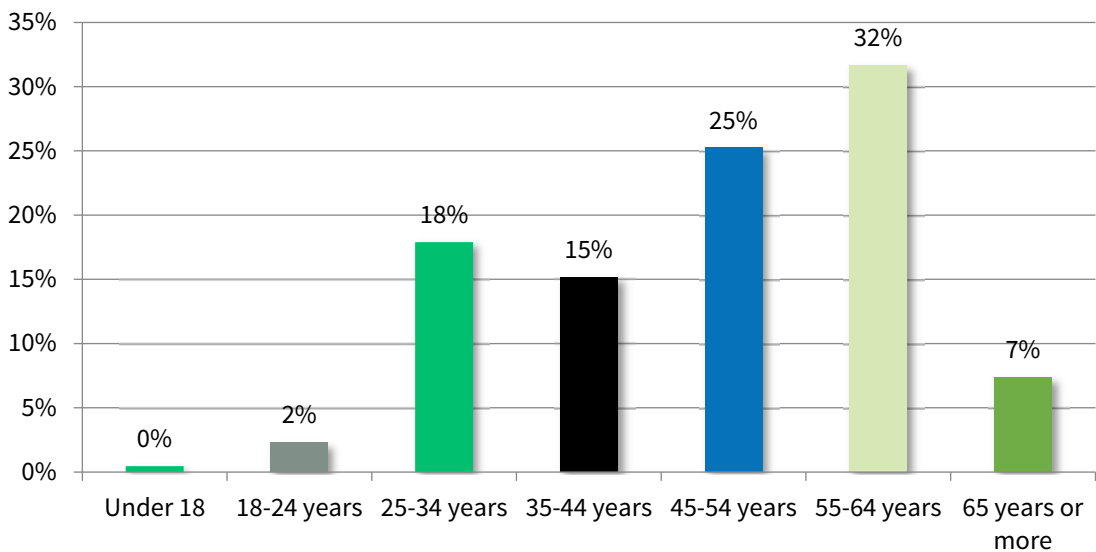
Table 4-1 shows the responses to each statement by their level of agreement.

Table 4-1: Please specify whether you agree or disagree with the statements below.

	Agree	Somewhat Agree	Neutral	Somewhat Disagree	Disagree
CAT services are effective, convenient, and easy to use.	17.51%	19.82%	42.40%	11.52%	8.76%
Collier County needs more service and/or more service options.	59.63%	23.85%	12.84%	1.38%	2.29%
Existing CAT service covers the areas I need to travel to regularly.	8.80%	13.89%	43.06%	16.20%	18.06%
Collier County should invest more into expanding mobility services and options.	48.62%	27.52%	19.72%	1.83%	2.29%
Additional public transit service will improve economic opportunities in Collier County.	53.67%	25.69%	15.14%	3.21%	2.29%
CAT is effective at making the public aware of existing transit and mobility services.	11.57%	23.61%	36.11%	22.69%	6.02%

The remaining questions collected socio-demographic information on the respondents. When asked about their age, more than half indicated they were ages 45–64, approximately 18% said they were 25–34, and 15% said 35–44. One respondent indicated being under age 18, and five indicated they were age 18–24.

Figure 4-24: Your age is ...



As shown in Figure 4-25, 64% of respondents identified themselves as female and 36% were mail.

Figure 4-25: You are ...

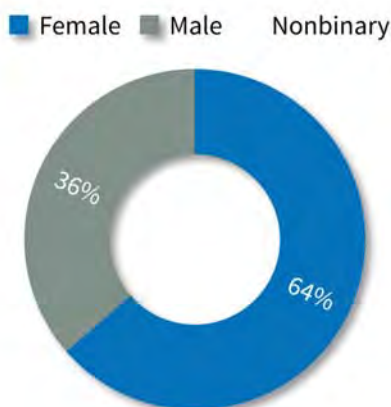
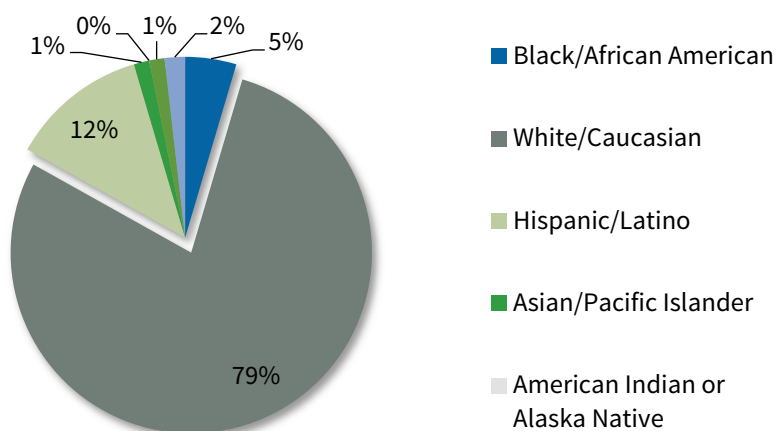


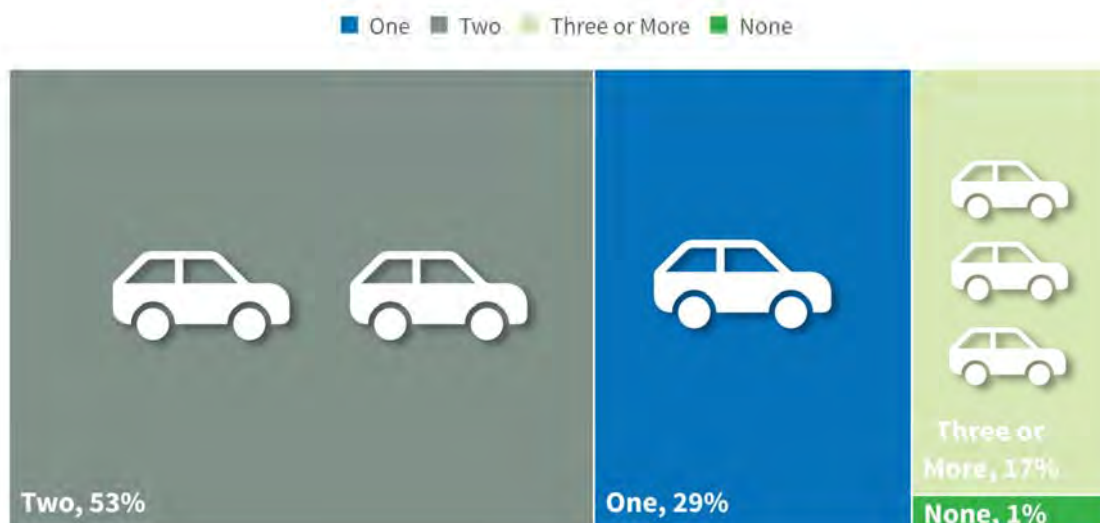
Figure 4-26 shows the ethnic origins the respondents reported. The majority indicated they were White/Caucasian (79%), followed by Hispanic/Latino (12%) and Black/African American (5%).

Figure 4-26: Your ethnic origin is ...



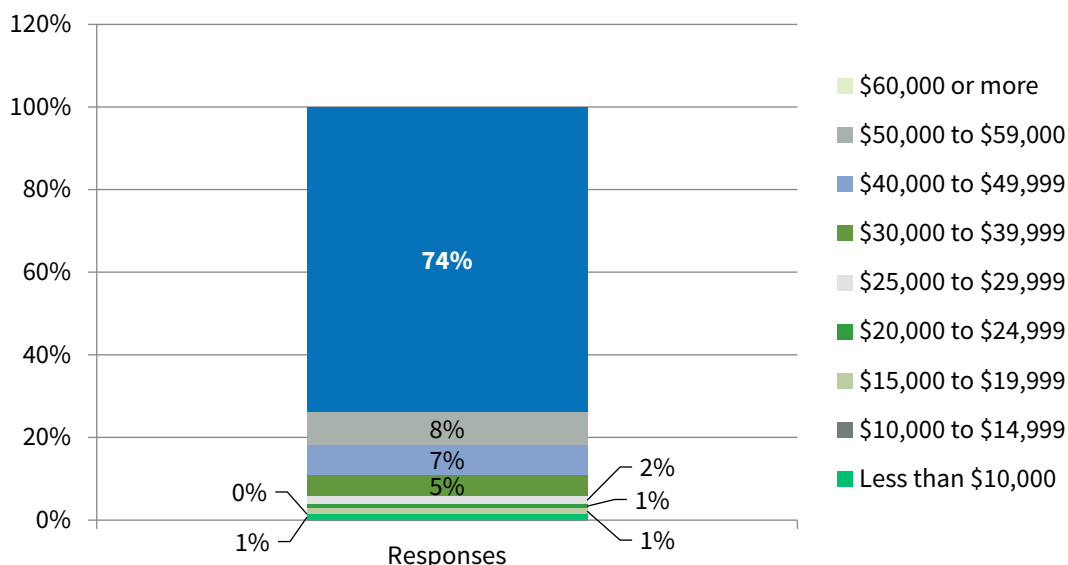
Additionally, respondents were asked about access to a vehicle in their household. Most respondents (53%) reported having two vehicles, followed by one vehicle (29%) and three or more (17%). One percent of respondents (3 total) reported having none, as shown in Figure 4-27.

Figure 4-27: How many motor vehicles in your household are available for your use?



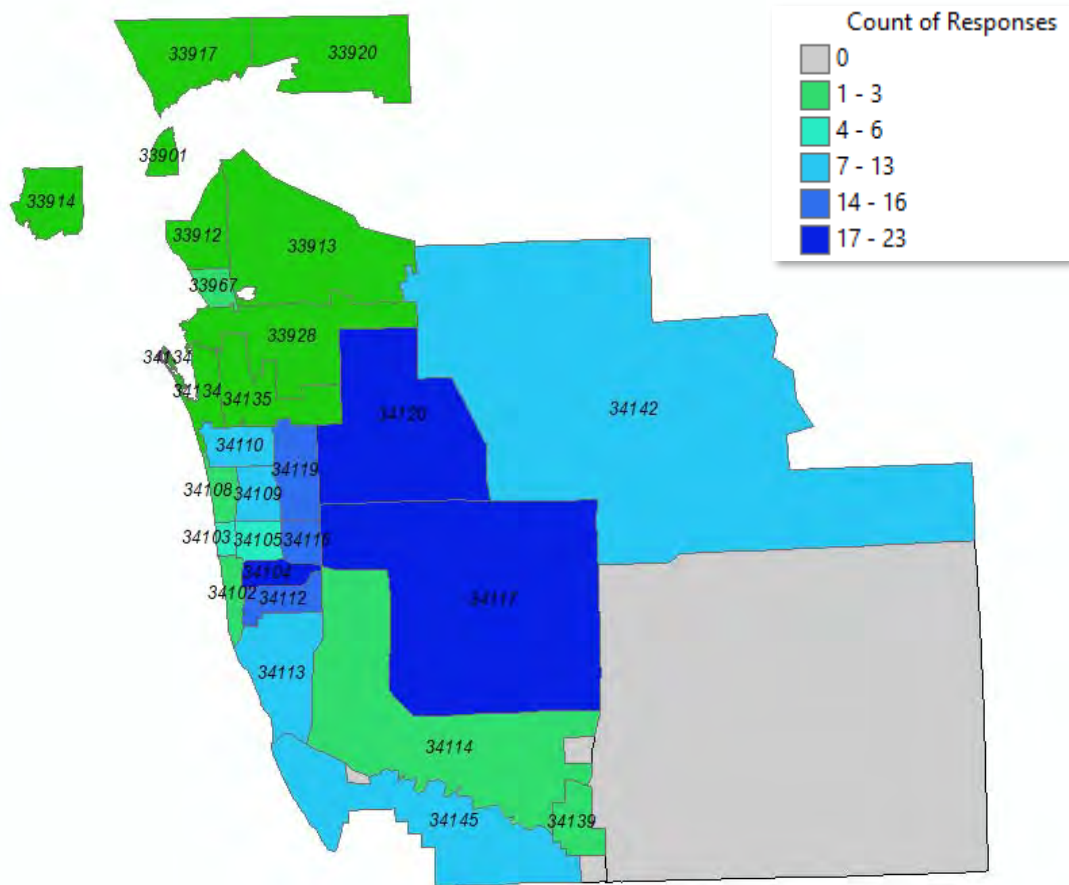
As shown in Figure 4-28, approximately 73% of respondents indicated their household income was \$60,000 or more, followed by \$50,000–\$59,000 (8%), \$40,000–\$49,000 (7%), and \$30,000–\$39,000 (5%). A total of 6% indicated their household income was less than \$29,000.

Figure 4-28: What was the range of your total household income for 2019?



Respondents were asked if they speak a language other than English at home; 23% indicated that they did and 77% did not. As shown in Figure 4-29, respondents selected the ZIP code of their residence. Most respondents indicated that they lived in ZIP codes 34104 (east of Naples), 34120 (Orangetree), 34117 (east of Golden Gate area). Some respondents lived in Lee and Hendry counties.

Figure 4-29: Home ZIP Code Responses



The final question asked respondents if they had any other comments or suggestions that would help CAT improve mobility services. Several respondents made suggestions about the need for more stops and bus shelters, including a park-and-ride for the Estates along the SR-951 corridor to connect riders to hubs such as the Government Center and Horseshoe. Other themes were the need for service through downtown, earlier and later service, increasing service in Immokalee, more bicycle and pedestrian infrastructure, and more service to Everglades City.

This is for my disabled son. The bus system does not go to places he needs service at the times he needs service. The routes are hard to understand.

I see people waiting for the bus on Rattlesnake and while here and there, there is a bench, there is no cover from inclement weather. Many people waiting have small children with them or are VERY pregnant. A simple issue, but I believe a very important one.

Consider smaller electric vehicles like the paratransit vans and run service more frequently on some routes.

I encourage more coverage and more frequent routes. As a restaurant manager, many of my staff rely on CAT service and it takes them hours to get to and from work.

Cut the ride time in half. The 12 and 11 routes should come every 45 mins instead of one hour and a half. More buses route to Walmart on 951. More time bus until 8 p.m. I'm forgetting what's night life is like at Naples because the last bus is at 6:30. Each business should advertise bus route schedule booklet. Or advertise a bus stop on the map with a business name. Or make bus schedule booklet a collector item for tourists.

4.2.2 Phase II Public Input Survey

The second online survey was available from July 15 to August 15, 2020 and focused on educating the public on the proposed transit improvements and receiving their input on how to prioritize the improvements. A copy of the online surveys can be found in **Appendix C**. The second online survey had a total of 48 responses, which are summarized below.

Respondents were asked for their home zip code. Most of the responses reported their home zip code was 34112, and 34142, and 34116. The most responses for work or school zip code was 34142 and 34104. Table 4-2 summarizes the responses

Table 4-2: Home and Work/School Zip Code Responses

Zip Code	Home Responses	Work/School Responses
34112	23%	8%
34142	20%	27%
34116	10%	0%
34110	8%	4%
34119	8%	0%
34109	5%	8%
34113	5%	8%
34105	5%	0%
34108	5%	0%
34103	3%	8%
33967	3%	0%
33993	3%	0%
34117	3%	0%
34120	3%	0%
34104	0%	27%
33901	0%	4%
34143 and 34102	0%	4%
34145	0%	4%
Total Responses	40	26

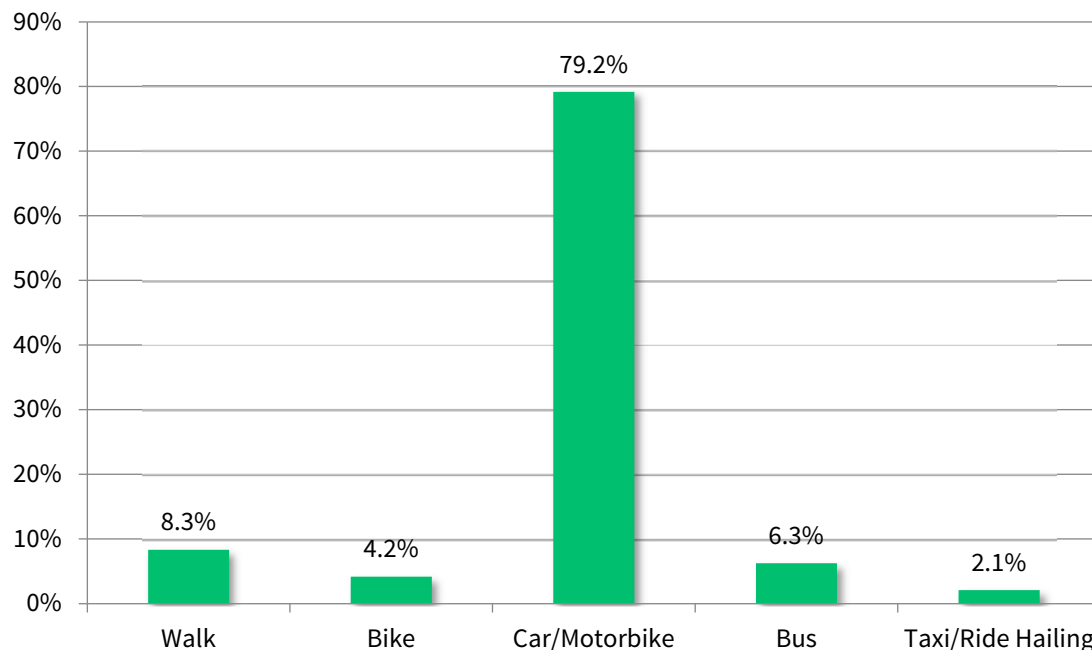
Respondents were asked about their typical travel needs within Collier County. Respondents were asked to select the best option when they travel for work/school, shopping, medical services, and other reasons: 1-3 days/weeks, 4+ days/week, or not applicable. Over half of respondents travel 4+ day per week for work (58%), and most travel for other reasons 1-3 days per week. (55%). Most of respondents travel for shopping 1-3 days/week and 41% of travel for medical services 1-3 days per week. Table 4-3 lists the responses by trip purpose.

Table 4-3: Tell us about your typical travel needs within Collier County.

	N/A		1-3 days/week		4+ days/week		Total
I travel for work or school:	29.0%	11	13.2%	5	57.9%	22	38
I travel for other reasons:	15.8%	6	55.3%	21	29.0%	11	38
I travel for shopping:	7.7%	3	82.1%	32	10.3%	4	39
I travel for medical services:	53.9%	21	41.0%	16	5.1%	2	39

Respondents were asked about their usual mode of transportation. Most respondents (79%) reported that they usually travel by car/motorbike, followed by walking (8.3%), bus (6.3%) and bike (4.2%), as shown in Figure 4-30.

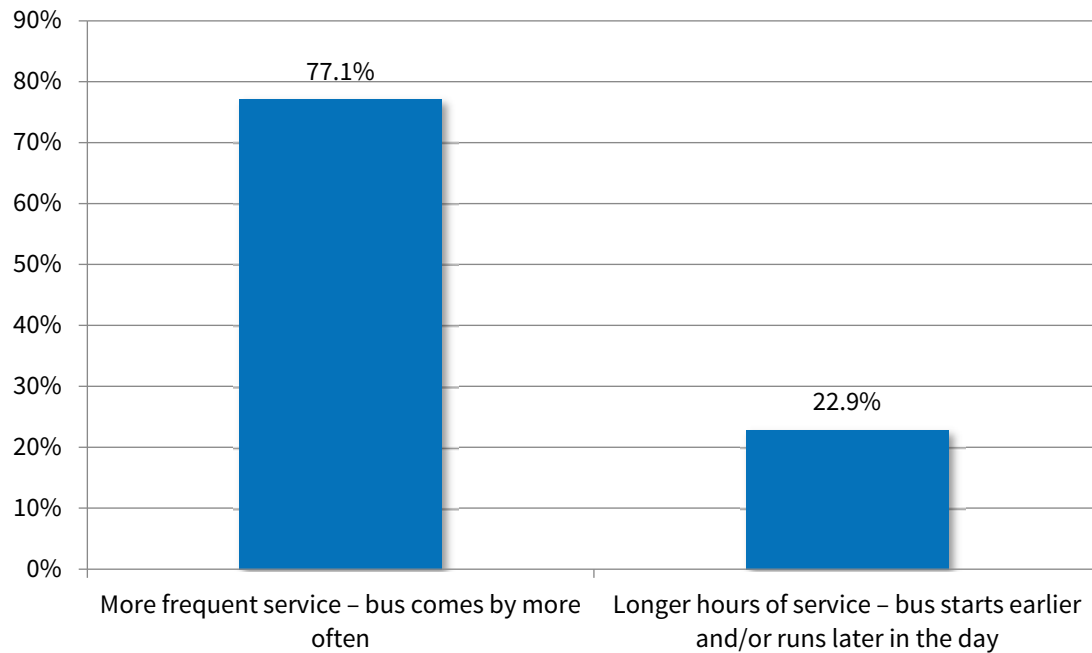
Figure 4-30: I usually travel by...



Of the respondents who usually travel by bus, the most frequent routes they reported riding were: routes 15 (2 responses), 16 (2 responses), followed by routes 12, 17, 18, 24 with one response each, as shown in Figure 4-30.

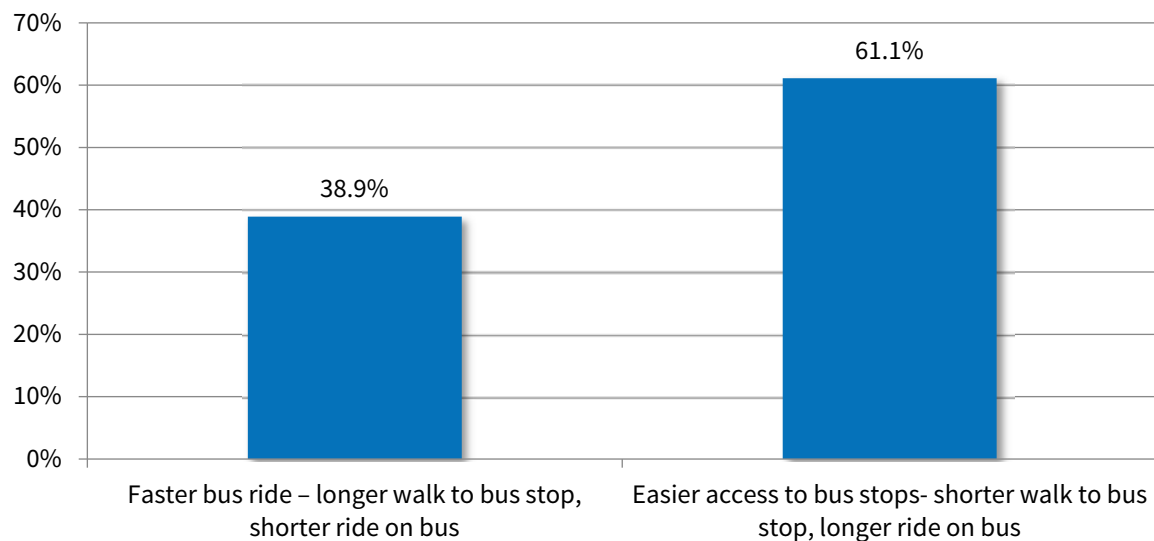
In order to understand what type of service improvements the community would prefer; respondents were asked to choose between more frequent service and longer hours of service. The majority (77%) selected more frequent service, as shown in Figure 4-31.

Figure 4-31: If I had a choice between more frequent service and longer hours of service, I would choose...



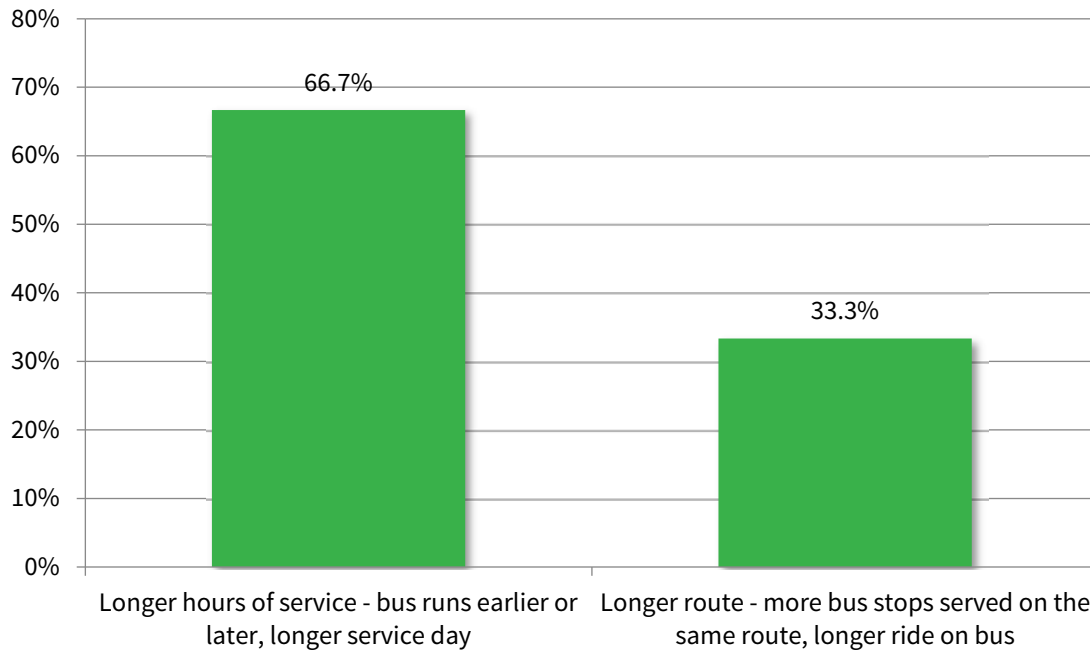
Respondents were asked to choose between a faster bus ride (fewer bus stops on the street) or easier access to bus stops (more bus stops and buses turning into shopping centers and apartment complexes to stop). Most respondents (61%) chose easier access to bus stops, as shown in Figure 4-32.

Figure 4-32: If I had a choice between a faster bus ride or easier access to bus stops, I would choose...



Respondents were asked to choose between longer hours of service and a longer route serving more destinations. Most respondents (67%) selected longer hours of service, as shown in Figure 4-33.

Figure 4-33: If I had a choice between longer hours of service and a longer route serving more destinations, I would choose...



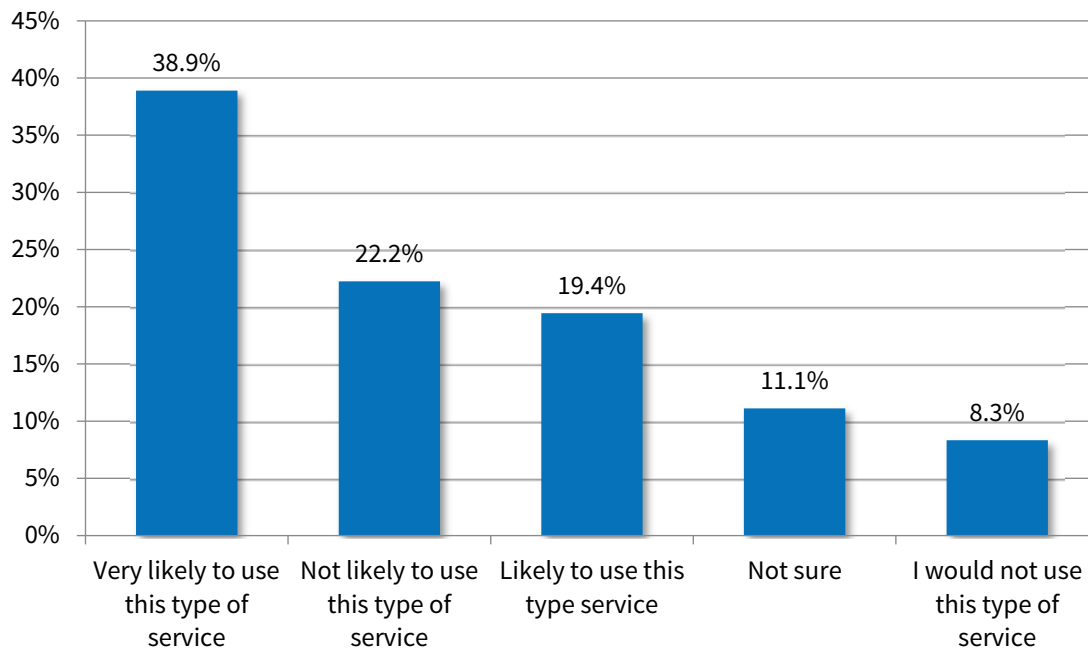
A description of mobility on demand services was provided in the survey before asking respondents how likely they would use this type of service. Over one-third of respondents selected very likely to use this type of service, while 22% selected not likely, as shown in Figure 4-34. Respondents were permitted to leave comments about MOD service. Many were in favor of this type of mobility because it is flexible. Some noted there is a need for this service along Livingston Road, Vanderbilt Road, and in Ave Maria and Immokalee.

I think this service is essential for the community of Immokalee. Especially for those needing to go to Ave Maria and Naples for medical treatments.

I believe folks without a vehicle would use it.

Sounds like a great idea!

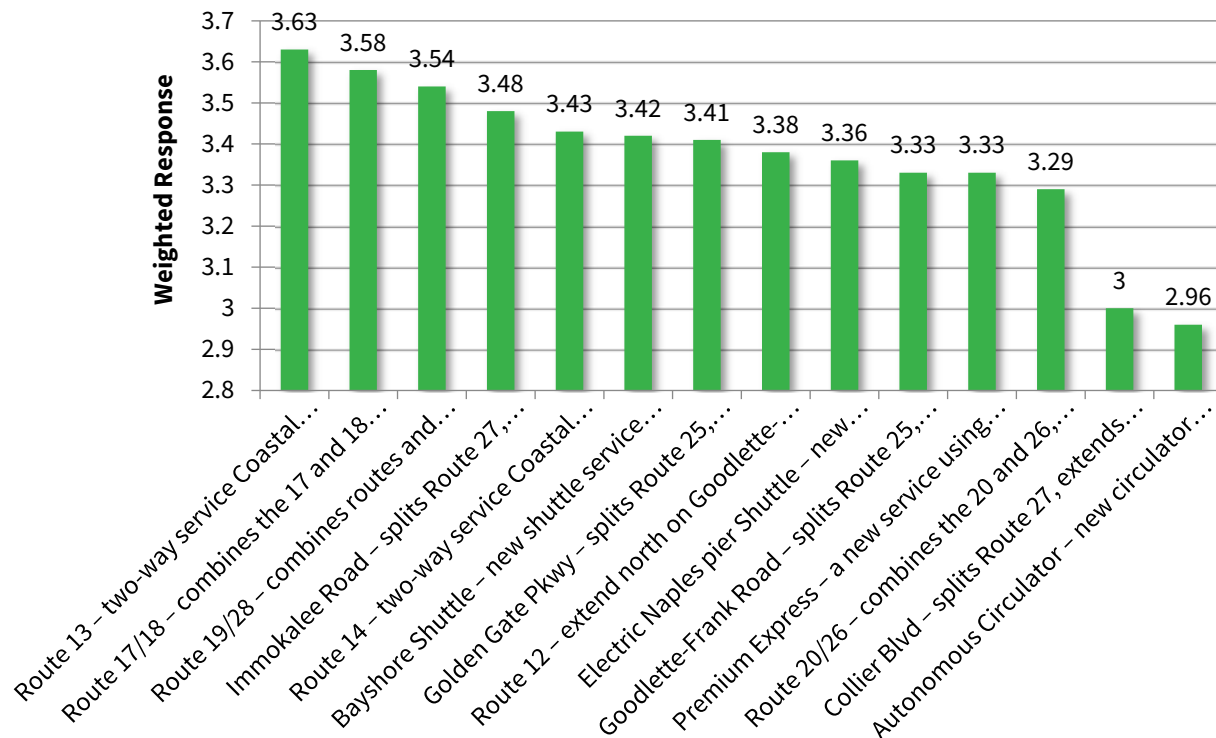
Figure 4-34: Based on the description of mobility on demand services, how likely would you be to use this type of service?



Respondents were asked to rate the importance of providing MOD service in North Naples, Naples, and Golden Gate Estates. Naples received the most responses for having a higher priority, followed by North Naples and Golden Gate Estates. Respondents could provide comments on the proposed MOD zones. Some respondents indicated that the zones would not service their area and one respondent emphasized the need for this service in Immokalee.

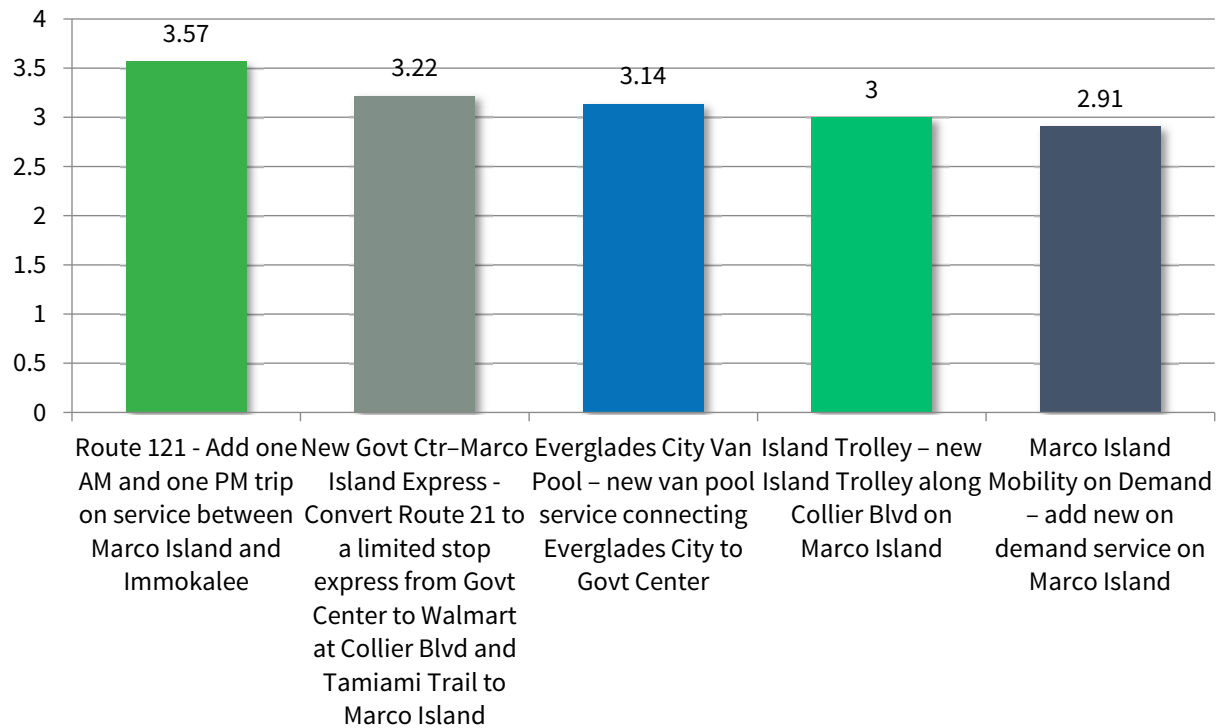
The survey provided a map with service improvements including route realignments and new service in the Naples area. Respondents were asked how important each improvement was. The responses ranged from Higher Priority to Not a Priority and were weighed. Higher Priority responses received a weight of “5” and Not a Priority received a weight of “0”. The proposed realignments to routes 13, 17/18 and 19/28 ranked highest in weighted response. Proposed improvements receiving the least priority include Route 12 extension, Naples Pier Electric Shuttle, Goodlette-Frank Road, Premium Express, combining Route 20/26, Collier Boulevard, and the autonomous circulator. The remaining responses and their weighted response rate are illustrated in Figure 4-35.

Figure 4-35: Naples Area - Looking at the map of proposed service changes and new services, please tell us how important each is to you



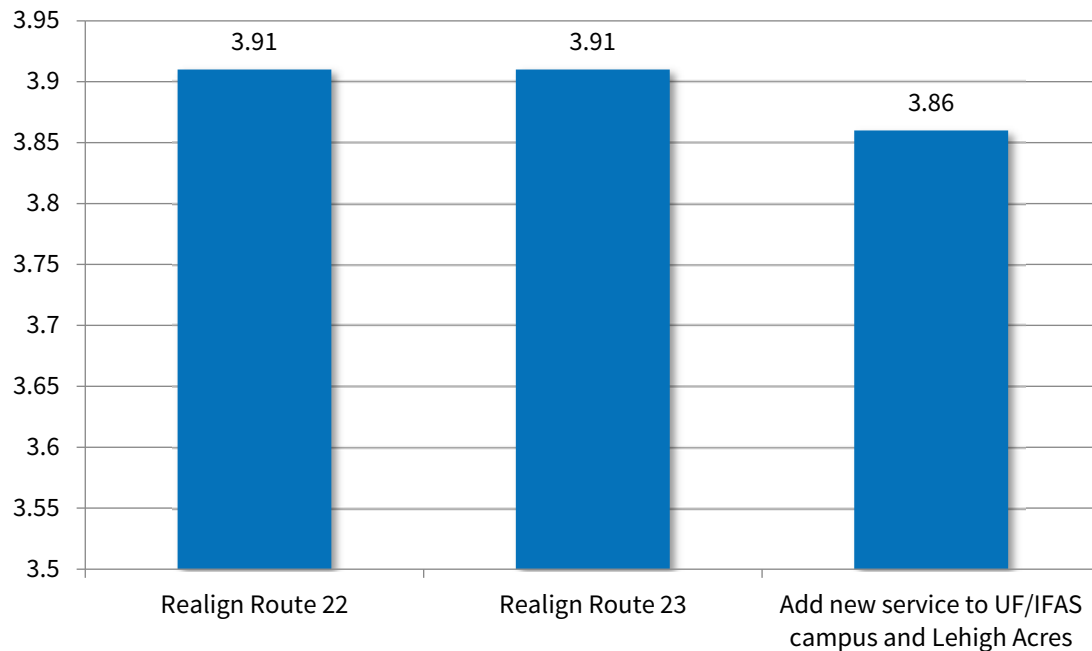
The survey provided a map featuring service improvements in Marco Island and were asked to rate the importance of each service improvement. Adding trips to Route 121 received the highest priority, followed by the New Government Center-Marco Island Express, and Everglades City Van Pool. The Island Trolley and the Marco Island MOD service received the highest number of “Not a Priority” responses. Respondents could provide comments on the Marco Island area improvements. One respondent indicated that more trips for Route 121 are needed and another indicated that many residents in Immokalee travel to Marco Island for work. Another respondent indicated that all the improvements are very important while two indicated they get around by private automobile. The weighted average responses are illustrated in Figure 4-36.

Figure 4-36: Marco Island Area - Looking at the map of proposed service changes and new services, please tell us how important each is to you



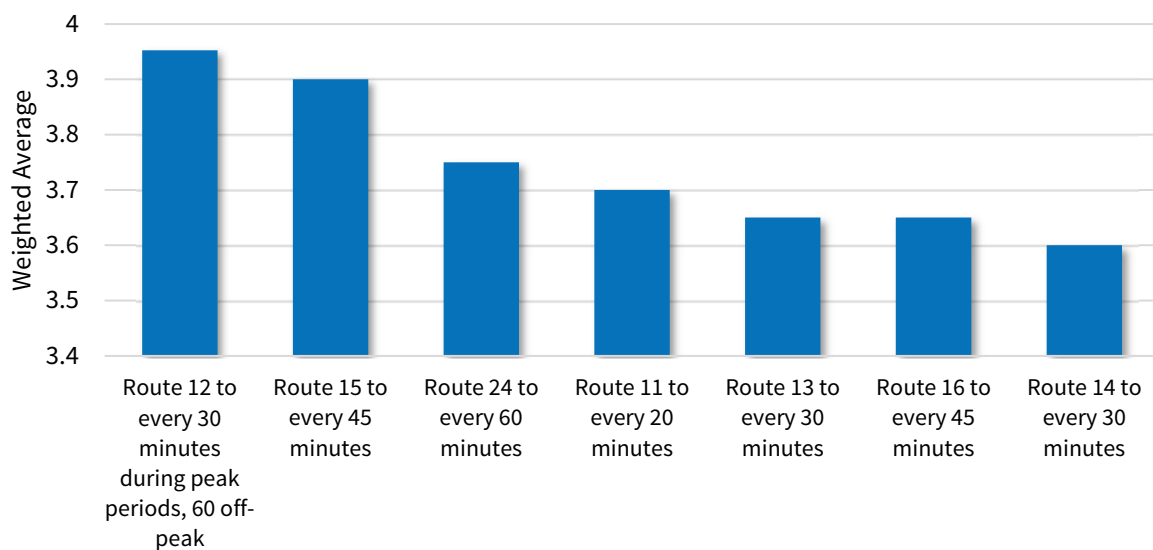
Respondents were provided a map of proposed service changes in Immokalee and were asked to rate each in terms of importance. The three responses received similar levels high priority support, with 50% of responses rating each improvement as a “Higher Priority”. The weighted responses are shown in Figure 4-37. Respondents could provide comments on the proposed changes. Several indicated there is a need to connect Immokalee to Lee County. One respondent suggested modifying Route 23 to go to Esperanza Plaza and then to McDonalds on Immokalee Drive and Mainstreet. Another suggested one route travel to the Shelly Stater Shelter instead of having both routes 22 and 23 travel along Lake Trafford Road.

Figure 4-37: Immokalee - Looking at the map of proposed service changes and new services, please tell us how important each is to you.



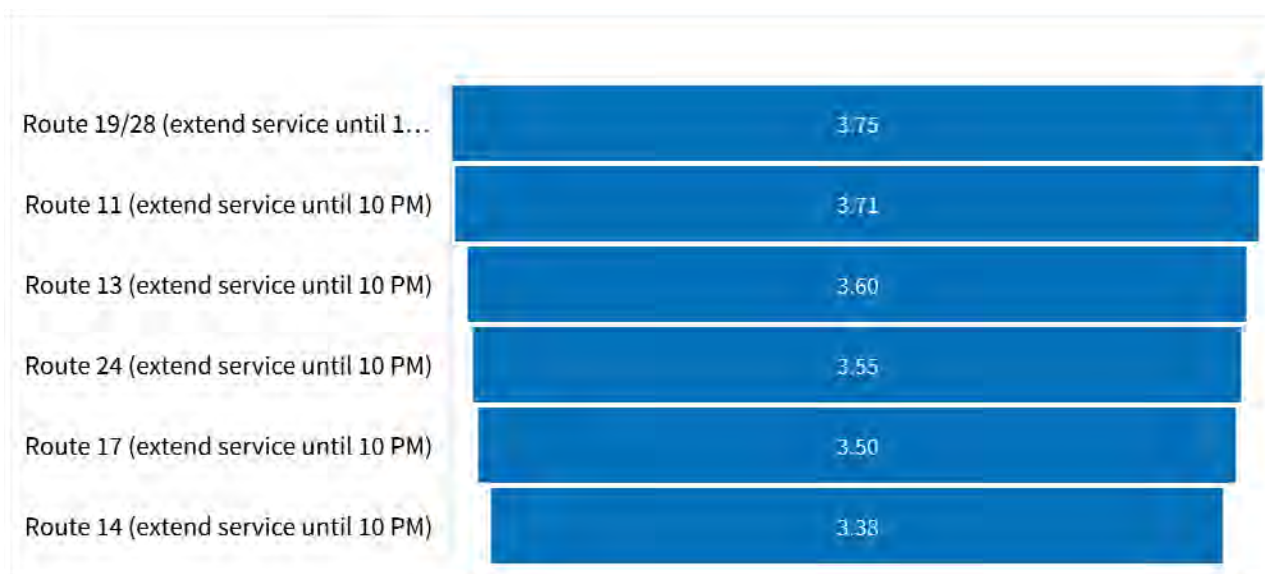
Thinking about how often the bus comes by, respondents were asked to tell us how important the following frequency improvements are to them. All the improvements had similar response rates, with Route 12 frequency improvements having a slight lead in its weighted average due to having the highest number of “Higher Priority” responses, as shown in Figure 4-38.

Figure 4-38: Tell us how important the following frequency improvements are to you



The final question in the survey asked respondents to rate how important span improvements (until 10 PM) for routes 11, 13, 14, 17, 19/28, and 24 are to them. All the routes had responses that gave them all higher priority, however routes 19/28, 11 and 13 scored the highest in priority overall. Figure 4-39 shows the weighted average response by route.

Figure 4-39: Thinking about how late the bus runs, please tell us how important the following changes are to you.



4.3 Stakeholder Interviews

Understanding local conditions are an important part of the TDP and should include knowledge of the perceptions and attitudes of community decision-makers and leaders towards transit and its role in the community. To obtain this information, a total of 12 stakeholders also were invited to be a part of this public involvement process. The interviews were held throughout April 2020.

All interviews followed a similar format using an interview guide that was developed with a list of questions and discussion topics to steer the discussions. Stakeholders were advised that CAT is in the process of updating its TDP, a 10-year planning document that serves to guide investments, provide direction on future initiatives, and respond to community needs. Respondents were thanked for their participation and advised that, as CAT prepares to update its guidance documents, their participation would be critical to helping develop insights and identify trends. Each respondent was asked to provide their perspective and insights as a stakeholder from their individual vantage point. Respondents were advised that the interview would ask for their perception of transit, how much awareness there is in Collier County about public transportation, which mobility improvements they would prefer to see in Collier County, who should benefit from mobility improvements, and how it should be funded.

Table 4-4 provides a list of stakeholders contacted and/or interviewed as part of this outreach effort.

Table 4-4: CAT TDP Stakeholders Contacted/Interviewed

Stakeholder	Organization	Title
Terry Hutchinson	City of Naples	Vice Mayor
Gary Price	Naples City	Council Member
Erik Brechnitz	Marco Island City	Council Member
Charlette Roman	Marco Island City	Council Member
Andy Solis	Collier County	Commissioner 1
Burt Saunders	Collier County	Commissioner 2
Leo Ochs	Collier County	Manager
Charles Chapman	City of Naples	City Manager
Michael McNees	City of Marco Island	Manager
Michael Dalby	Naples Chamber of Commerce	President
Danny Gonzalez	Immokalee Chamber of Commerce	President
Michelle McLeod	City of Naples	Council Member

Major themes were identified from the feedback. The following key themes were gathered from the interviews:

- Awareness of transit services in Collier County was viewed as low to moderate, with most stakeholders feeling that the public knows the CAT bus system exists but are not familiar with how to use it or where it operates.
- The role of transit was viewed primarily as a service for workers to access jobs and to serve persons without access to a vehicle. Secondly, it was viewed as a service to help relieve parking and roadway congestion and in certain locations as a service for visitors.
- The highest priorities for making improvements to the transit system were increasing the span of service, increasing service frequency, adding shelters, introducing mobility-on-demand services, and connecting service with sidewalks and bicycle/multimodal improvements.
- In terms of who should benefit from transit improvements, stakeholders expressed consensus that persons without access to a vehicle should be the primary beneficiaries, with additional benefits accruing to the community, the environment, businesses, and tourism.
- For how to pay for transit improvements, views were largely ordered as follows—user fees, including improvements through new developments, partnerships with major employers, businesses, institutions, and increased advertising.
- All stakeholders overwhelmingly expressed a positive recognition that more transit service and service options were needed in Collier County and overwhelmingly shared the sentiment that improving transit services and adding more mobility options would be good for the community and the local economy.

4.4 Discussion Group Workshops

Two invitation-based discussion group workshops with a small group of participants (8–12 persons) were held to serve as a subject matter roundtable in which all participants took part in assessing existing services and determining future transit needs using questions to motivate and inspire conversation about the transit development process. The first discussion group workshop represented the business workforce while the second represented community resources. The workshops were conducted virtually.

At the start of each workshop, the project team explained that the purpose of the TDP is to develop a 10-year strategic plan for transit that would evaluate existing conditions, determine future needs, and outline phased service and implementation plans. The project team reviewed the requirements and best practices for the TDP, explaining how the Federal Transit Administration (FTA) encourages transit agencies to conduct plan updates to the TDP every three to five years. In Florida, the requirement is a funded mandate called the State Block Program. As part of this process, FDOT wants the inclusion of a vision plan as a part of the TDP, an important component of the plan that will include a financial strategy but also identify future needs for the transit system.

The project team presented a baseline data review of baseline condition findings, exploring both the existing and projected socioeconomic, demographic, population, and employment conditions to take into consideration the changing dynamics of the county. Existing and potential land use, development and major activity centers, travel flows journey-to-work, and job accessibility via transit were presented. The project team facilitated a discussion with participants on a wide range of questions, which is discussed in more detail in the following summary information.

4.4.1 Discussion Group #1 – Business Workforce

The Business Workforce discussion group was held on March 31, 2020, from 10:00 AM to 12:00 PM. Participants were from Anthrex, the Collier County Economic Development Department, the Collier County Tourism Department, Career Source of Southwest Florida, the Florida Restaurant and Lodging Association, the Greater Naples Chamber of Commerce, the Immokalee Chamber of Commerce, and Enterprise Holdings (Commuter Services).

4.4.1.1 Mobility Perspectives

Workshop participants felt that awareness of CAT’s services could be improved. Many in the community do not know how the system works how to access the routes. One participant stated that the service is useful for those who cannot afford to live in the more dense and expensive areas but who need to work there (service industry); it is also useful for areas with shopping and entertainment so people can access them without driving. Another participant commented that public transit is particularly useful for international visitors, which comprise 20% of visitors who expect transit to be available but are surprised that there is none. In addition, the Beach Shuttle is not available during the time that international visitors tend to come. When asked if certain areas need more service, one participant said that the Golden Gate Estates area has a welfare-dependent population that needs

service for work and school, including the adult education centers, Florida Southwestern State College, and Lorenzo Walker Technical College.

Participants agreed that Mobility-on-Demand could be applicable to Collier County, noting that Pinellas County has used it to provide greater connection to fixed-route service and has increased ridership. Leveraging partnerships with the private sector would be beneficial. The need for park-and-ride lots should depend on density and need. A collection point near residential areas and/or near a major road would be a suitable place. CAT staff noted that there is an ongoing park-and-ride study.

4.4.1.2 Mobility Needs

Participants were asked to comment about their role and interest in the community as it related to the mobility needs and improvement strategies. Participants believed that employers should be more aware of CAT services that are offered to their employees. The group agreed that the Golden Gate community, Immokalee and East Naples are likely focal points for increased frequency and service for service workers and lower income individuals. The tourism and beach areas may need a separately branded solution.

4.4.1.3 Funding Support

The group was asked about support for funding via the community and/or business sector sharing the associated costs to benefit their employees and customers. A participant agreed that funding is important and suggested that the business community is at a point where funding options should be discussed in detail. Employers may be willing to subsidize in some way but it’s really a public service and it’s time to have a conversation to push more funding to public transit.

4.4.1.4 Other Mobility Needs

When asked about other mobility needs in the community, participants agreed that the youth population needs better transportation options, as it is difficult for them to get around the county for work, school, and extracurricular activities. Transportation was cited as the biggest impediment to connect high-school-age youth to internships and for students at Lorenzo Walker Technical College and Florida Southwestern State College.

4.4.2 Discussion Group #2 – Community Resources

The Community Resources discussion group was held on March 31, 2020, from 2:00–4:00 PM. Participants from the Collier County Sheriff’s Office, Lighthouse of Collier, Youth Haven Homeless Shelter, Hodges University, Blue Zones, Commute Van Pool Naples, Collier County CRA, Golden Gates Civic Association, and Collier County contributed to the discussion. Input from the workshop was categorized and summarized as follows.

4.4.2.1 Mobility Perspectives

Participants were asked about their understanding of and experience with CAT mobility services. Participants indicated that paratransit services were popular and were essential. Several knew of riders who use transit, including teens in disadvantaged locations and those who use it for medical

trips, and a few indicated that they use it themselves. A participant indicated that the bus schedule does not meet the needs of workshop schedules and that their organization would fail without paratransit. A participant inquired about the level of ridership needed to get more frequent services and whether smaller buses with more frequent service could achieve higher ridership. Another participant inquired if there was a trip planning app for youth, and the CAT team indicated that there was and that CAT was working to improve coordinating with other mobility types.

4.4.2.2 Mobility Needs

Participants were asked what mobility improvements they would prefer to see provided in the county. A participant indicated that shelters at bus stops should be a priority, as there are usually 3-4 days of thunderstorms per week during the summer season. Frequency of service was a major concern, but it was noted that it would be costly to run all routes at one-hour headways. Several participants indicated that Collier County is not a walkable community, as there is a lack of sidewalks near many bus stops; there was consensus that the community needs more and wider sidewalks. Several participants indicated that the span of service needed to be increased, particularly for workers at the mall and those who reside in Immokalee. A participant indicated that peak-hour travel demand should prioritize transit, especially along I-75. A need for more bus stops near the homeless shelter was also mentioned in the discussion. Another participant indicated that gated communities should be opened, as local roadways to facilitate transportation for older adults.

4.4.2.3 Transit's Role

Participants expressed that everyone should benefit from transit services, including workers, commuters, and transit-dependent populations. There was an agreement that transit increases economic development opportunities.

4.4.2.4 Other Mobility Needs

Participants felt that more awareness of transit services could mean more ridership, but the service is inconvenient, which could stifle ridership. A participant expressed a need to invest more in a range of mobility options to improve overall system. Park-and-ride locations were suggested to be established near Livingston Road and Immokalee Road, Ave Maria, Immokalee, near Lee County, in eastern Collier County, and near areas with a large concentration of students and transportation disadvantaged populations.

4.4.2.5 Mobility Strategies Discussion

Given participants' roles and interest in the community, they were asked about other mobility needs and the improvements that would most benefit the community. Participants expressed there was a need for more shelters, more frequent service, connecting sidewalks, and transit-only lanes and a more pedestrian- and bicycle-friendly environment, as well as a need to get workers to Marco Island, especially with the parking shortage in the island. Another participant suggested a focus on vanpool service, as bus drivers are the largest share of the cost of operating transit services. Participants suggested a special districts and tax increment financing to generate more revenue for mobility improvements.

4.5 Public Transit Advisory Committee (PTAC)

A presentation to the PTAC was held July 21, 2020, with representatives from FDOT, Career Source of SWF, LeeTran, Collier Transportation Planning, Collier Transportation Engineering, Marco Island Growth Management, Collier Housing, a transportation industry expert, Collier County Attorney, Collier MPO, and CAT staff. The presentation updated the committee on the status of the TDP, reviewed the proposed network, changes and requirements, followed by a summary planned outreach events. Several topics and suggestions were discussed during the meeting including

- **Commuting** – The number of people without vehicles and the number of people using transit are different measures.
- **Visitors** – Are tourists are making trips on transit? There is an expectation from international travelers to better serve tourists in the area to alleviate congestion and parking concerns. CAT staff, however, do not receive information regarding visitors, but they are aware the European visitors during the summer months in the beach area. A priority to serve commuters may be beneficial since Collier County may experience fewer international visitors in the coming years.
- **Vision and goals** – The vision statement seems very broad; statements should be updated to show more emphasis on economic benefit and development. The Mission Statement should consider on-time performance, minimizing transfers, and more convenient service. For Goal #1, it was suggested to focus on workforce and convenience. For Goal #2, it was suggested to consider rising tides or climate change in relation to Collier County. For Goal #3, a participant suggested adjusting the goal to focus on education and public awareness, as well as hotel infrastructure and tourism. Another participant suggested that Goal #4 consider including addition mobility options (i.e., scooters, rider share, etc.).
- **Mobility strategies** - There was a discussion that safety needs to be considered to promote better and safe choices for transportation. Designated mass transit lanes and sidewalks can help promote safer transportation opportunities.
- **Needs** – A need for more transit services in Immokalee was expressed. It was suggested to increase the amount of transportation service from this area. There is also a need for park-and-ride services from residential areas to commercial areas, primarily on the east side of the county to the west side of the county—more specifically, east Collier Boulevard to the urban core. A representative from Collier County Community Planning noted that the County is adding policy requirements for transit stations and park-and-rides in new towns and villages.

4.6 TDP Working Group Meetings

The TDP Working Group meeting included representatives from FDOT, Career Source of Southwest Florida, LeeTran, Collier County Transportation Planning, Collier County Traffic Operations, City of Naples, Marco Island Transportation/Growth Management Department, Collier County Housing, Collier County Community Planning, a member PTAC, and Collier County Attorney's office. Participants were selected based on their subject matter expertise and knowledge in relevant

technical, policy, and community considerations to provide technical and contextual review and advice for the TDP update.

Three working group meetings were held virtually. The first addressed findings related to existing and future conditions and mobility needs, services, and service gaps. The second reviewed results from public outreach, the mobility vision, the initial program of improvements, and initial priorities. The third reviewed the final recommendations prior to Board and MPO approval. The group provided recommendations related to public outreach and feedback, which is required to inform the recommended prioritized program of mobility improvements.

Working Group Meeting #1

The first Working Group meeting was held April 1, 2020, from 10:00 AM to 12:00 PM. The purpose and overview of the TDP were presented, followed by the project schedule, PIP, existing conditions of service area (market), existing services, highlights from the peer and trend analysis, results from the on-board survey, mobility perspectives, and CAT mission and goals. Thereafter, a guided discussion on CAT mobility strategies was held, including questions such as “What is your perspective on transit’s role in Collier County” and “Who should benefit from mobility improvements?”

Participants were asked how much they agreed or disagreed with a series of statements. There was a general recognition that CAT services could be more effective, convenient, and easy-to-use and that there is a gap between knowing the services exist and knowing enough to use the service. Overall, there was strong agreement that the county needs more service and more mobility service options and that the County should invest more to expand mobility services. Participants also agreed that more transit will improve economic opportunities. Participants had varied views about whether CAT service covers all areas that need service and whether CAT is effective at making the public aware of existing transit services.

Working Group participants also discussed key mobility needs within the community (access to work, education, services) and ease of access to existing transit services (awareness of the service, routes, span), especially for areas with a high transit propensity.

Working Group Meeting #2

The second Working Group meeting was held May 13, 2020 from 10:00 am–12:00 pm. The meeting provided an update on the status of the TDP, presented findings from the onboard and online surveys, summarized the stakeholder interviews, presented the service gap analysis, and presented initial recommendations for service alternatives.

Working Group Meeting #3

The third Working Group meeting #3 was held July 22, 2020, from 10:00 AM to 12:00 PM. The meeting provided an update on the status of the TDP followed by an in-depth explanation of the guiding principles for the proposed network. The existing and new networks were presented, with a detailed

discussion of the route realignments, frequency and span improvements, new services, operating requirements, and an unconstrained phasing plan.

One participant expressed the need to provide more service to connect workers in Immokalee to employment in other locations within Collier and Lee counties. Another indicated that he liked the variety of options being offered. One noted that innovations are good because they provide flexibility and choice in mobility options. Some innovations are a few years out, but the planning is good because transit is evolving. The commuter van proposal was viewed with interest as a way to serve mobility needs in remote and lower-density parts of the county. A discussion focused on the need for coordinating transit improvements with the regional Long Range Transportation Plan to include innovations such as transit signal priority, policies requiring bus stop infrastructure with new developments, and how transit can be incorporated into the travel demand model. Overall, there was strong support for the proposed changes, particularly for new services such as the Bayshore Shuttle, Marco Island Trolley, and the downtown circulators.

4.7 TDP Presentations

Presentations on the proposed improvements were made to Naples (August 10) and to the City of Marco Island (August 17) and included an overview of the TDP, the purpose of the TDP and process, followed by review of the proposed network, including service changes within their respective municipalities, anticipated impacts, and project phasing. The presentations were followed by a review of next steps in the review and endorsement process.

Questions were addressed following both presentations and these focused on how the Cities would like to work with CAT staff to review and define specific projects and services. Both the City of Naples and the City of Marco Island endorsed the draft TDP as presented.

Table 4-5 lists the remaining meetings that are scheduled for the TDP review; each will be conducted as a virtual meeting.

Table 4-5: Remaining TDP Meetings

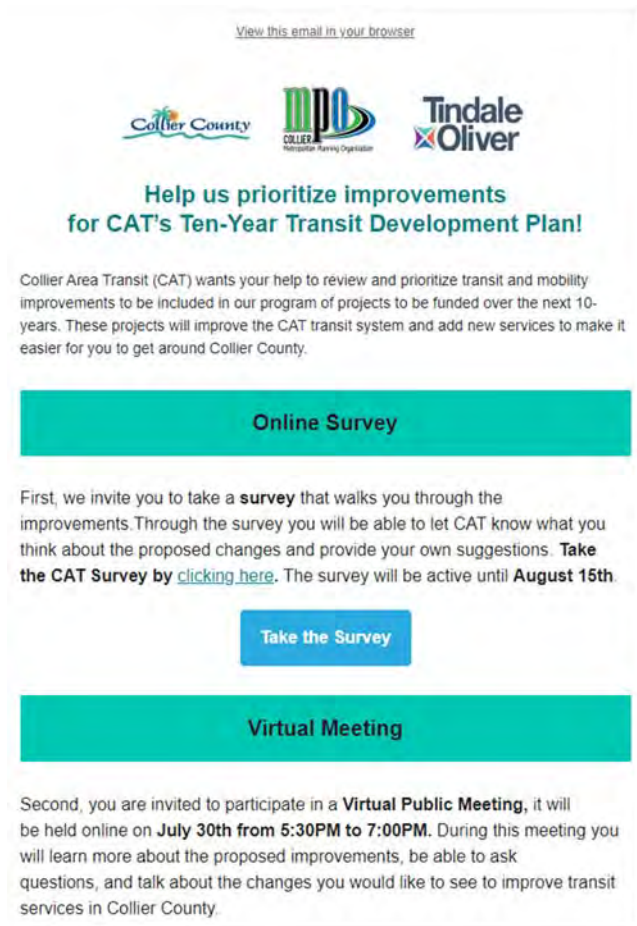
Meeting	Date	Meeting Start Time
TAC	Monday, August 31, 2020	9:30 am
CAC	Monday, August 31, 2020	2:00 pm
Collier MPO Board	Friday, September 11, 2020	9:00 am
Collier Board of County Commissioners	Tuesday October 13, 2020	9:00 am

4.8 Public Workshops

Two public workshops were conducted in the second phase of the TDP. The workshops were promoted using email blasts (1,426 email contacts), social media, agency websites, and flyers on buses. The first workshop was held July 30 from 5:30–7:00 PM and presented the proposed network changes to gather feedback from the public on the proposed changes. The second workshop was held August 12 from 5:30–7:00 PM and presented the recommended transit improvements and projects included in the TDP. Due to the COVID-19 pandemic that began in March 2020, the workshops were conducted virtually using the GoToMeeting (webex) platform. The workshops were recorded and posted to both the CAT website and the Collier MPO website.

Sixteen participants attended the first public workshop. The transit network changes, expected service impacts, and new services such as Mobility on Demand, frequency increases, and span of service improvements were explained. Participants were urged to complete the online survey and were encouraged to ask questions (visible only to panelists) during the presentation. Several questions were asked and answered by the panelists, consisting of Collier MPO staff, CAT staff, and the consulting team. The remaining comments and suggestions were used to help prioritize the proposed improvements. A summary of the questions and their responses is as follows:

- A participant asked if more covered bus shelters and benches would be included with these improved routes, and a similar question asked about the criteria for bus shelters. CAT staff explained the prioritization process for shelters and recent construction of stop shelters.
- A participant asked if the autonomous circulator service around the Naples Pier could be explained in more detail. CAT staff explained the mobility needs in the area and that the circulator would be autonomous.
- A participant asked if the plan included proposed revisions to the Land Development Code to encourage, transit stops/pullover for the CAT vehicles. The team noted that that policies were being proposed in conjunction with the ongoing Transit Impact Study.



Email Blast used for survey and public workshop

- A question was asked about funding sources used for transit; a response was provided on farebox revenue, federal and State grants, and local funding sources. A similar question was asked about statutes or rules corresponding to transit operational improvements and needs.
- A participant asked if Mobility on Demand services would pick him up and take him where he wanted to go in the zone or whether it could him anywhere. It was explained that MOD will take passengers to where they want to go in a zone and that it can be used to take them to connect to a bus stop.
- A question was asked about how the COVID-19 pandemic is changing transit and if it was anticipated that it would transit in perpetuity, i.e., reduce ridership due to fear of being in close confined spaces.
- A participant asked if there is any technology that could indicate space on a bus for a bicycle? It was noted that a study on technology needs was recently conducted for CAT that did not include that technology; however, it is possible and could be added as needed, as that would improve rider experiences for reliability.
- A participant asked if the extra trip for Route 121 would stagger trips earlier or later in the day and inquired about how times for trips are determined. CAT staff responded that they coordinate with major employers on Marco Island to determine the best times to run Route 121.

Several suggestions were provided by participants:

- Consider a mid-day bus trip trop from Naples to Immokalee.
- Run Route 22 or 23 service to Immokalee Drive past Esperanza Place.
- Provide later service in Golden Gate City (two suggestions).
- Both routes 23 and 22 travel on Lake Trafford; perhaps one could travel south on Immokalee Drive.
- Improvements are needed for the bus stop on CR-951 in Golden Gate City across from the Shell station; the stop has 15–30 people standing up against a guard rail from 4:30–5:00 pm.

Figure 4-40: Virtual Public Workshop #1



Seven participants attended the second public workshop. Like the first public workshop, the transit network changes, expected service impacts, and new services such as Mobility on Demand, frequency increases, and span of service improvements were explained. The proposed implementation plan was presented as set a funded and unfunded improvements. Participants were urged to complete the online survey and were encouraged to ask questions (visible only to panelists) during the presentation. Several questions were asked and answered by the panelists, consisting of Collier MPO staff, CAT staff, and the consulting team. A summary of the questions and their responses is as follows:

- A participant asked if the webinar would be available for viewing later and the organizer responded that it would be posted to the CAT website.
- A participant asked if the bus replacements are powered by gas or electric power. CAT staff responded that the bus vehicles are powered by diesel
- A participant asked about the useful life of CAT vehicles and whether service modifications would reduce the mileage on the vehicle. CAT staff explained that per FTA guidelines, the useful life of a motor bus is 12 years and a replacement schedule is mandated by FTA. Staff commented that shortened routes would reduce the mileage on the vehicles. Some route modifications would require additional buses to improve frequency and other modifications.
- A participant asked why extended service to Golden Gate City which is a relatively dense area (4 square miles), is not being provided. CAT staff and the consulting team responded that frequency improvements are being proposed in the area.
- An in-depth explanation on the difference between transportation networking companies and the proposed mobility on demand service was provided as well as a description of how the service could potentially look like from a user's perspective.

5.0 Transit Demand Analysis

As a part of the CAT TDP, a vital step is comparing existing service to the discretionary market and the transit orientation index (TOI), the two predominant rider markets for transit service. Analytical tools for conducting each market analysis include a density threshold assessment (DTA) for the discretionary market, a TOI for the traditional market, and a ridership projection using T-BEST. These tools can determine if existing transit routes are serving appropriate areas that include locations with transit-supportive characteristics consistent with a robust transit market. This section documents the analytical tools that helped to identify gaps in the current service area that ultimately will be addressed with new service and/or modifications to existing service.

5.1 Discretionary Market Assessment

The discretionary market refers to potential riders living in higher-density areas of the service area who may choose to use transit as a commute or transportation alternative but who have other options with which to meet their mobility needs. Whereas discretionary markets may not represent a typical CAT rider, it is important to identify areas with higher density that may capture other markets such as choice riders. A demand assessment of traditional transit market follows this section.

The DTA conducted for CAT used industry-standard thresholds to identify areas within the CAT service area that experience transit-supportive residential and employee density levels. Three density thresholds were developed to indicate if an area has sufficient density to sustain a level of fixed-route transit operations. The analysis assesses an areas ability to support Minimum, High, or Very High transit service level investments:

- **Minimum Investment** – reflects minimum dwelling unit or employment densities to consider basic fixed-route transit services (i.e., local fixed-route bus service).
- **High Investment** – reflects increased dwelling unit or employment densities that may be able to support higher levels of transit investment (i.e., increased frequencies, express bus) than areas meeting only the minimum density threshold.
- **Very High Investment** – reflects very high dwelling unit or employment densities that may be able to support higher levels of transit investment (i.e., premium transit services) than areas meeting the minimum or high-density thresholds.

Table 5-1: Transit Service Density Thresholds

Level of Transit Investment	Dwelling Unit Density Threshold ¹	Employment Density Threshold ²
Minimum Investment	4.5–5 dwelling units/acre	4 employees/acre
High Investment	6-7 dwelling units/acre	5–6 employees/acre
Very High Investment	≥8 dwelling units/acre	≥7 employees/acre

¹ Transportation Research Board National Research Council, TCRP Report 16, Volume 1 (1996), “Transit and Land Use Form,” November 2002, Metropolitan Transportation Commission Resolution 3434, Transit Oriented Development Policy for Regional Transit Expansion Projects.

² Based on review of research on relationship between transit technology and employment densities.

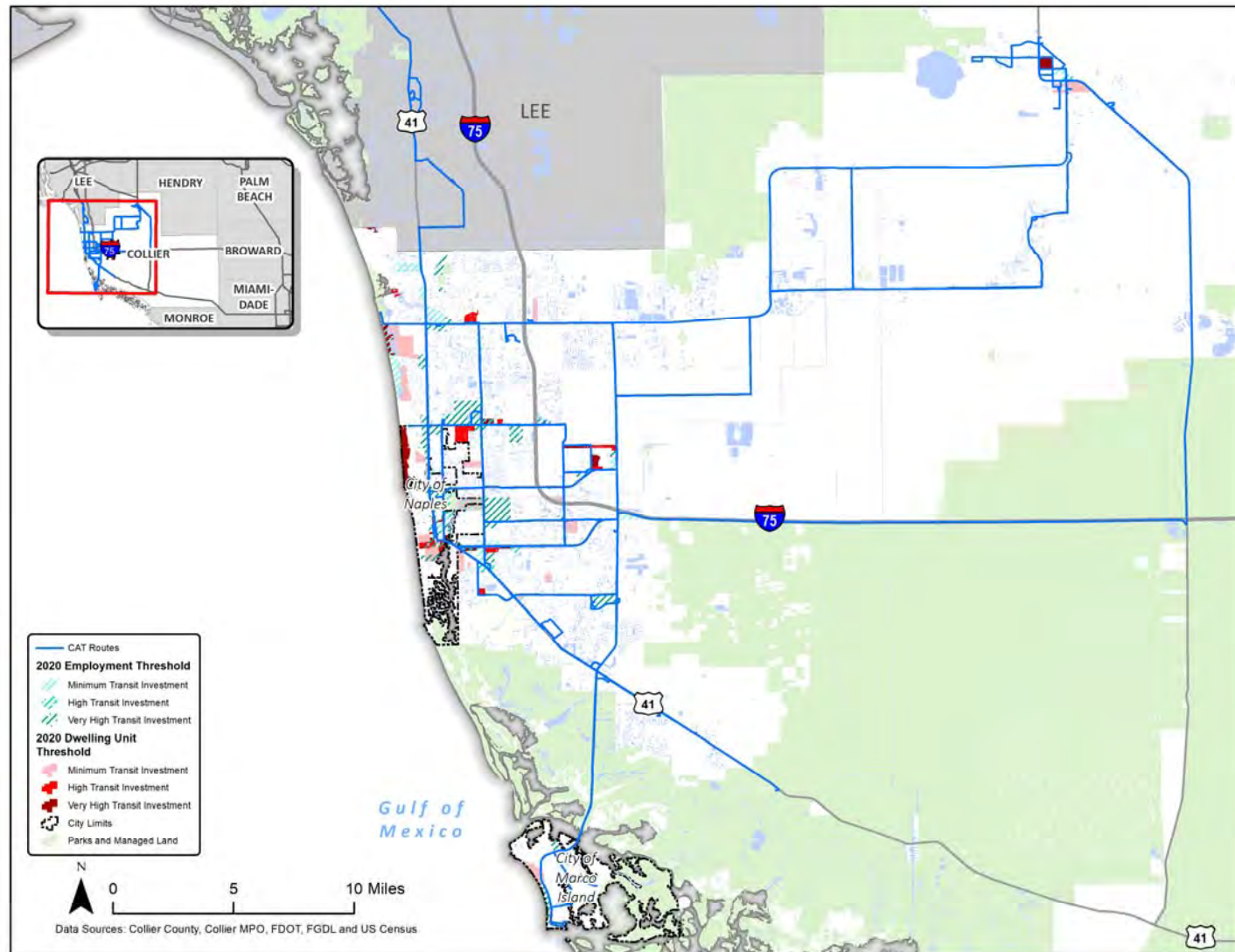
Collier County dwelling unit density largely falls below 4.5–5 dwelling units per acre and, therefore, will have fewer areas that are traditionally considered to be transit-supportive. Despite industry-held standards, Collier County’s ridership is higher in some locations, as reflected in the Automatic Passenger Count (APC) data reviewed in Section 6.

Map 5-1 illustrates the results of the 2020 DTA analysis and identifies areas that support different levels of transit investment based on existing household and employment densities. The analysis indicates that the employment-based discretionary transit market is concentrated in areas throughout the CAT service area. Major concentrations of employment-related transit investments are located east of Naples Airport and north of Pine Ridge Road; other areas of “High” to “Very High” employment-related transit investments are located along Tamiami Trail.

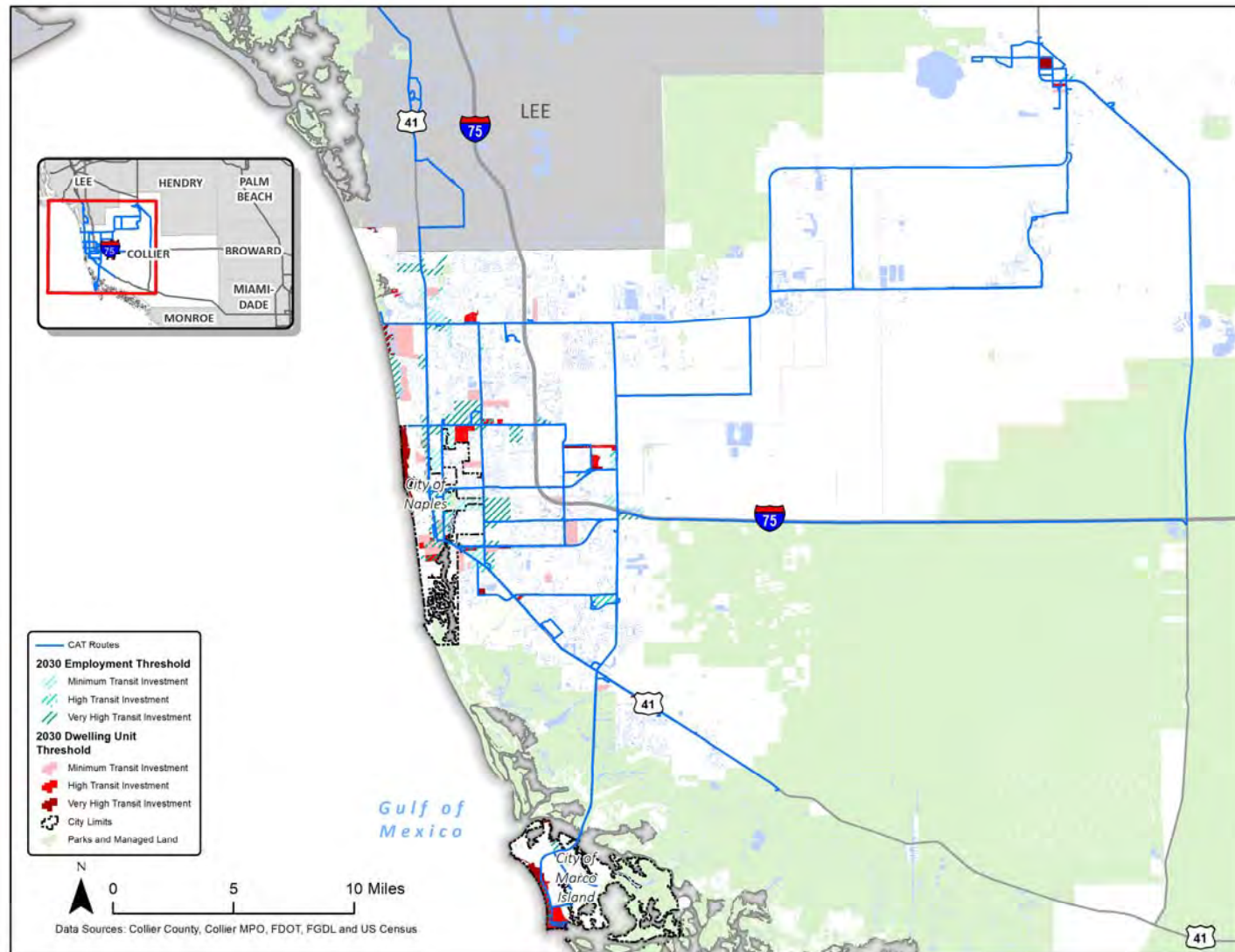
Household unit-based discretionary areas with transit investment opportunities are fewer but follow the same densities as employment-based discretionary areas. The areas that meet or surpass the “High” threshold are located along Naples Beach, south of Pine Ridge Road, and in Immokalee east of Sunshine Boulevard.

Map 5-2 illustrates the results of the 2030 DTA, which are similar to the 2020 discretionary transit markets; however, there is projected growth surrounding the Golden Gate Community Center area, in Immokalee and areas of Marco Island, and adjacent to areas already meeting a minimum transit investment threshold. Areas with a “High” to “Very High” employment -based discretionary transit market are concentrated in areas around the airport, Davis Boulevard, Pine Ridge Road, along Goodlette-Frank Road, along Tamiami Trail in Naples, the coastal area in North Naples, and Collier Boulevard near I-75.

Map 5-1: 2020 Density Threshold Assessment



Map 5-2: 2030 Density Threshold Assessment



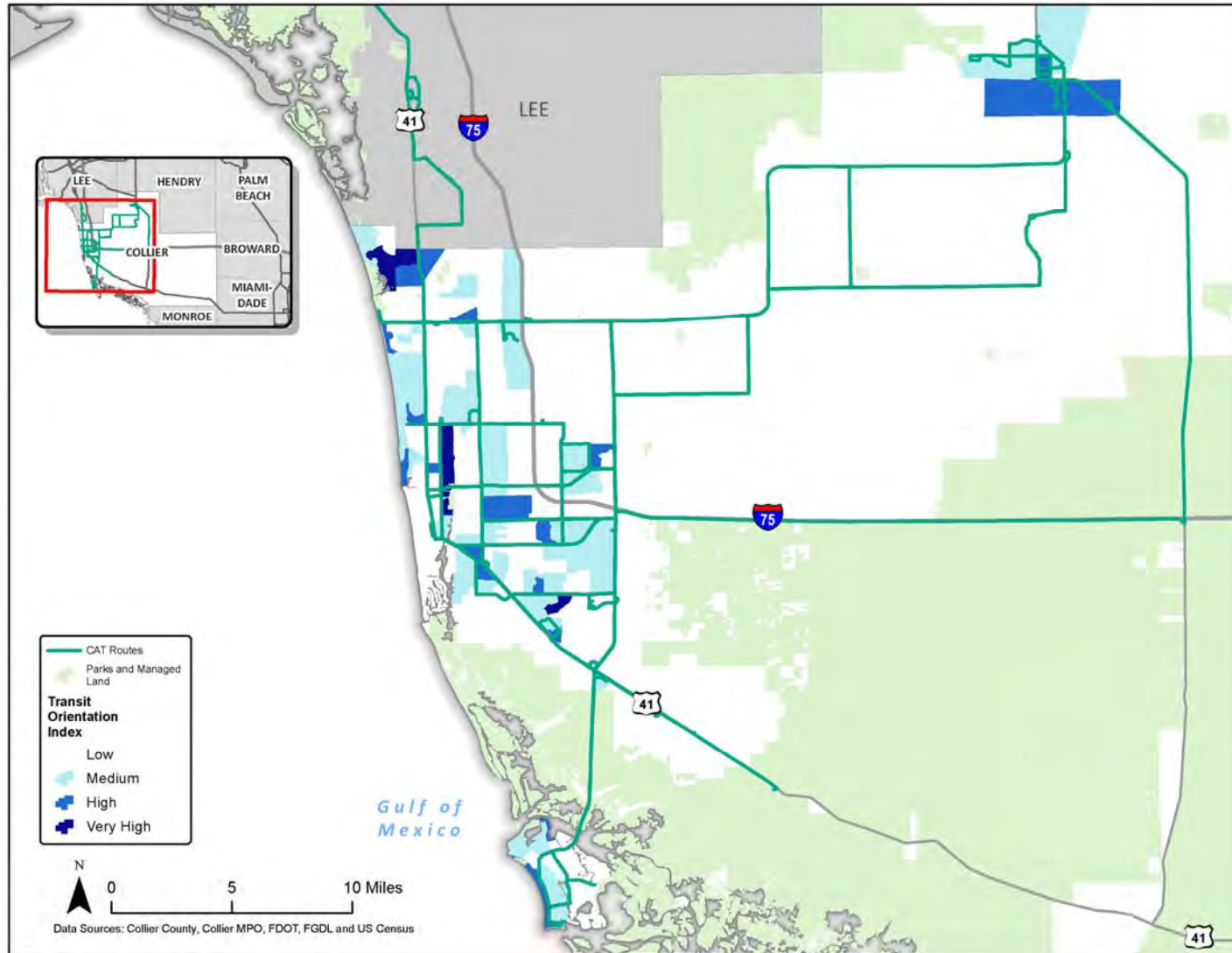
5.2 Traditional Market Assessment

As a part of the transit market assessment, four socioeconomic and demographic characteristics traditionally associated with the propensity to use transit were used to develop the TOI. American Community Survey (ACS) data layers were overlaid to develop a composite ranking for each Census Block Group of “Very High,” “High,” “Medium,” and “Low” with respect to the level of transit orientation. The areas that ranked “Very High” reflect a very high transit orientation, i.e., a high proportion of transit-dependent populations, and those ranked “Low” indicate much lower proportions of transit-dependent populations. Map 5-3 illustrates the TOI, reflecting areas throughout the CAT service area with varying traditional market potential. Also shown is the existing transit route network to exhibit how well CAT routes currently cover those areas.

The CAT service area includes Census Block Groups with significant transit-dependent populations. Areas north of downtown Naples and near Lee County show “High” and “Very High” TOI scores due to higher concentrations of older adults, youths, younger adults, and households in poverty. In addition, Block Groups in Immokalee also show “High” to “Very High” TOI scores, with data indicating high concentrations of zero-vehicle households, older adults, youths, and younger adult populations.

As noted above for older adult, youth, and younger adult populations, the areas with a high TOI score, especially suburban and lower-density settings, tend to trigger the “Very High” TOI thresholds that do not necessarily indicate a higher need for traditional fixed-route transit service. These areas may be better suited for mobility-on-demand services rather than traditional fixed-route bus service. These areas include suburban settings around Immokalee. Ultimately, the strategic use of the TOI is beneficial to filling in service gaps, as discussed in the following section.

Map 5-3: Transit Orientation Index



5.3 Ridership Projections using T-BEST

The ability to forecast demand is necessary to support transit development planning. Rule 14-73.001, F.A.C., specifically mentions ridership forecasting to estimate current and potential future ridership demand using FDOT-approved tools or an FDOT-approved transit demand estimation technique with supporting demographic, land use, transportation, and transit data. The result of the transit demand estimation process must be a 10-year annual projection of transit ridership.

Projected ridership demand for existing fixed-route transit services over the next 10 years were analyzed with the following scenarios:

- “2021 – No Improvements” – projects ridership to 2021 with the current transit system
- “2030 – No Improvements” – projects ridership to 2030 with the current transit system

The projections were prepared using T-BEST (Transit Boardings Estimation and Simulation Tool) Version 4.6, the FDOT-approved ridership estimation software. T-BEST is a comprehensive transit analysis and ridership-forecasting model that can simulate travel demand at the individual route level. The software was designed to provide near- and mid-term forecasts of transit ridership consistent with the needs of transit operational planning and TDP development. In producing model outputs, T-BEST also considers the following:

- *Transit network connectivity* – the level of connectivity between routes within a bus network—the greater the connectivity between bus routes, the more efficient the bus service becomes.
- *Spatial and temporal accessibility* – service frequency and distance between stops—the larger the physical distance between potential bus riders and bus stops, the lower the level of service utilization; similarly, less frequent service is perceived as less reliable and, in turn, utilization decreases.
- *Time-of-day variations* – peak-period travel patterns are accommodated by rewarding peak service periods with greater service utilization forecasts.
- *Route competition and route complementarities* – competition between routes is considered; routes connecting to the same destinations or anchor points or that travel on common corridors experience decreases in service utilization; conversely, routes that are synchronized and support each other in terms of service to major destinations or transfer locations and schedule benefit from that complementary relationship.

The following section outlines the model input and assumptions, describes the T-BEST scenario performed using the model, and summarizes the ridership forecasts produced by T-BEST.

5.3.1 Model Inputs / Assumptions and Limitations

T-BEST uses various demographic and transit network data as model inputs. The inputs and the assumptions made in modeling the regionally significant routes in T-BEST are presented below. The regional model used the recently released T-BEST Land Use Model structure (T-BEST Land Use Model

2019), which is supported by parcel-level data developed from the Florida Department of Revenue (DOR) statewide tax database.

It should be noted that the model is not interactive with roadway network conditions. Therefore, ridership forecasts will not show direct sensitivity to changes in roadway traffic conditions, speeds, or roadway connectivity.

5.3.1.1 Transit Network

The transit route network for regionally significant routes was created to reflect 2019 conditions, the validation year for the model. General Transit Feed Specification (GTFS) data created by CAT staff were used to create the base transit system and include:

- Route alignments
- Route patterns
- Bus stop locations
- Service spans
- Existing headways during peak and off-peak periods (frequency at which a bus arrives at a stop—e.g., one bus every 60 minutes)

The GTFS data were verified to ensure the most recent bus service spans and headways, and edits were made as needed. Interlined routes and transfer locations were manually coded in the network properties.

5.3.1.2 Socioeconomic Data

The socioeconomic data used as the base input for the T-BEST model were derived from ACS 5-Year Estimates (2013–2017), the Bureau of Labor Statistics, the Bureau of Economic Analysis, 2015 InfoUSA employment data, and 2018 parcel-level land use data from the Florida DOR. Using the data inputs listed above, the model captures market demand (population, demographics, employment, and land use characteristics) within ¼-mile of each stop.

T-BEST uses a socioeconomic data growth function to project population and employment data. Using 2045 socioeconomic forecasts from the Collier Metropolitan Planning Organization (MPO), population and employment growth rates were applied at a Traffic Analysis Zone (TAZ) level. Population and employment data are hard coded into the model and cannot be modified by end-users. As applied, the growth rates do not reflect fluctuating economic conditions as experienced in real time.

5.3.1.3 T-BEST Model Limitations

It has long been a desire of FDOT to have a modeling tool for transit demand that could be standardized across the state, similar to the Florida Standard Urban Transportation Model Structure (FSUTMS) model used by MPOs in developing long range transportation plans (LRTPs). However, although T-BEST is an important tool for evaluating improvements to existing and future transit

services, model outputs do not account for latent demand for transit that could yield significantly higher ridership. In addition, T-BEST cannot display sensitivities to external factors such as an improved marketing and advertising program, changes in fare service for customers, fuel prices, parking supply, walkability and other local conditions. Correspondingly, model outputs may over-estimate demand in isolated cases.

Although T-BEST provides ridership projections at the route and bus stop levels, its strength lies more in its ability to facilitate relative comparisons of ridership productivity. As a result, model outputs are not absolute ridership projections but, rather, are comparative for evaluation in actual service implementation decisions. T-BEST has generated interest from departments of transportation in other states and continues to be a work in progress that will become more useful as its capabilities are enhanced in future updates to the model. Consequently, it is important to integrate sound planning judgment and experience when interpreting T-BEST results.

5.3.2 Ridership Forecast

Using these inputs, assumptions, and February/March 2019 route level ridership data, the T-BEST model was validated. Using the validation model as the base model, T-BEST ridership forecasts for this TDP Major Update planning start year (2021) and horizon year (2030) were developed. The generated annual ridership forecasts reflect the estimated level of service utilization if no changes were to be made to any of the fixed-route services, as required by F.A.C. Rule 14-73.001. Table 5-2 shows the projected number of annual riders by route in 2021 and 2030 and ridership growth rates for 2021–2030 derived from T-BEST.

Table 5-2: Ridership and Growth Rates with No Improvements, 2021–2030*

Route	2021 Average Annual Ridership	2030 Average Annual Ridership	2021–2030 Absolute Change	2021–2030 Average Growth Rate
11	108,083	123,855	15,772	14.6%
12	82,923	96,211	13,288	16.0%
13	73,580	91,681	18,101	24.6%
14	55,388	65,657	10,269	18.5%
15	103,042	107,980	4,938	4.8%
16	50,253	52,259	2,006	4.0%
17	39,922	44,056	4,134	10.4%
18	27,661	31,555	3,894	14.1%
19	66,732	77,813	11,081	16.6%
20	9,091	9,180	89	1.0%
21	12,812	21,449	8,637	67.4%
22	54,895	64,340	9,445	17.2%
23	27,698	33,854	6,156	22.2%
24	51,055	58,822	7,767	15.2%
25	17,308	20,897	3,589	20.7%
26	6,044	6,547	503	8.3%
27	33,319	47,517	14,198	42.6%
28	26,719	34,023	7,304	27.3%
121	25,280	35,710	10,430	41.3%
Totals	871,805	1,023,406	151,601	17.4%

* Based on T-BEST model

5.3.3 Forecast Ridership Analysis

Based on the T-BEST model results shown in Table 5-2, maintaining the status quo may result in a moderate increase in transit ridership for all routes over time, particularly for routes 21, 27, and 121. According to the projections, overall average annual ridership is expected to increase by 17.4% by 2030, an annual growth rate of about 1.7%. The model results show that the most significant absolute change in ridership growth in the regional network will occur within the next 10 years on routes 11, 12, 13, and 27.

For Collier County to increase its market share for transit, a combination of service efficiency and expansion will need to strategically occur in growing areas. The service improvements identified in this plan, in other transit planning efforts, and from the public feedback received combined will provide better transit services for the service area.

5.4 Gap Analysis Overview

This subsection presents the gap analysis, an evaluation process that compares existing service coverage to potential need using the TOI analysis results for the CAT service area. This approach is becoming increasingly common as a component of assessing the performance of public transit in meeting the needs of the transit-disadvantaged populations in a service area.

The gap analysis aims to identify geographical gaps in public transit where travel needs are high but services are non-existent (unserved) or insufficient (underserved). This is a twofold process that uses socioeconomic data and ArcGIS.

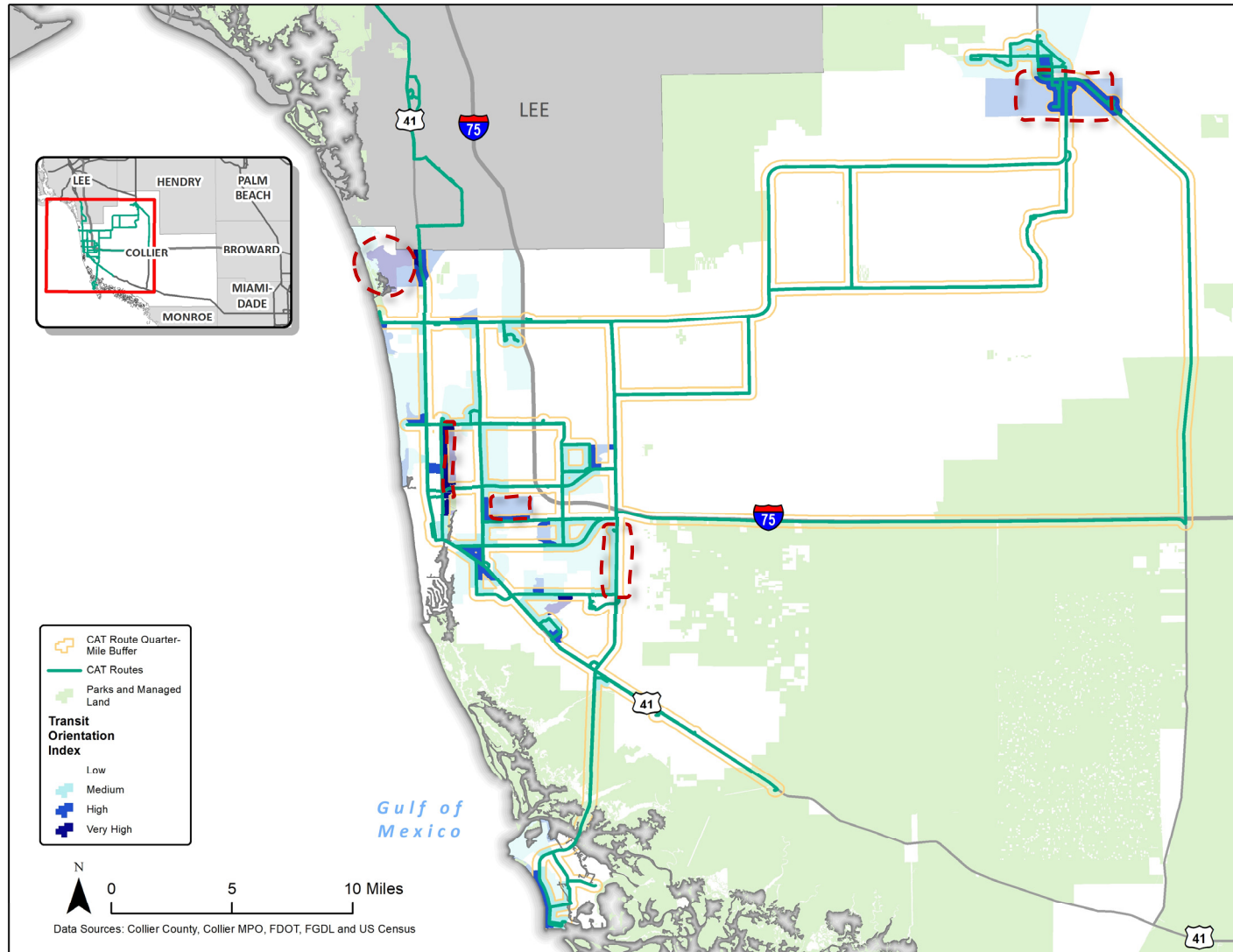
The first step involves determining transit service subareas with high transit TOI scores using factors such as youth and younger adult populations, older adult populations, households in poverty, and zero-vehicle households. The TOI score is then mapped to the CAT service area, as previously shown on Map 2-3.

The second step uses geographic analyses to determine the extent of each route's service reach by using ArcGIS buffer and erase tools. Ultimately, the two outputs are overlaid with one another to identify general gaps in the CAT transit service and, more specifically, high priority TOI areas that are served, unserved, or underserved. Note that areas beyond the route catchment area (buffered area along a route) are considered to be unserved.

As shown in Map 5-4, areas that noticeably may have the potential for being underserved are located west and east of US-41 but south of Bonita Beach Road. Other major areas that are underserved include North Naples, Immokalee, Collier Boulevard between Rattlesnake Hammock Road and Radio Road and areas east of Goodlette-Frank Road.

Once the gap analysis is prepared, service planning is applied to develop strategies to mitigate the gaps in service, especially in areas that resonate high in terms of TOI score. CAT has several options for serving targeted services gaps, including modifications to existing routes—adjusting route alignments, service spans, service frequencies, and application of MOD strategies.

Map 5-4: CAT Gap Analysis



6.0 Existing Transit Assessment

CAT operates 19 fixed-routes and provides non-fixed-route transit service, such as CAT Connect service. This section documents existing ridership for CAT's services and any additional performance statistics that will help identify determine transit needs.

6.1 Route Level Ridership by Month

Route-level ridership in the study area by month is shown in Figure 6-1; Figures 6-2 through 6-5 show a more detailed representation of ridership by month by route:

- Ridership increases on most routes from February to May, as shown in Figures 6-2, 6-3, and 6-4.
- Routes 11 and 15 show the highest ridership in CAT service for FY 2019.

Figure 6-5 shows the months that Beach Bus has the highest ridership (late November through April); other times of the year the Beach Bus is not in operation.

Figure 6-1: CAT Systemwide Ridership, 2019

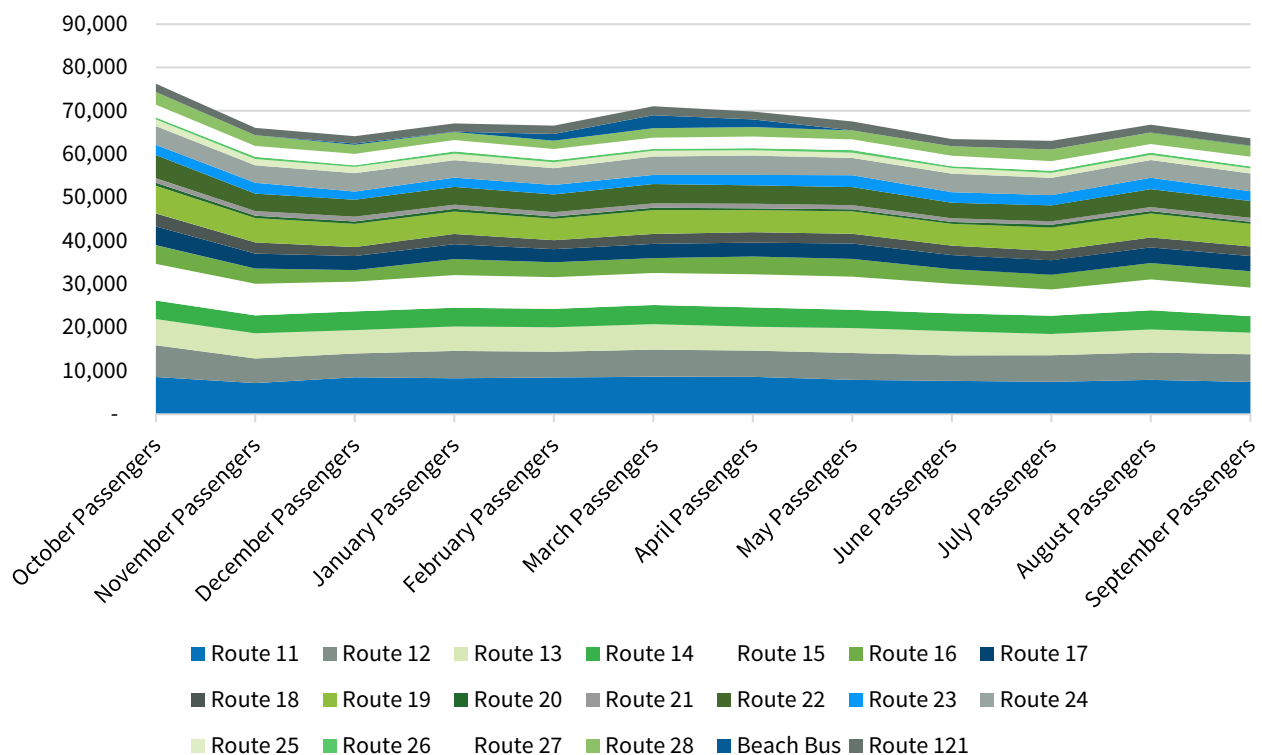


Figure 6-2: Monthly Ridership by Route, Routes 11-15

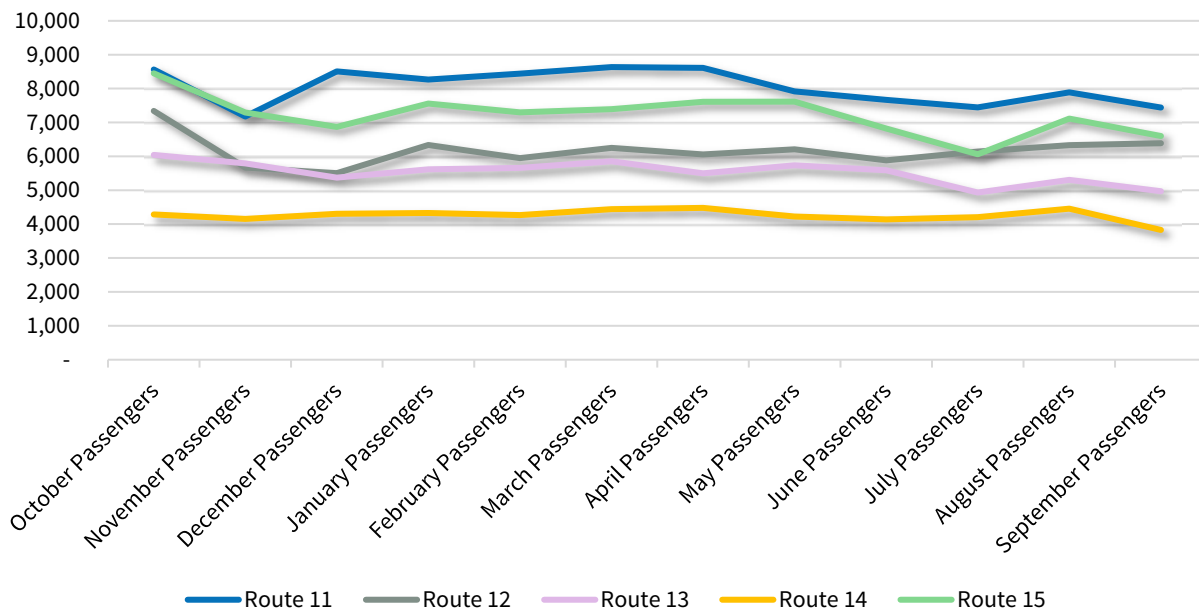


Figure 6-3: Monthly Ridership by Route, Routes 16-20

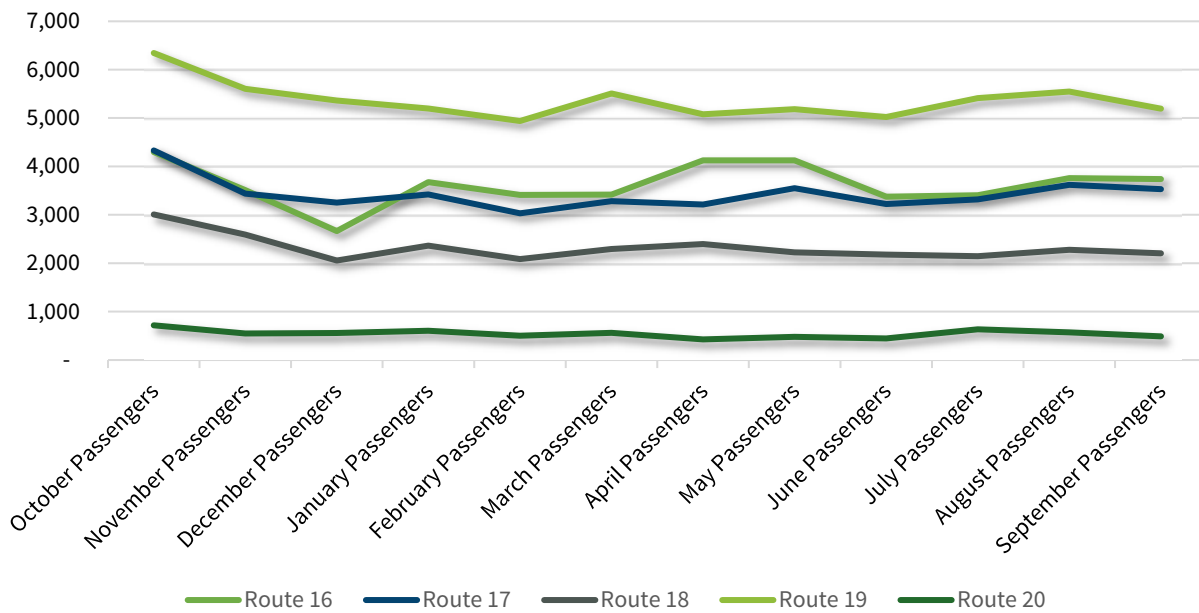


Figure 6-4: Monthly Ridership by Route, Routes 21–25

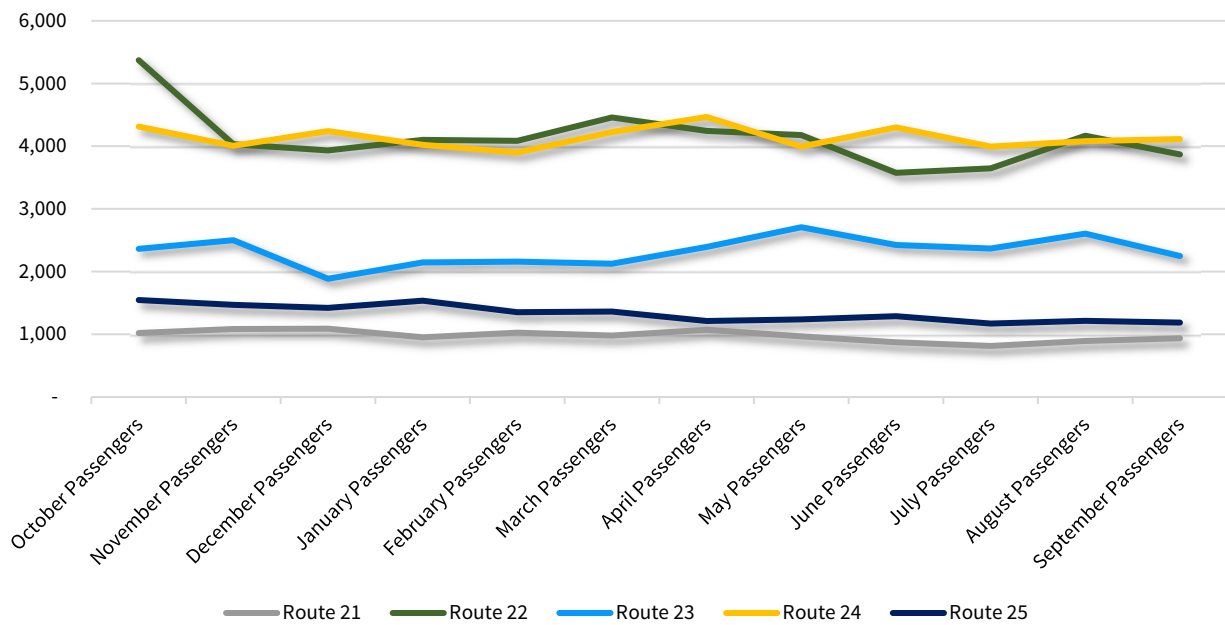
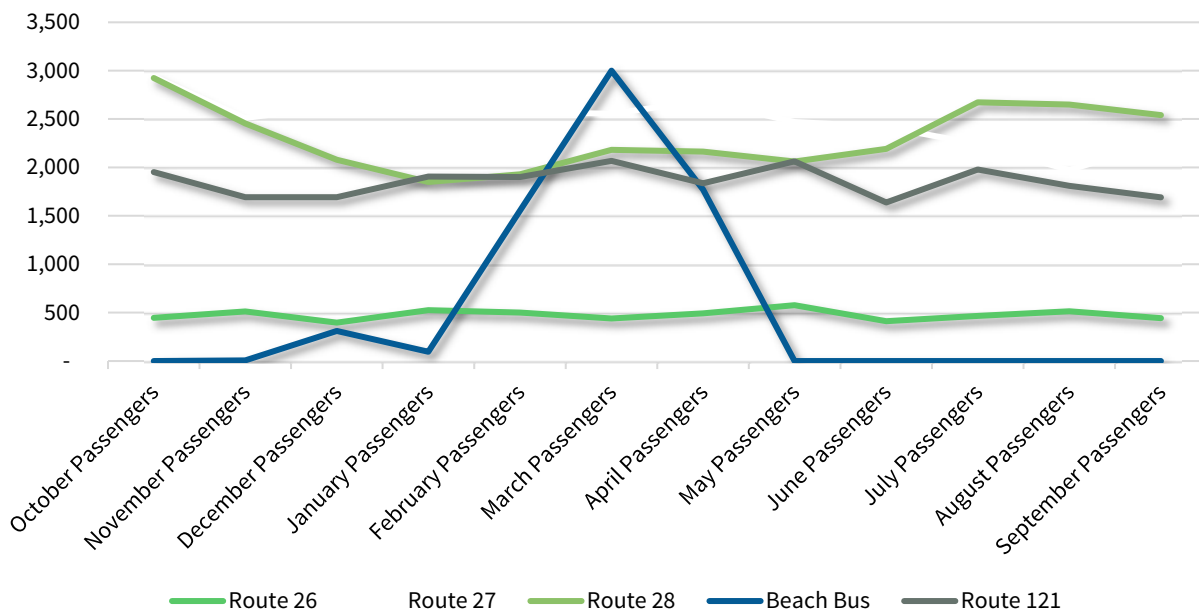


Figure 6-5: Monthly Ridership by Route, Routes 26–121



6.2 Route Productivity

Figures 6-6 and 6-7 show route productivity based on revenue mile and revenue hour for FY 2019. Figure 6-6 shows passengers per mile by route; overall, routes 21, 23, and 24 show the lowest productivity based on passengers per mile, and the highest passengers per mile by route are on routes 13, 15, and 14. Figure 6-7 shows the passengers per hour by route for 2019. As shown, the lowest recorded passengers per hour are on routes 20 and 26, and the highest recorded passengers per hour are on Route 15.

Figure 6-6: Passengers per Mile by Route, FY 2019

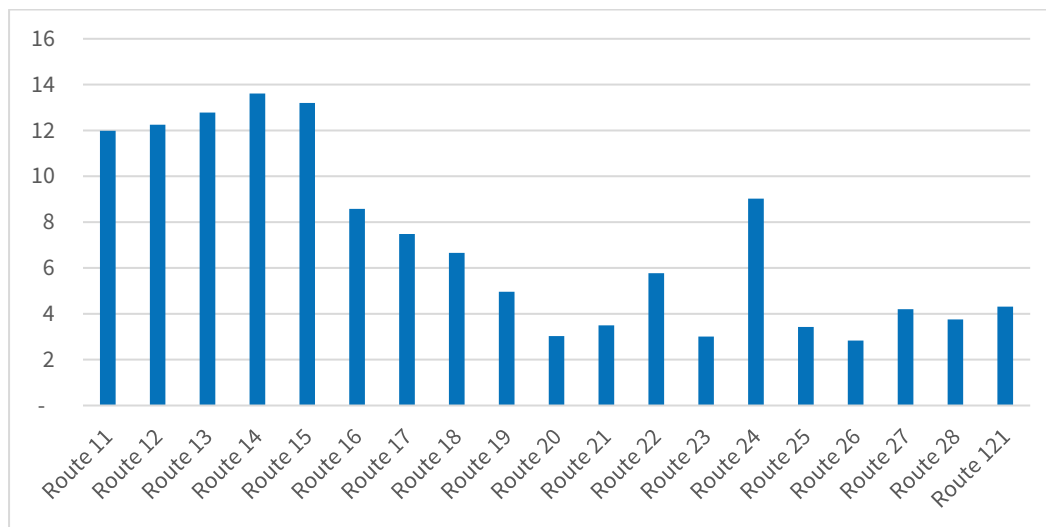
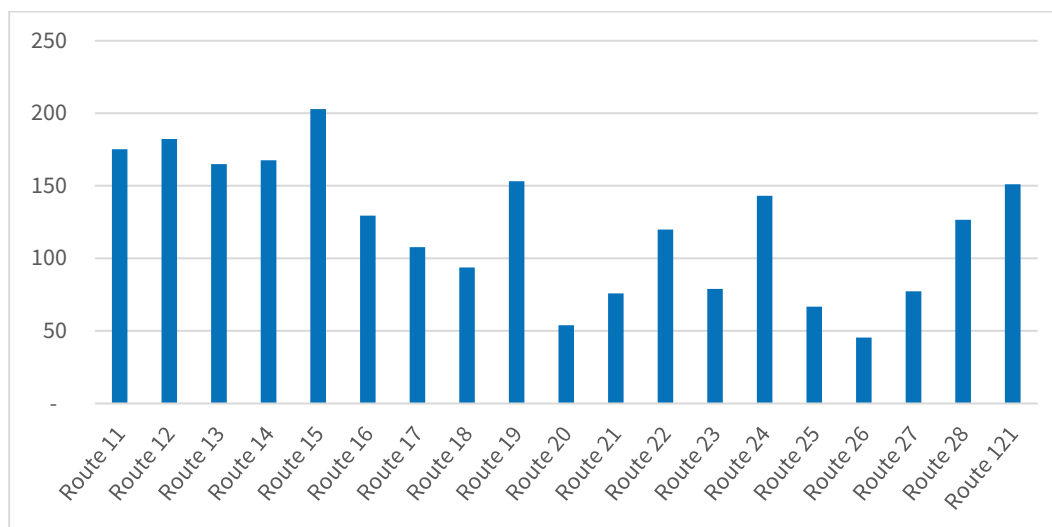


Figure 6-7: Passengers per Hour by Route, FY 2019

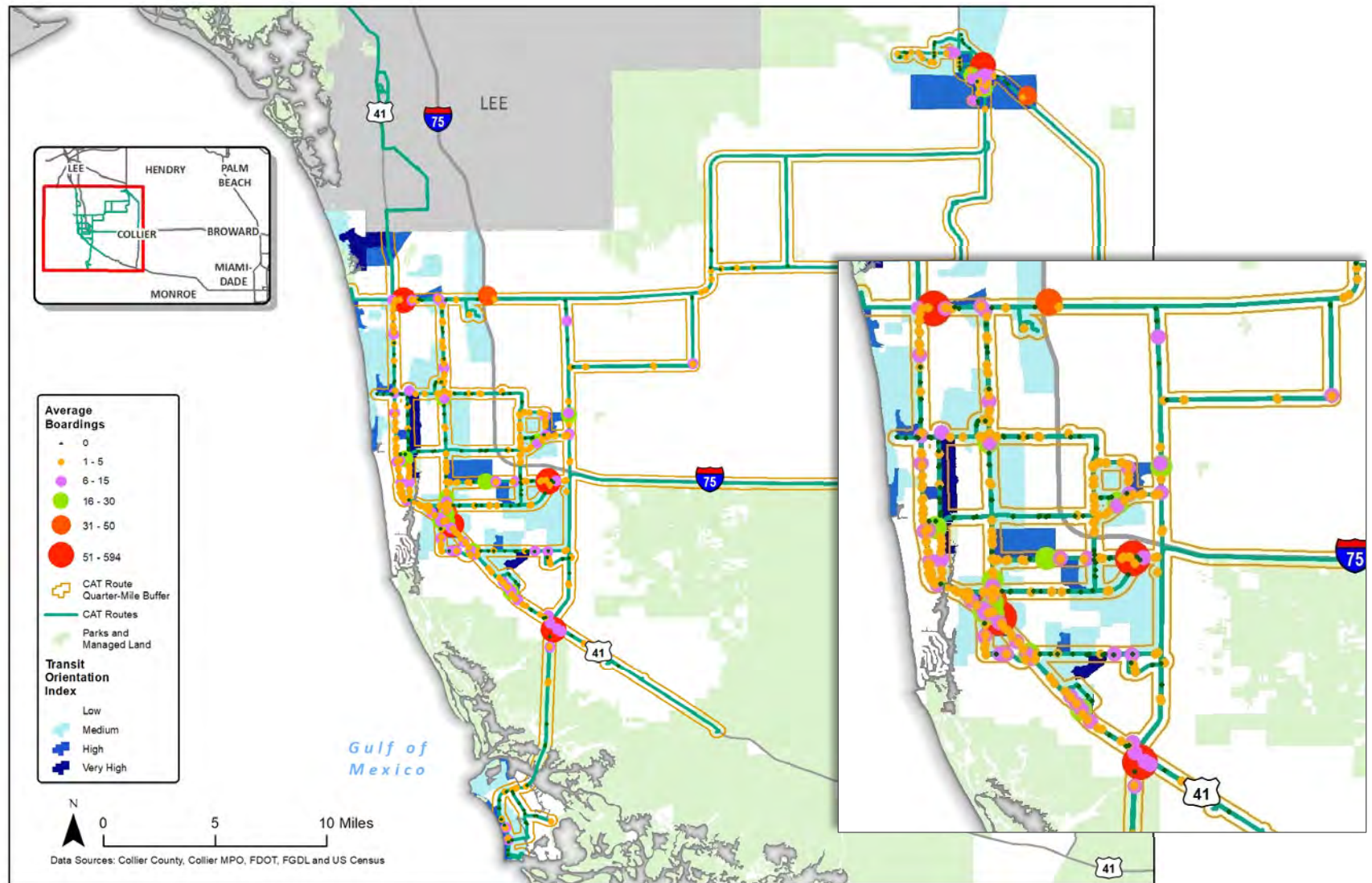


6.3 Automatic Passenger Count (APC) Data

APC data for 2019 was obtained to view average daily stop level boardings compared to system gaps, as shown previously in Map 6-1. APC data also were used to view route and stop level performance and to enhance or improve transit systems during the alternatives analysis stage. Based on the APC data provided by CAT, the areas with the highest average boardings include Collier County Government Center, CAT Operations, and Creekside Transfer Center, as shown in Map 6-1. Other areas of CAT service that have high average boardings are the Immokalee Health Department, Northbrooke Plaza Drive, and Walmart near Collier Boulevard/Tamiami Trail.

Roadway sections with zero average boardings by stop vary, but stops with zero boardings are most noticeable along Santa Barbara Boulevard between Radio Road and Davis Boulevard, Davis Boulevard between Airport Pulling Road and Santa Barbara, Golden Gate Parkway between I-75 west and Goodlette-Frank Road, Pine Ridge Road, and Airport-Pulling Road between Golden Gate Boulevard and Pine Ridge Road. Marco Island also has several stops that show zero average daily boardings. It should also be noted that Route 24 has fewer than six boardings per day past Collier Boulevard.

Map 6-1: Systemwide APC Data



7.0 Situation Appraisal

A major component of the TDP update is the review and assessment of relevant local, State, and federal plans, studies, and policies. The results of this effort provide an understanding of transit planning issues in Collier County and the region as a part of the Situation Appraisal, which is an assessment of the operating environment of the transit system.

7.1 Plans Review

At the local and regional levels, several agencies/organizations conduct studies to produce plans and policies for addressing local and regional transportation issues and intermodal transportation that may impact CAT services. Various Federal and State plans and regulations also may impact the provision of transit services. This plans and policy review aids in understanding the support and pursuit of existing goals while pursuing its own goal of creating a viable and accessible transit system in Collier County.

Relevant transportation planning and programming documents are summarized with an emphasis on issues having implications for CAT. Additionally, selected plans produced for the City of Naples, City of Marco Island, Golden Gate, Immokalee, and Collier County related to land use were reviewed to call attention to community goals, objectives, and policies that may have implications for current and future transit services. The following local, regional, State, and Federal plans and studies were reviewed to understand current transit policies and plans with potential implications for CAT service:

- Local Plans
 - City of Naples Comprehensive Plan
 - City of Marco Island Comprehensive Plan
 - Collier County Comprehensive Plan
 - CAT 2016–2025 TDP Major Update
 - Collier MPO Bicycle and Pedestrian Master Plan
 - CAT TDP 2018 Annual Progress Report
 - Collier County Transportation Disadvantaged Service Plan (TDSP)
 - Collier County Transit Impact Analysis Draft Report & Recommendations
- Regional Plans
 - Collier County 2040 Long Range Transportation Plan (LRTP)
- State and Federal Plans
 - Florida Transportation Plan: Horizon 2060
 - State of Florida Transportation Disadvantaged Five-Year/Twenty-Year Plan
 - Florida’s Strategic Intermodal System Strategic Plan
 - FAST ACT
 - Implications to Public Transportation of Emerging Technologies

The transportation planning and programming documents reviewed are summarized in Tables 5-1 and 5-2 by their geographic applicability, type of plan, responsible agency, overview of the plan/program, and key considerations for the situation appraisal.

Table 7-7-1: Local Plans, Policies and Programs

Plan Title	Geographic Applicability	Most Recent Update	Type of Plan	Responsible Agency	Plan/Program Overview	Key Considerations/Implications for TDP
City of Naples Comprehensive Plan	City of Naples	2019	CP	City of Naples	Addresses land use, transportation, capital projects, public facilities, recreation, government coordination, conservation, and development goals, among others, for city.	<ul style="list-style-type: none"> Provides goals for ensuring a safe, efficient, and quality transportation system. Plan expresses support for expanding transit service to help reduce headway, traffic congestion, parking problems. In addition to supporting County in its efforts to provide and improve public transportation services (i.e., providing bus stops, constructing connections to transit routes, increasing public awareness), policies are set to support objective of strengthening entire multimodal network: Development regulations (compact, mixed-use development in prioritized corridors) and design standards for parking (maximum parking requirements or elimination thereof, park-and-ride lots, and on-street parking), circulation systems, and access points will ensure adequate transit, bicycle, and pedestrian site access to promote these modes in place of single-occupant vehicles. Bicycle and pedestrian connections from residential areas will be provided. Site plan review and traffic circulation system will encourage transit-friendly design features along roadways.
City of Marco Island Comprehensive Plan	City of Marco Island	2009	CP	City of Marco Island	Addresses land use, transportation, capital projects, public facilities, recreation, government coordination, conservation, and development goals, among others, for city.	According to the plan, City will continue to support CAT to promote continuation and expansion of public transportation for Island residents and visitors; however, there are limited policies that support public transportation.
Collier County Comprehensive Plan	Collier County	2018	CP	Collier County	Addresses land use, transportation, capital projects, public facilities, and economic development goals, among others, for county.	Discusses intention to invest in upgrading several existing transit shelters and building more where necessary. Prescribes transit-supportive goals, objectives, and policies, such as need to develop regulations that require new developments to become more mass transit-oriented , encourage maximum use of right-of-way, improve connections with pedestrian and bicycle networks, promote expansion of aviation through individual master plans, and coordinate with other transit agencies to meet regional mobility needs.
CAT 2015–2024 TDP Major Update	Collier County	2015	TDP	Collier Area Transit	Emphasizes transit improvements and additions during peak hours; outlines cost feasibility plan, focuses on limiting traffic congestion.	Emphasizes improvement of an efficient, quality and safe public transportation system which enhances the County’s economic vitality. Supports green initiatives to reduce environmental impacts and continue to build partnerships which enhance economic and social well-being. Maximizing funding and continuing to interact with local, regional and state planning initiatives are also major goals.
Collier County Bicycle and Pedestrian Master Plan	Collier County	2018	MP	Collier County MPO	Addresses city’s current transportation networks and emphasizes need for alternative transportation options.	Discusses alternative transportation options and implementation explored including: <ul style="list-style-type: none"> Off-street path connections, bike boulevards, bike boxes, pedestrian networks, and neighborhood traffic circles designed around transit stops Establishing multi-modal transfer center at airport Integrating pedestrian travel and bicycle use with transit Using technology to encourage multimodal transportation coordination
CAT TDP Annual Progress Report	Collier County	2018	APR	Collier Area Transit	Annual update that outlines past year’s accomplishments, revisions for coming year, revised financial plan, revised goals and objectives.	Provides updates on variety of capital, facility, and service projects: <ul style="list-style-type: none"> Route changes to Route 6 (Elimination), Route 23 (future changes dependent on public meetings), Route 24 (future changes dependent on public meetings), and Route 29 (new route). Continued construction of ADA and sheltered bus stops Continuation of replacement within the fleet to operate a fleet with an average age of less than 5 years.
Collier County TDSP	Collier County	2014	TDSP	Collier County	Major TDSP update, emphasizes transit improvements and additions that serve needs of TD population in efficient and cost-effective manner.	Supports overall goal of assuring availability of efficient, cost-effective, and quality transportation services for TD people. Developing short- and long-term goals to enhance local TD efforts to supply demand for all trips. Priorities include: <ul style="list-style-type: none"> Create more awareness of Collier County TD Program through marketing Pursue additional funding to help with service as demand surpasses revenue Improve referral systems with transportation providers to help meet demand of users

Table 7-1: Local Plans, Policies and Programs (cont'd)

Plan Title	Geographic Applicability	Most Recent Update	Type of Plan	Responsible Agency	Plan/Program Overview	Key Considerations/Implications for TDP
Collier County Transit Impact Analysis Draft Report & Recommendations	Collier County	Revised Draft for Review November 2019	Transit Impact Analysis	Collier MPO	Identifies and evaluates opportunities for supporting and advancing transit revenue and development review solutions in Collier County.	<p>Several policy recommendations provided, including:</p> <ul style="list-style-type: none"> • Site access requirements for transit when development situated along active transit routes but may also apply when development located along transit routes identified as needs in CAT’s 10-year TDP or the Collier MPO’s LRTP. • Reconfigure Transportation Concurrency Exemption Areas and Transportation Concurrency Management Areas. • Implementation of transportation impact fees or fair-share mitigation for TOD infill and redevelopment. • Update of codified TDM options to require certain TDM-supportive infrastructure improvements such as transit site-access improvements, covered bicycle racks, parking policies, etc. • Two new TDM strategies proposed including shared parking and providing shower and changing rooms. • Evaluate mixed-use corridor and activity center density allowances. • Proposes that Collier County Property Appraiser reevaluate surface parking lots, which are undervalued in comparison to the accompanying building value to generate additional property tax.
Collier County 2040 Long Range Transportation Plan	Collier County	2014	LRTP	Collier County	Addresses transportation, capital projects, improvement of existing bus, light rail, monorail systems.	Update of major goals and objectives in Collier County that include expanding and enhancing regional service to accommodate growing population in Collier County. Encourages growth of connectivity in Southwest Florida area, citing several future development areas and connections into Lee County.

Table 7-7-2: State and Federal Plans, Policies, and Programs

Plan Title	Geographic Applicability	Most Recent Update	Type of Plan	Responsible Agency	Plan/Program Overview	Key Considerations/Implications for TDP
State of Florida Transportation Disadvantaged 5-Year/20-Year Plan	Florida	2007	State	Florida Commission for the Transportation Disadvantaged (FCTD)	Developed to accomplish cost-effective, efficient, unduplicated, cohesive TD services in service area.	Develop and field-test model community transportation system for persons who are transportation disadvantaged; create strategy for FCTD to support development of universal transportation system.
FDOT Complete Streets Implementation Update: Handbook and Design Manual	Florida	2018	State	FDOT	Developed to create alternative transportation systems to facilitate “Complete Streets” focused design.	Plan includes: <ul style="list-style-type: none"> • Revising guidance, standards, manuals, policies, other documents • Updating how decision making processed • Modifying evaluation of performance • Managing communication between agencies • Update training and education in agencies
Florida Transportation Plan: Horizon 2060 (FTP)	Florida	2005	State Transportation Plan	FDOT	Requires, as part of Florida Statutes, pursuit to make Florida’s economy more competitive and communities more livable. Looks at 50-year transportation planning horizon and calls for fundamental change in how and where State investments in transportation are made.	Supports development of State, regional, and local transit services through series of related goals and objectives, emphasizing new and innovative approaches by all modes to meet needs today and in future.
FAST Act	National	2015	Federal Transportation legislation	114th US Congress	Enacts five years of funding for US surface transportation infrastructure, including transit systems and rail transportation network. Provides long-term certainty and more flexibility for states and local governments, streamlines project approval processes, maintains strong commitment to safety.	<ul style="list-style-type: none"> • Increases dedicated bus funding by 89% over life of bill. • Provides stable formula funding and competitive grant program to address bus and bus facility needs. • Reforms public transportation procurement to make Federal investment more cost effective and competitive. • Consolidates and refocuses transit research activities to increase efficiency and accountability. • Establishes pilot program for communities to expand transit through use of public-private partnerships. • Provides flexibility for recipients to use federal funds to meet their state of good repair needs. • Provides for coordination of public transportation services with other federally assisted transportation services to aid in mobility of older adults and individuals with disabilities.
“Implications to Public Transportation of Emerging Technologies”	National	2016	Research Report	National Center for Transit Research	Explores possible consequences for public transportation as a result of introduction of new technologies such as autonomous vehicles, connected vehicles, other innovations that impact efficiency, cost-effectiveness, overall demand for transportation.	Identifies key factors expected to influence public transportation system and current and potential users. Outlines potential impacts on travel behavior and travel decision-making; outlines areas that may be impacted by changes in travel costs for various existing and emerging modes; identifies potential implications on traveler safety along with traveler perceptions of emerging travel modes. Identifies current transit services as testbed for new technology deployment. Key areas of opportunity and savings include automated buses, enhancing quality of service via automation, and demand-response services. Key policy issues and potential hurdles are identified with recommendations for overcoming them.

7.2 Situation Appraisal

The TDP Rule requires that TDP Major Updates include a situation appraisal of the environment in which the transit agency operates. Using information obtained through public outreach efforts, a review of CAT trends, and other technical analyses, this 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. The situation appraisal has been organized in the context of the following elements:

- Socioeconomic trends
- Travel behavior
- Community feedback
- Land use policy and trends
- Service and operational trends
- Organizational attributes and funding
- Technology

7.2.1 Socioeconomic Trends

When assessing the impact of the growth in population on public transportation needs, it is important to understand the trends and markets that could be affected or may benefit from public transportation services. The following key trends were identified:

- Peak seasonal demand adds significant strain to the Collier County transportation system, particularly in the coastal areas. Peak season population in the county is expected to increase from 459,799 persons in 2020 to 535,451 persons in 2030.
- Currently, the majority (approximately 77%) of the county’s population lies west of CR-951 (Collier Blvd) in the more urbanized coastal area. In addition to growth within the urbanized area primarily due to redevelopment, future growth is projected around Orangetree, Ave Maria, east/southeast of Naples, and, to some degree, in Immokalee. Slightly more growth in these areas is expected through 2045.
- Employment in Collier County is densest in the western portion of the county in the Naples area and on Marco Island along the coast. In addition, some areas of Marco Island and within Immokalee include medium-range employment densities. Projected growth in employment will be highest in existing employment centers along with the intersection of I-75 and Collier Blvd in addition to North Naples along the coastline.
- The potential TD population increased dramatically, by 18.9% from 2014 to 2018.
- Collier County’s population over age 60 is approximately 38%, and the population segment of age 15–59, a population within the workforce age group, represents approximately 47.3% of the total population in the county.

Implications – Transit service levels may need optimization according to the seasonal demand experienced in Collier County. Existing CAT service generally covers the existing areas with higher densities and the areas that are projected to increase in density over the 10-year planning period. With a growing number of persons over age 60, there may be an increased need for additional transportation services over the next 10 years, both fixed-route and paratransit. Promoting a more cost-effective fixed-route or general public mobility-on-demand service for these populations will help offset the high cost and demand of paratransit service. In the future, premium services that offer amenities for choice riders may alter opinions regarding use for choice riders and provide transit-dependent users with enhanced travel. Improving the existing service and adding coverage to developing areas will help to meet the current and future transportation.

7.2.2 Travel Behavior

As transit service has grown, the demand on existing revenue sources to support the current system and its potential future growth has grown. Based on the large geographic area and distance between the municipalities and unincorporated areas, access to regional jobs and services has been identified as an issue. A need for direct connects to out-of-county work destinations for Bonita Springs, Fort Myers, and Estero Village exists. The majority of existing fixed routes are in the Naples area with connections to Immokalee and Marco Island, with one route to Lee County.

According to the 2013–2018 ACS, a small proportion of residents living in the county work outside the county. Private regional bus service providers such as Greyhound and Florida Red Line currently complement public transit services by closing gaps in regional travel to destinations such as Miami and Tampa. The Greyhound station near routes 19, 25, and 28 supports the use of transit use. Ride-hailing services such as Uber and Lyft have the potential to negatively impact transit performance.

Implications – The need for a direction connection to Lee County would eliminate the need for the residents of Immokalee to first travel east to Naples before accessing transit service to Lee County. Other regional connections between north Collier County and Lee County have the potential to provide job access between to the two counties. A seamless fare system between LeeTran and CAT would facilitate travel between the two counties. However, based on current funding levels, the implementation of future transit services that support the community and future private development within the 10-year planning period may require funding through public-private partnerships.

CAT should consider developing and adding general public mobility-on-demand services in hard-to-serve locations where traditional transit underperforms and/or locations where latent demand exists, but service is not provided.

7.2.3 Community Feedback

As a part of the on-board survey for this study, passengers were asked to identify service improvements they believed would make CAT better for their use. Noted were more frequent service (68%) and later service (70%). Those noting express service connections to other areas (48%) noted downtown Naples, Immokalee, and Marco Island most frequently. Areas needing new routes included

Immokalee, the beaches, connections to adjacent counties and major destinations throughout Collier County, and potential connections to Miami, to name a few.

Passengers were asked to indicate which routes needed frequency changes; the majority of passenger indicated that all routes require frequency changes. The second highest was Route 11, followed by routes 19, 13, 24, and 17. Additionally, passengers were asked which routes needed later service; most passengers said the entire network warranted later service hours, as well as routes 11 and 19. Other routes included 13, 15, 17, and 28.

Public outreach is currently ongoing in the development of this TDP; therefore, additional information will be included following the end of the outreach period and in the final TDP. A review of the Public Participation Plan provides the strategy and schedule for public outreach and engaging community perspectives on mobility needs, existing services, and proposed mobility improvements and priorities. A Public Participation report will accompany the TDP and include documentation of outreach efforts and community comments.

Implications – *As funding becomes available, in addition to providing more frequent and later service, CAT will need to prioritize improvements to areas in Naples, Immokalee, and Marco Island. CAT will likely need to expand service options to more cost-effectively address growing paratransit demand.*

7.2.4 Land Use Policies and Trends

In addition to agriculture and conservation, land use in Collier County is single-family residential and vacant single-family residential, particularly on the eastern side of the county. Multi-family uses are spread throughout the western side of the county, but not in particular areas or corridors. Several key commercial areas include dispersed areas along Pine Ridge Rd and US-41, Naples Blvd, the intersection of I-75 and Immokalee Rd, and the intersection of Collier Blvd and Immokalee Blvd. Major developments expected to impact the transportation system include Fiddler's Creek and Ave Maria. Future land use indicates mixed-use development around major intersections, including seven located along US-41. Most future use is designated as Urban Residential Subdistrict and Estates Designation.

Implications – *Collier County's land development patterns present challenges in providing efficient and effective public transportation services. Future route alignments to better service Planned Unit Developments such as Fiddler's Creek and Ave Maria will need to be considered. As there are limited mixed-use and other transit-supportive uses indicated in Collier County's Future Land Use map, future land use may continue to negatively impact the provision of transit services.*

7.2.5 Service and Operational Trends

Key service and operational trends observed in the peer and trend analysis include the following:

- An increase in service supply with respect to total vehicle miles, revenue miles, vehicle hours and route miles, and vehicle miles per capita. CAT placed above average for passenger miles, vehicle miles, revenue miles, and route miles compared to its peer group.

- A decrease in productivity with respect to passenger trips; however, transit agencies throughout the US are experiencing similar declines in this trend. CAT performed 19.3% below the peer mean for passenger trips.
- An overall declining trend in efficiency between 2013 and 2018. Total operating expenses increased moderately by 6% over the six-year period. Operating expense per passenger trip and operating expense per passenger mile had dramatic increases that were driven largely by decreasing passenger trips and passenger miles. CAT, however, performed better than the peer mean with respect to total operating expenses, operating expense per passenger mile, and operating expense per revenue mile, suggesting that CAT has better cost efficiency compared to its peer group. Operating expense per revenue mile fluctuated between 2013 and 2018, but only with a slight increase of 2.6% overall.
- A declining trend in effectiveness measures overall. Passenger trips per capita, passenger trips per revenue mile, and passenger trips per revenue hour decreased over the six-year period, indicating a negative trend in service consumption. CAT performed below the peer group mean for these measures. The farebox recovery ratio has decreased 34% but, compared to the peer group, CAT is performing near the peer mean.

Implications – CAT experienced an overall decline in efficiency and effectiveness, a trend that is being experienced by various transit agencies across the US. The decline in ridership is due to many factors, including an improved economy, increasing automobile ownership, and the increased use of ride-hailing services. However, CAT may consider operating general public mobility-on-demand services as a way of serving hard-to-reach areas within the county and offer a more cost-effective alternative to the public.

7.2.6 Organizational Attributes and Funding

Collier County’s Public Transit & Neighborhood Enhancement Division (PTNE) administers CAT services and partners with Lee County Transit (LeeTran) to provide the LinC express route between the two counties. In addition to fixed-route services, CAT provides non-fixed-route services including paratransit service under the CAT Connect program that includes complementary ADA and TD services. Medicaid transportation services are provided through a network of transportation providers overseen by MTM, Inc., the County’s Medicaid transportation services broker. Collier County also serves as the CTC under Chapter 427 of the Florida Statutes. As CTC, the PTNE Division administers the coordination of countywide transportation services for TD individuals.

The development review process is a key link to the impacts resulting from provision of transit service. According to the Transit Impact Analysis study, although CAT staff participate in informal meetings with various County departmental staff concerning development review applications, there is no formal procedure for determining the potential impacts of a development project on the transit system – need for service, accommodation of service, impacts to operations.

A challenge with integrating transit into the development review process is establishing a rational nexus between the development and transit service needs. Based on discussions with County staff, it

is common for developers to dismiss transit-related mitigation requests if no existing transit service is provided in proximity to the development. No binding commitments require a developer to support transit or mitigate adverse transit impacts as part of the development review process. The County’s Comprehensive Plan and Land Development Code would need to be updated to strengthen how review of transit needs and impacts associated with development is established and to better define the corresponding transit support and adverse impact mitigation requirements. One such approach is to adopt level-of-service (LOS) standards for transit services. However, monitoring CAT’s performance would need to be integrated into the County’s AUIR process consistent with other public facilities

Ideally, transit should be considered early in the planning process. Historically, CAT has played a limited and more reactive role in Collier County’s development process. Currently, when a new development or redevelopment project is proposed, a traffic impact study is required to analyze the impacts on the roadway network; impacts on the transit system as a component of the overall transportation network are not formally considered. Without consideration for transit as an alternative mode during the development approval process, CAT must accommodate the demand the development project places on the transit system after the fact without the necessary resources.

Funding constraints present challenges to providing more transit services. Collier County’s policy continues to prohibit the sale of advertising space on the outside of CAT buses and on shelters. CAT vehicles are currently wrapped to appear as trolley buses. CAT completed a fare study in 2018, and the fixed-route fare structure was modified with one-way fares increasing by \$0.50 on October 1 of that year. It is unlikely that fares will be reviewed for potential modification for several more years, as CAT’s policy is to review its fare structure approximately every five years.

Implications – *The current development review process does not support provision of transit in Collier County. For change in the development process to occur, it is necessary to understand both the added ridership demand and the impacts of increased traffic congestion that are associated with a new development as it relates to the community transit network and how consideration for transit can be integrated into the development review and approval process. There are also policies in the County’s Comprehensive Plan pertaining to specific areas of the county where traditional concurrency does not apply, and opportunities exist to make policy changes to better align the development review and approval process and the transit planning process in these urbanized areas.*

Current funding constraints will require CAT to continue explore new funding options. Advertising on the inside and/or outside of the CAT buses and on shelters is a potential revenue source that should be explored but would require approval by the Collier County BCC.

7.2.7 Technology Trends

CAT offers real-time fixed-route bus information on the CAT website and in the MyStop app. Passengers can board CAT buses using reloadable smart cards. The public can use the online trip planner on the Google Maps platform to find transit solutions. CAT has had a technology consultant assess needs and these findings will be incorporated into this TDP.

Implications – CAT should continue to monitor use of its website and mobile applications by the public and identify opportunities to improve its use of technology to better inform the public about transit and mobility services and connect the public to these services. CAT should explore opportunities within Software as a Service and Mobility as a Service platforms to enhance, expand, and more cost-effectively provide mobility services to customers, especially in areas where lower density of demand results in low performance of the fixed-route services .

8.0 Mission Goals and Objectives

This section provides the transit vision, mission, goals, objectives, and initiatives for the CAT TDP. These reflect the existing Vision, Mission, goals, and objectives from the previous TDP with edits. The goals and objectives presented were prepared based on the review and assessment of existing conditions and will be reviewed through the public involvement process including the TDP Working Group and review of local transportation planning documents. These goals and objectives should be consistent with the policies of the department responsible for carrying them out, Collier County Public Transit & Neighborhood Enhancement.

8.1 CAT Fixed-Route Public Transit Vision

To be an integral part of Collier County's multimodal transportation network providing effective and efficient services to meet the mobility needs of workers, residents, visitors, to support economic, environmental, and community benefits.

8.2 CAT Fixed-Route Public Transit Mission

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

8.3 CAT Fixed-Route Public Transit Goals and Objectives

Goal 1: Operate reliable, convenient, and cost-effective mobility services that safely and efficiently meet the mobility needs of Collier County's workers, residents and visitors.

Objective 1.1: Improve efficiency, service quality, and level of service to adequately serve workers, residents and visitors while contributing to the economic vitality of the county.

Initiative 1.1.1: Operate east/west corridor service to provide access to jobs, education, healthcare and community services, and recreation.

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

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

Initiative 1.1.4: Evaluate the feasibility of premium transit services, such as bus rapid transit (BRT) within relevant corridors.

Objective 1.2: Provide adequate bus stop amenities at all stops according to bus stop threshold and accessibility guidelines within available fiscal capacity.

Initiative 1.2.1: Pursue funding to maintain and improve existing bus stops.

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

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

Initiative 1.2.4: Coordinate with the Collier County and local governments to include sidewalks and bus stop shelters in design and construction of roadway projects and new developments.

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

Objective 1.3: Structure transit service with a focus on providing job access for workforce and access to mobility for persons with no or limited access to a private automobile.

Initiative 1.3.1: Improve transit service for areas with high mobility needs per the transit orientation index identified in the latest TDP Major Update.

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

Initiative 1.3.3: Focus transit and mobility services in areas with high employment and dwelling unit densities and connect targeted jobs-housing locations to serve the workforce, including Golden Gate Estates and areas located in the eastern portion of the county.

Initiative 1.3.4: Focus improved service frequency on transit routes that serve high mobility needs communities; target service frequency of hourly or better where demand and fiscal capacity allow; apply mobility on demand solutions for areas with lower population densities and where fixed-route service is not productive and cost-effective.

Objective 1.4: Create an optimized interconnected multimodal mobility network designed to fit the range of needs and conditions for the service market.

Initiative 1.4.1: Focus improved service frequency on transit routes that serve high mobility needs communities; target service frequency of hourly or better where demand and fiscal capacity allow; apply mobility on demand solutions for areas with lower population densities and where fixed-route service is not productive and cost-effective.

Initiative 1.4.2: Coordinate with FDOT Commuter Services to enhance and expand carpool and vanpool strategies and services to connect workforce communities with employment locations within the service area; identify properties for park-and-ride lots in areas with high mobility demand as funding is available. Implement recommendations from the current park-and-ride study.

Initiative 1.4.3: Coordinate with the CAT Connect paratransit program to identify and target areas with high TD ridership and lower density of demand and develop programs to shift TD riders to a mobility on demand for all solution with connections to the fixed-route network.

Initiative 1.4.4: Require local governments and FDOT to provide accessible sidewalks, bus stops, and other bus stop improvements within roadway projects and all new developments.

Initiative 1.4.5: Coordinate with community improvement organizations that support investments in enhanced mobility such as: the Immokalee CRA, Bayshore Gateway Triangle CRA, Naples CRA,

Opportunity Naples, Golden Gate Estates Civic, Immokalee Chamber of Commerce, and the Greater Naples Chamber of Commerce to affect improvements in mobility through increased funding, roadway and sidewalk improvements, new developments, to assure transit and mobility services are integral to economic development planning and decision-making.

Initiative 1.4.6: Make transit and mobility reviews a part of the development and redevelopment review and approval process within the county and cities. Require the development community, as part of the development review and approval process, to follow guidelines on bus stop siting and design, land use, and roadway design factors that affect transit design; and to coordinate with CAT for transit services during the development process.

Objective 1.5: Provide coordinated transportation services between Collier and adjacent counties to support workforce commutes to major employment centers and facilitate connections to both transit networks in support of regional economic and community benefits.

Initiative 1.5.1: Identify high travel volumes between Collier and adjacent counties; develop regional services for travel markets that have high transit propensity and support regional community and economic benefits, including Immokalee and East Naples communities.

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

Objective 1.6: Enhance transit services targeted at tourists, seasonal residents, and the workforce that supports this market.

Initiative 1.6.1: Broadcast CAT television commercials, radio advertisements, digital advertisements, and social media advertising, monitor ridership vis-a-vis marketing and advertising efforts to determine ridership increases attributable to marketing efforts.

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

Objective 1.7: Enhance awareness of CAT services and accessibility to service information for riders, workers, residents, and visitors.

Initiative 1.7.1: Use unique bus stop numbers and technology applications to allow persons to easily located find their nearest bus stop and see the services available at that stop.

Initiative 1.7.2: Enhance trip planning, real-time bus location information, and access to route maps and schedules though CAT website and widely available mobile applications.

Initiative 1.7.3: Add route map and schedule information at CAT bus stops.

Initiative 1.7.4: Partner with the Chamber of Commerce to develop and disseminate a route map that depicts the locations of major destinations, including employment centers, apartments, and attractions and include travel options and travel time information.

Initiative 1.7.5: Provide travel training for persons interested in using the CAT system.

Initiative 1.7.6: Conduct outreach activities at community events, schools, and other organizations to teach students and the public how to use CAT and the benefits of CAT services.

Initiative 1.7.7: Garner relationships with local media and news outlets to keep the community aware and involved.

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

Objective 2.1: Provide services and programs to reduce vehicle miles traveled within Collier County.

Initiative 2.1.1: Coordinate with FDOT Commuter Services to enhance and expand carpool and vanpool strategies and services to connect workforce communities with employment locations within the service area; implement recommendations from current park-and-ride study as funding is available.

Initiative 2.1.2: Coordinate with the Naples Pathway Coalition, the MPO Pathways Advisory Committee, and local non-profit and/or for-profit groups to expand the use of bicycles as a commute and mobility option, including bicycle share programs.

Initiative 2.1.3: Coordinate with Collier County Driver License and Motor Vehicle Service Centers to promote CAT fixed-route services to persons unable to obtain a driver's license or with an unsafe and/or inoperable vehicle.

Initiative 2.1.4: Broadcast CAT television commercials, radio advertisements, digital advertisements, and social media advertising, monitor ridership vis-a-vis marketing and advertising efforts to determine ridership increases attributable to marketing efforts.

Initiative 2.1.5: Develop partnerships with employers and major activity centers (educational, government, healthcare, retail, residential, commercial) to provide education and awareness of CAT services and benefits, and incentives to use CAT services rather than drive.

Objective 2.2: Design mobility services to reduce environmental impacts.

Initiative 2.2.1: Transition fleet to alternative fuels vehicles.

Initiative 2.2.2: Transition to smaller cleaner vehicles and match service delivery to demand by time of day using a mobility on demand strategy where and when service area and demand characteristics warrant; this may include converting low productivity fixed-route service to mobility on demand and/or transitioning fixed-route to mobility on demand at certain times of the day.

Objective 2.3: Improve resiliency for extreme weather events and changing environment.

Initiative 2.3.1: Use electric vehicles as back-up power for emergency facilities.

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

Goal 3: Build meaningful partnerships that increase awareness and education of and about mobility options and increase the viability of mobility services to promote livability and enhance economic and social well-being.

Objective 3.1: Develop marketing strategies to increase awareness of CAT services and to increase ridership.

Initiative 3.1.1: Participate in local job fairs and outreach/partnerships with employers to increase knowledge about the transit system and to encourage use.

Initiative 3.1.2: Develop marketing materials and programs to demonstrate the value and role of transit as a mobility option, including benefits accruing to personal finances, access to opportunities, and reduction of regional carbon emissions.

Initiative 3.1.3: Distribute transit service information and user-friendly brochures to at least 25% of businesses within ¼-mile of existing transit routes prior to initiating the next TDP Major Update.

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

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

Initiative 3.1.6: Conduct an on-going program of outreach and education targeted at governments, employers, community organizations, community services, healthcare services to build and foster partnerships to provide, fund, and support mobility services.

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

Initiative 3.2.1: Continue to coordinate and partner with LeeTran to improve and expand cross-county mobility services to support workforce travel demand with a focus on commuter express routes, connecting workers to employment, and provide connections strategically to the transit networks in Lee and Collier counties to facilitate access to key activity centers.

Initiative 3.2.2: Coordinate with FDOT Commuter Services to enhance and expand carpool and vanpool strategies and services to connect workforce communities with employment locations within the region; identify properties for park-and-ride lots in areas with high mobility demand as funding is available.

Goal 4: Coordinate the development and provision of mobility services with local, regional, state planning efforts and through public and private partnerships.

Objective 4.1: Coordinate integrated land use and transportation planning efforts to incorporate transit needs into the development review and approval process.

Initiative 4.1.1: Work with Collier County to implement recommendations listed in the Collier County Transit Impact Analysis.

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

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

Initiative 4.1.4: Make transit and mobility reviews a part of the development and redevelopment review and approval process within the county and cities. Require the development community, as part of the development review and approval process, to follow guidelines on bus stop siting and design, land use, and roadway design factors that affect transit design; and to coordinate with CAT for transit services during the development process.

Initiative 4.1.5: Meet quarterly with staff from the Collier County Transportation Engineering and Planning departments to identify upcoming utilities, roadway, and /or stormwater projects, planning studies, and site developments that will affect the provision of transit services.

Goal 5: Use technologies and innovations in service delivery to improve productivity, efficiency, reliability, and cost-effectiveness of mobility services and operations.

Objective 5.1: Explore, monitor, test, and deploy technology applications to enhance mobility services, increase awareness of CAT services, and ease of access to CAT services.

Initiative 5.1.1: Improve customer information systems, including website and through directly curated and through available mobile applications, to enhance availability of and access to CAT service information and trip planning, to support increased ridership.

Initiative 5.1.2: Explore and acquire cloud-based Software as a Service (SaaS) and/or Mobility as a Service (MaaS) functionalities to support mobility on demand services, directly operated and/or operated through contract or partnership, to serve general public and augment or replace ADA paratransit services where and when warranted based on costs, productivity, and service quality.

Initiative 5.1.4: Explore use of account based payment systems to reload smart cards and other fare media as part of a SaaS or MaaS platform and to facilitate compatible fare policy and fare technology with LeeTran.

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

Goal 6: Monitor and improve mobility service quality and service standards.

Objective 6.1: Develop ongoing processes to measure and monitor service quality.

Initiative 6.1.1: Use a Route Monitoring System to examine fixed-route services on an annual basis and make revisions to low-performing services as needed, including transitioning to mobility on demand solutions where and when warranted.

Initiative 6.1.2: Conduct a survey at least every two years to obtain passenger information including user demographics, travel behavior characteristics, transfer activity, and user satisfaction.

Initiative 6.1.3: Maintain an ongoing public involvement process to solicit and assess input through online reviews, calls/comments cards, discussion groups, surveys, and CAT booths at community events.

Initiative 6.1.4: Maintain an on-going process for operators to communicate transit service comments and suggestions to identify passenger needs and improve services and service performance; comments to be reviewed monthly by service planning and operations.

Initiative 6.1.5: Manage the CAT fleet of fixed-route vehicles to maintain an average fleet age of less than seven years as funding permits.

Initiative 6.1.6: Maintain an on-going process for operators to communicate potential vehicle maintenance problems to be logged with the preventative maintenance program to identify and investigate problems early.

Goal 7: Maximize the use of all funding sources available, including through partnerships with businesses, employers, and other institutions to increase and improve access to mobility services and mobility for workers, residents, visitors.

Objective 7.1: Increase and expand revenue sources.

Initiative 7.1.1: Explore opportunities for generating advertising revenue on and inside the buses.

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

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

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

Initiative 7.1.5: Serve on and coordinate with the Collier County Tourist Development Council (TDC) and to explore the potential for using tourist development tax revenue to expand and improve transit service for Collier County's tourists and visitors, help enhance awareness of CAT services, develop private-public partnerships to design and fund transit services that serve visitors and employees.

Initiative 7.1.6: Use a 501(c)(3) that allows persons to donate funds to CAT for the purpose of "adopting a shelter" or "adopting a rider."

9.0 Alternatives Development and Evaluation

This section identifies potential transit improvements, also known as transit alternatives, for CAT's 10-year TDP. The proposed improvements represent the transit needs for the next 10 years and they were developed without consideration of funding constraints.

The identified service improvements were prioritized using an evaluation process that considers input from the community and various technical analyses that identified transit gaps. The resulting prioritized list of improvements will be used to develop the 10-year implementation and financial plans, which will be presented in the full 2021–2030 TDP draft. As Collier County and the communities within the county continue to grow, these prioritized transit needs will assist CAT in selecting and implementing service improvements as funding becomes available.

9.1 Development of Alternatives

The CAT 2021–2030 TDP transit alternatives consist of improvements that optimize existing CAT services and expand transit service to new areas. The alternatives reflect the transit needs of the community and were developed based on information gathered through the following methods:

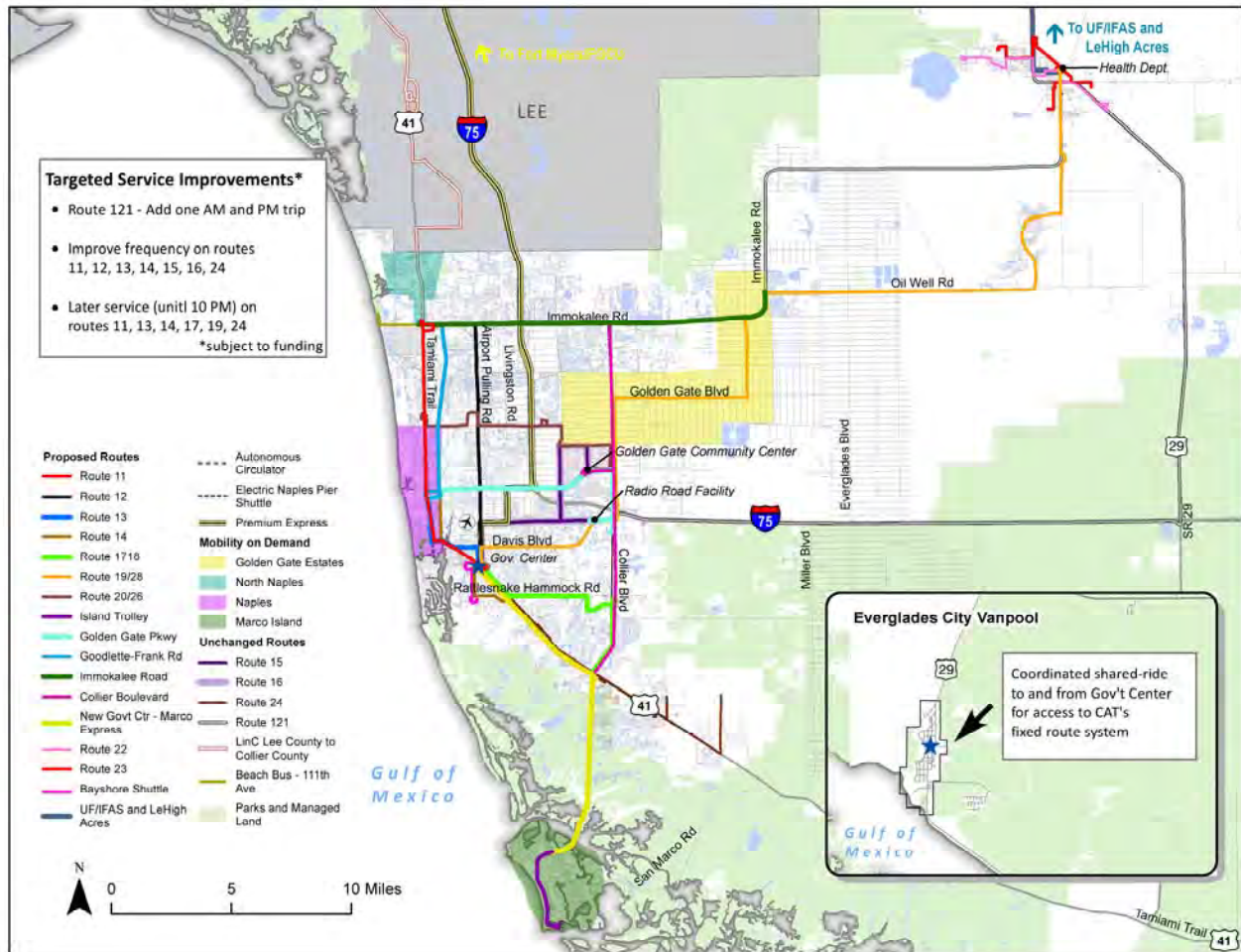
- **Public outreach** – Multiple techniques were used to obtain substantive public input on transit needs throughout the CAT TDP planning process. An on-board rider survey, two online general public surveys, key person/stakeholder interviews, two well-attended mobility discussion group workshops, two public meetings, and a series of three Review Committee meetings were or will be conducted to gather input from the public, stakeholders, elected officials, and the community regarding alternatives to be considered for the next ten years.
- **Transit demand assessment** – As presented herein, an assessment of transit demand and needs was conducted for Collier County that included the use of various GIS-based analysis tools. These technical analyses, together with the baseline conditions assessment and transit performance reviews previously conducted, were used to help identify areas with potential transit demand and transit-supportive characteristics when developing the list of needs-based transit alternatives.
- **Situation appraisal** – The CAT 10-year TDP is required by State law to include a Situation Appraisal of the environment in which the transit agency operates. This holistic analysis helps to develop an understanding of CAT's operating environment in the context of key elements specified in the TDP Rule. The implications from the Situation Appraisal findings were considered in identifying potential transit alternatives.

Based on these methods, alternatives were identified and grouped into three categories:

- Service Improvements
- Capital/Infrastructure
- Policy/Other

Specific improvements identified in each category are summarized. Map 9-1 illustrates the proposed network that includes several realignments of existing routes and new service improvements.

Map 9-1: Alternatives in Proposed Transit Network



9.2 Service Improvements

Service improvements include enhancements to existing routes related to route and system network design, frequency, extended service hours, and/or additional days of service. This category also includes service expansion, including new routes/modes for operating in areas not currently served CAT.

9.2.1 Improvements to Existing Routes

Expanding hours and increasing frequencies of existing bus routes are significant needs identified through the public outreach efforts. Needed improvements and increased efficiencies to the existing fixed-route network include the following.

9.2.1.1 Improve Frequency on Selected Routes

It is recommended that enhanced frequencies be applied to routes with the highest ridership and/or serve as key connectors where transit level of service does not meet demand. The following frequency improvements are proposed for CAT:

- **Add trips to Route 121** – This route currently has only one AM and one PM trip but has the highest productivity, with a seating capacity that is regularly exceeded despite its two-hour travel time. Recommend adding two morning and two evening trips during peak periods and coordinating these trips with employee shift times at major employment locations such as the Marriott and several restaurants.
- **Improve frequency on selected routes** – According to FY 2019 performance data, the highest performing routes include routes 11, 12, 13, 14, 15, 19, and 24. Based on on-board survey and route performance, the following headways are proposed:
 - Route 11 – currently has 30-minute headway; recommend 20-minute peak headway
 - Route 12 -currently has headways of 25–90 minutes; recommend 30-minute peak headway and 60-min off-peak headway
 - Route 13 – currently has 60-minute headway throughout day; recommend 30-minute headway
 - Route 14 – currently has 60-minute headway throughout day; recommend 30-minute headway
 - Route 15/16 – currently has 90-minute headway; recommend 60-minute headway
 - Route 19/28 – currently has 165-minute headway; recommend 60-minute headway
 - Route 24 – currently has 85-minute headway; recommend 60- minute headway

9.2.1.2 Later Service

Based on results from the on-board survey, a need for adding later service was identified as a priority. It is proposed to extend service later on routes 11, 13, 14, 17, 19, and 24. The end times for the service span of these routes currently ranges from 6:25 PM to 8:52 PM; it is recommended to extend service to 10:00 PM as a target as funding and service demand allow.

9.2.1.3 Realign Routes

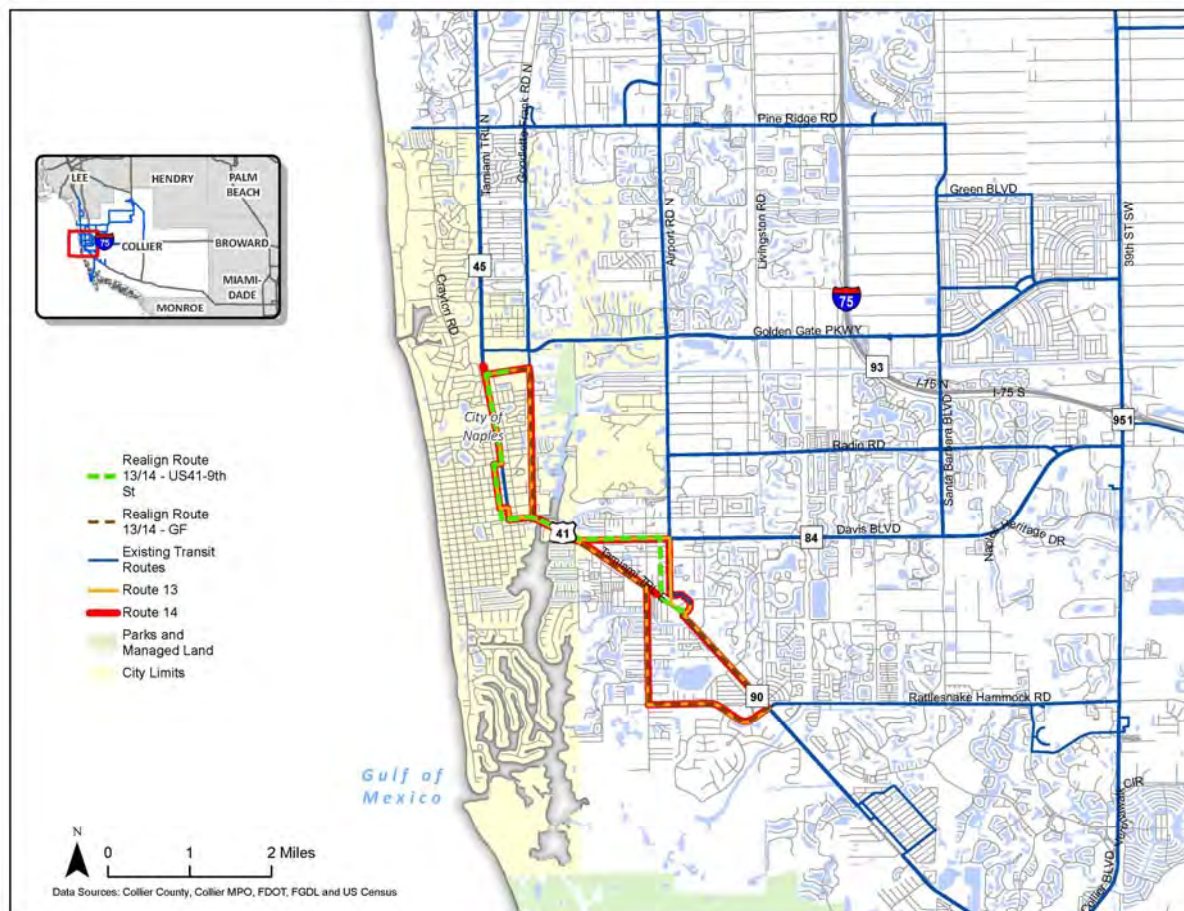
To improve directness of service, eliminate large loops, thereby reducing network redundancy, improving travel times, providing more direct connections, and simplifying route information for riders, the following route and network improvements are proposed. The objective of these recommendations is to streamline the route and network structure. The route extensions and realignments work in tandem with other route improvements, and several route pairs proposed below combine separate one-directional routes to serve as single bidirectional routes:

- **Extend Route 11** – Establish a minor extension of the north endpoint, travel time permitting, to travel along Creekside Boulevard, north on Arthrex Boulevard, and then west on Immokalee Road to provide service to the Walmart on Tamiami Trail and Immokalee Road,

pending agreements with the property owner. This extension will enhance connectivity to other improved routes such 12, 25, and 27. Other considerations include, connecting to the LinC at Walmart on Tamiami Trail and Immokalee Road rather than the existing location at Creekside and Immokalee Road.

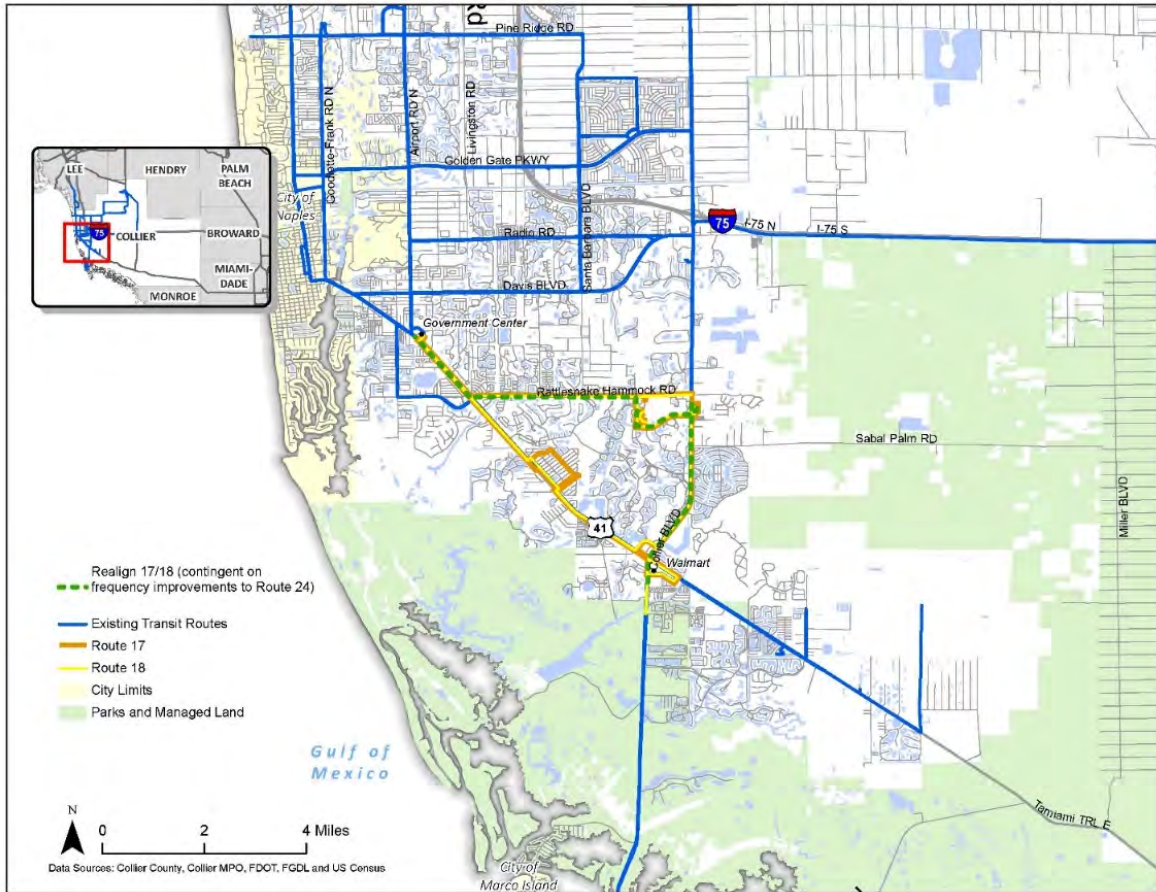
- **Extend Route 12** – The western portion of Route 12 ends on Immokalee Road and Creekside Way. The proposed improvement would extend service into Walmart and other shopping plazas at the intersection of Tamiami Trail and Immokalee Road.
- **Realign Routes 13 and 14** – Routes 13 and 14 operate as a one-way pair; combining them would make the routes easier to understand from the rider perspective and save service hours. The proposed alignments straighten and simplify the routes into two bidirectional routes operating between Coastal Mall and the Government Center; one would operate along 9th Street/Tamiami Trail, the other along Goodlette-Frank Road. The proposed realignment will shorten Route 13 making its headway 40 minutes while the Route 14 would operate at a headway of 60 minutes. Map 9-2 illustrates the proposed alignments for routes 13 and 14.

Map 9-2: Proposed Route 13/14 Realignment



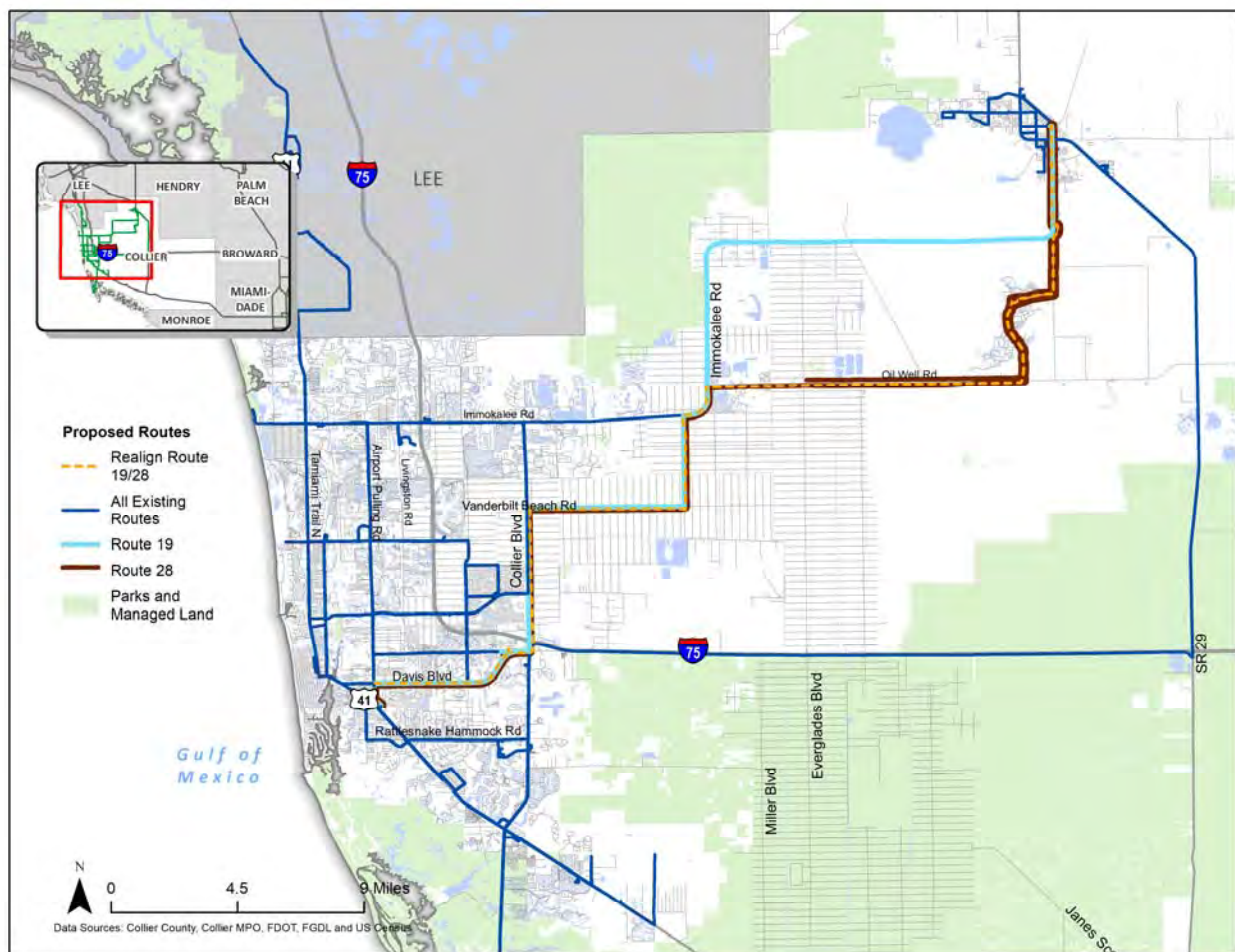
- **Realign Routes 17 and 18** - Routes 17 and 18 comprise two one-way loops operating in opposite directions. The existing routing follows from the Government Center along Tamiami Trail to Rattlesnake Hammock Road to Collier Blvd to the Super Walmart at Tamiami Trail and then along Tamiami Trail back to the Government Center. To provide improved service levels and better ease of use, these routes will be combined along the portion from the Government Center along Tamiami Trail to Rattlesnake Hammock Road to Collier Blvd to the Super Walmart at Tamiami Trail. The portion of the Route along Tamiami Trail to rattlesnake Hammock road will be served by increasing the frequency of Route 24 which runs from The Government Center along Tamiami Trail southeast towards Everglades City. See Map 9-3.
- **Realign Routes 17 and 18** – Routes 17 and 18 operate as a one-way pair to provide service between the Government Center along Rattlesnake Hammock Road, Collier Boulevard, and Tamiami Trail, with destinations such as Walmart Supercenter on Collier Boulevard. To provide a more grid-like network, simplify the routes, and reduce redundancy, the proposed improvement would no longer provide service along Tamiami Trail. This improvement is contingent on frequency improvements to Route 24 to ensure no loss of transit service to the Naples Manors area and Tamiami Trail between Collier Boulevard and Rattlesnake Hammock Road. Map 9-4 illustrates the proposed alignments for routes 17 and 18, which eliminates service along Tamiami Trail between Rattlesnake Hammock and Collier Boulevard but would provide bidirectional service from the Government Center to Rattlesnake Hammock to Collier Boulevard before deviating to Florida Southwestern State College and Physician’s Medical Center on Collier Boulevard and finally to Freedom Square Plaza and the Walmart Supercenter on Collier Boulevard.

Map 9-3: Proposed Route 17/18 Realignment



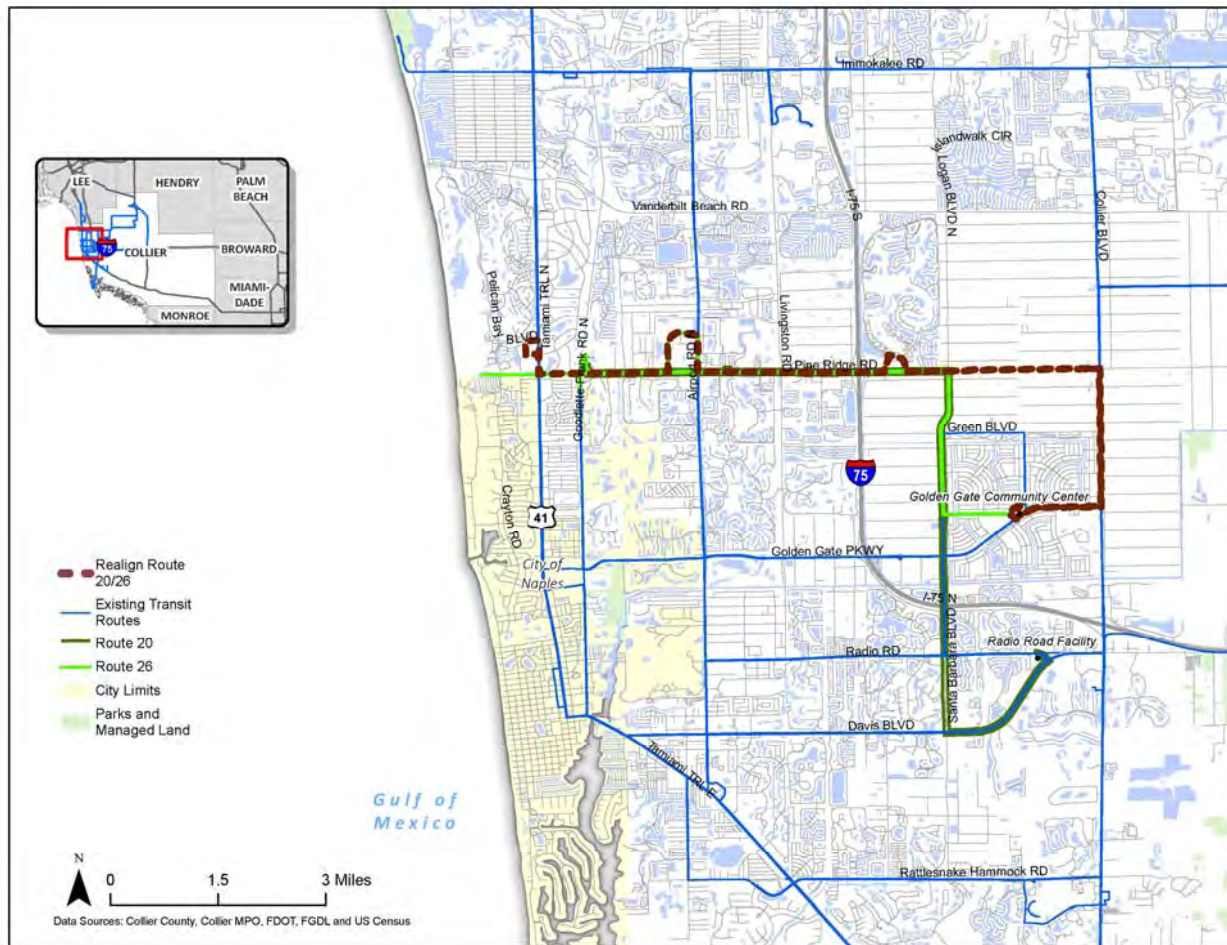
- Realign Routes 19 and 28** – Routes 19 and 28 provide service from the Health Department in Immokalee to the Government Center using the same path, except Route 19 currently serves Immokalee Road instead of Ave Maria and Oil Well Road. To simplify the route, eliminate redundancy, and eliminate unproductive route segments, it is proposed to eliminate Route 19 and combine the service hours into Route 28 with increased frequency. Combining the routes would eliminate service along the large bend on Immokalee Road at which a major development is anticipated in the future. As development grows in this area, CAT should consider realigning the route to serve this area as demand manifests. Map 9-4 illustrates the proposed alignment for the Route 19/28 combination.

Map 9-4: Proposed Route 19/28 Realignment



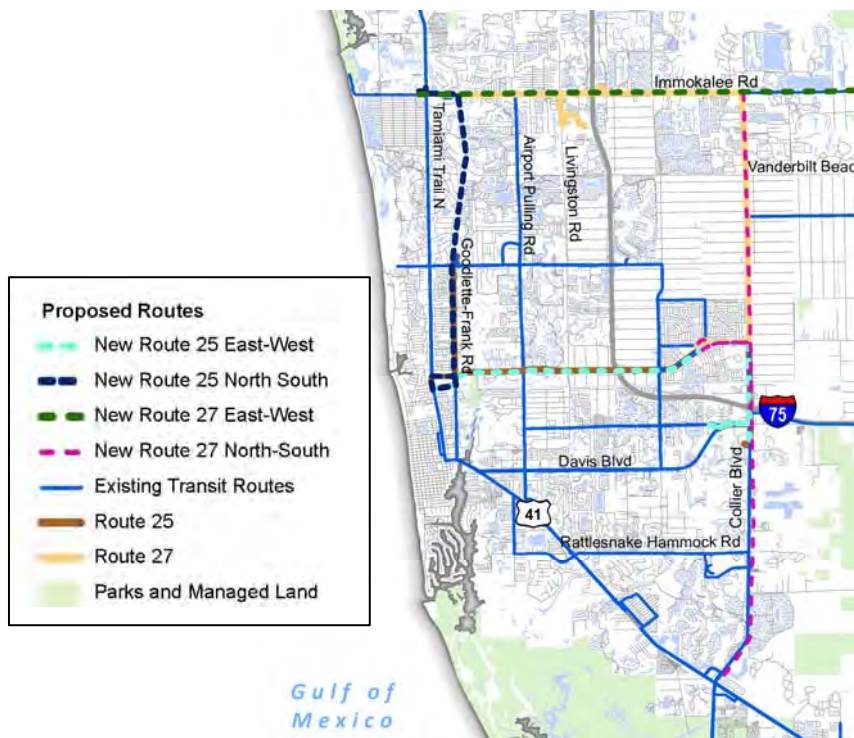
- Realign Routes 20/26** – Routes 20 and 26 are redundant along Pine Ridge Road and Santa Barbara Boulevard, and each provides three roundtrips per day. Combining the routes would improve frequency and streamline service. The proposed route eliminates service to Clam Pass Park, instead beginning at the Philharmonic Center for the Arts and Waterside Shops, then continuing east on Pine Ridge Road before deviating to Shirley Street, an industrial area with a notably high-density threshold in employment. The route would then pass through Boulevard Shoppes on Naples Boulevard, head south on Airport Pulling Road, and then east on Pine Ridge Road, and service the Physicians Regional Medical Center–Pine Ridge before stopping at the Golden Gate Community Center. The route would finish at the CAT Radio Road Facility via Golden Gate Parkway, Santa Barbara Boulevard, and Davis Boulevard, as shown in Map 9-6.

Map 9-5: Proposed Route 20/26 Realignment



- Marco Island Government Center Express (Route 21)** – This route would provide express service from Marco Island to the Walmart Supercenter on Collier Boulevard and potentially to the Government Center. Riders could access the express route using the proposed Marco Island MOD service and the Island Trolley, as discussed in the following section.
- Split and extend Routes 25 and 27** – Routes 25 and 27 provide service in both the north-south and east-west directions. To create a more grid-like network, close gaps in transit service, and make the service easier to comprehend for riders, it is proposed that the routes be split where they change directions and extend them to provide more connectivity to destinations and other routes.
- The new Route 25 North-South alignment (Goodlette-Frank Road) would provide service along Goodlette-Frank Road from Immokalee Road to the Coastland Center Mall. The East-West alignment (Golden Gate Parkway) would connect Coastland Center Mall to the Golden Gate Community via Golden Gate Parkway before turning south on Collier Boulevard, where it would service Walmart and the CAT Radio Facility.
- Route 27 North-South (Collier Boulevard) would provide service along Collier Boulevard from Immokalee Road to Tamiami Trail with a deviation to the Golden Gate Community Center on Golden Gate Parkway. Route 27 East-West (Immokalee Road) would provide service along Immokalee Road from Walmart on Tamiami Trail to the Publix shopping center at Immokalee Road and Oil Well Road. Map 9-7 illustrates the proposed alignments for Routes 25 and 27.

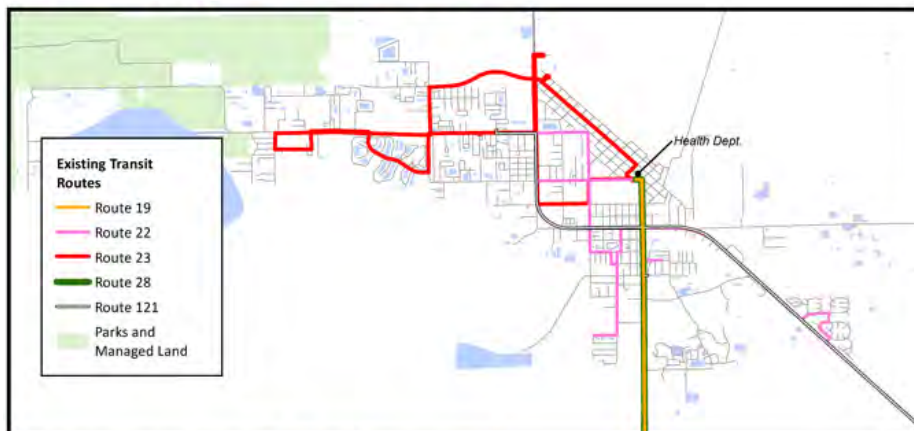
Map 9-6: Proposed Alignments for Routes 25 and 27



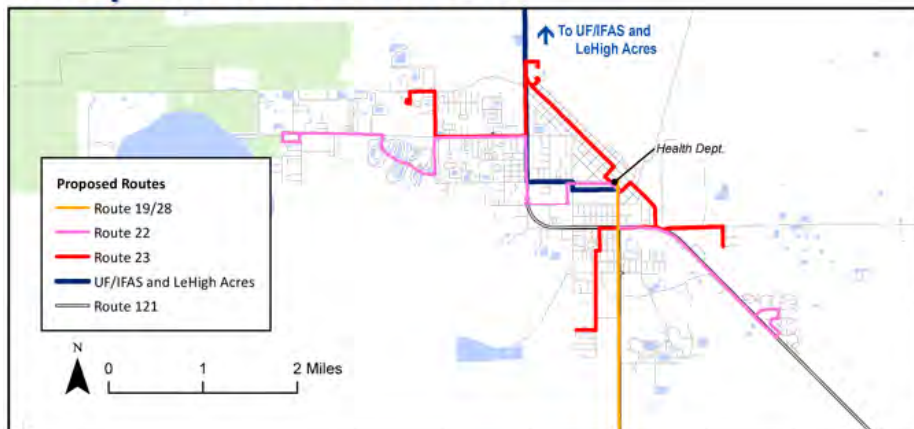
- **Route 22** – This proposed route would realign Route 22 to streamline circulation in Immokalee, reduce duplication with Route 23, reduce the need for transfers between routes 22 and 23, and extend service east along Main Street and to the various packing houses that employ approximately 20,000 employees. Other destinations include Immokalee State Farmer’s Market, Marion Fether Medical Center, the County Health Department, and Career Source. Map 9-8 illustrates the proposed New Market Road Route alignment.
- **Route 23** – This proposed route would realign Route 23 to provide direct connections between residential areas to several destinations while expanding the service area. The route would connect the westernmost residential cluster on Lake Trafford Road to the County Health Department, several packing houses along New Harvest Road, and finally to the easternmost residential cluster on Farm Workers Way. A deviation to provide service to the Roberts Center should be considered as an alternative alignment. Map 9-8 illustrates the proposed New Main Street Route alignment.

Map 9-7: Existing and Proposed Network in Immokalee

Existing Network



Proposed Network



9.2.2 New Service

- Island Trolley** –This fixed-route would travel along Collier Boulevard on Marco Island and connect to the realigned Route 21 Marco Island – Government Center Express route. It is envisioned that two vehicles are needed for 30-minute headways and that service would be a hop-on/hop-off type fare free service.
- New UF/IFAS and Lehigh Acres Route** – A need to connect Immokalee to the University of Florida/IFAS satellite campus and Lehigh Acres was identified during public outreach. However, roadway constraints do not allow for transit vehicles to enter and exit the UF/IFAS campus. Further study is recommended for the final alignment and endpoint of this route and to determine the demand and costs. This service should be explored jointly by CAT and LeeTran based on mutual considerations and consensus.
- I-75 Premium Express** –It is envisioned that this route would be a premium service such as an express commuter service that would begin service at the Government Center, head north on Airport Pulling Road, turn east on Radio Road, north on Livingston Road, east on Golden Gate Parkway and go north on I-75 before ending at the Florida Gulf Coast Town Center. The northern terminus and operating plan requires coordination with LeeTran. The route would require one vehicle to provide 90-minute headway service from 6 AM to 8 PM. Further study is recommended for the final alignment and endpoint of this route and to determine the demand and costs.
- Bayshore Drive Electric Shuttle** – The Bayshore Community Redevelopment Agency (CRA) has requested that CAT help mitigate parking needs by operating two shuttles within the Bayshore CRA. This route is envisioned as a fixed-route electric shuttle that would operate as a free hop-on/hop-off service, similar to the Beach bus, along Bayshore Drive, an area that has a growing vibrant nightlife and leisure culture. A survey was conducted by the Bayshore CRA to introduce the proposed service and vehicle, gauge community support, and identify the most visited destinations in the Bayshore Area. The route would require one vehicle to provide 15-minute headway service from Weeks Avenue to the Naples Botanical Garden from 11:00 AM to 9:00 PM.

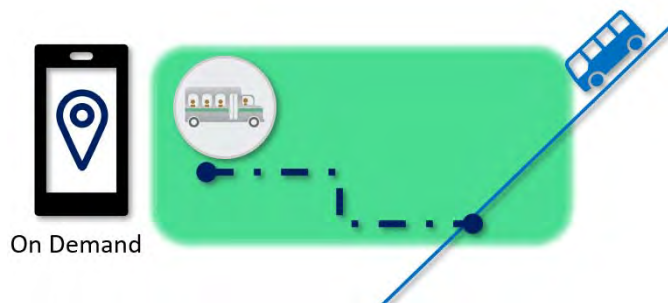


- **Downtown Autonomous Circulator** – The downtown autonomous circulator concept was developed as part of an effort to create a conceptual roadmap for CAT’s sustainable future and to address the parking shortage in Downtown. The circulator would begin on S 4th Avenue on S 9th St to S 3rd Street and go south along S 3rd Avenue to S 13th Avenue.
- **Electric Naples Pier Shuttle** – The electric shuttle concept was developed as part of an effort to create a conceptual roadmap for CAT’s sustainable future and to alleviate the demand for parking in Downtown. The circulator would begin at the Naples Pier and run along Broad Avenue with a stop at Crayton Cove, before going north along S 8th Street to S 6th Avenue.



9.2.3 Mobility-on-Demand (MOD)

MOD uses on-demand information, real-time data, and predictive analytics to provide travelers with transportation choices that best serve their needs and circumstances. MOD service can be requested via a mobile app or website or by calling CAT. MOD service is designed to localize mobility (e.g., home to grocery store) and to provide connections to the fixed-route transit network for longer trips (e.g., home to bus stop to catch bus downtown). MOD is designed to work well in areas in which fixed-route service may not be nearby, where customers have limited mobility access to bus stops, or where the necessary infrastructure is not available for safe or convenient access to bus stops. MOD service is designed to operate as a point-to-point service in response to customer requests (immediate or scheduled for a future time).



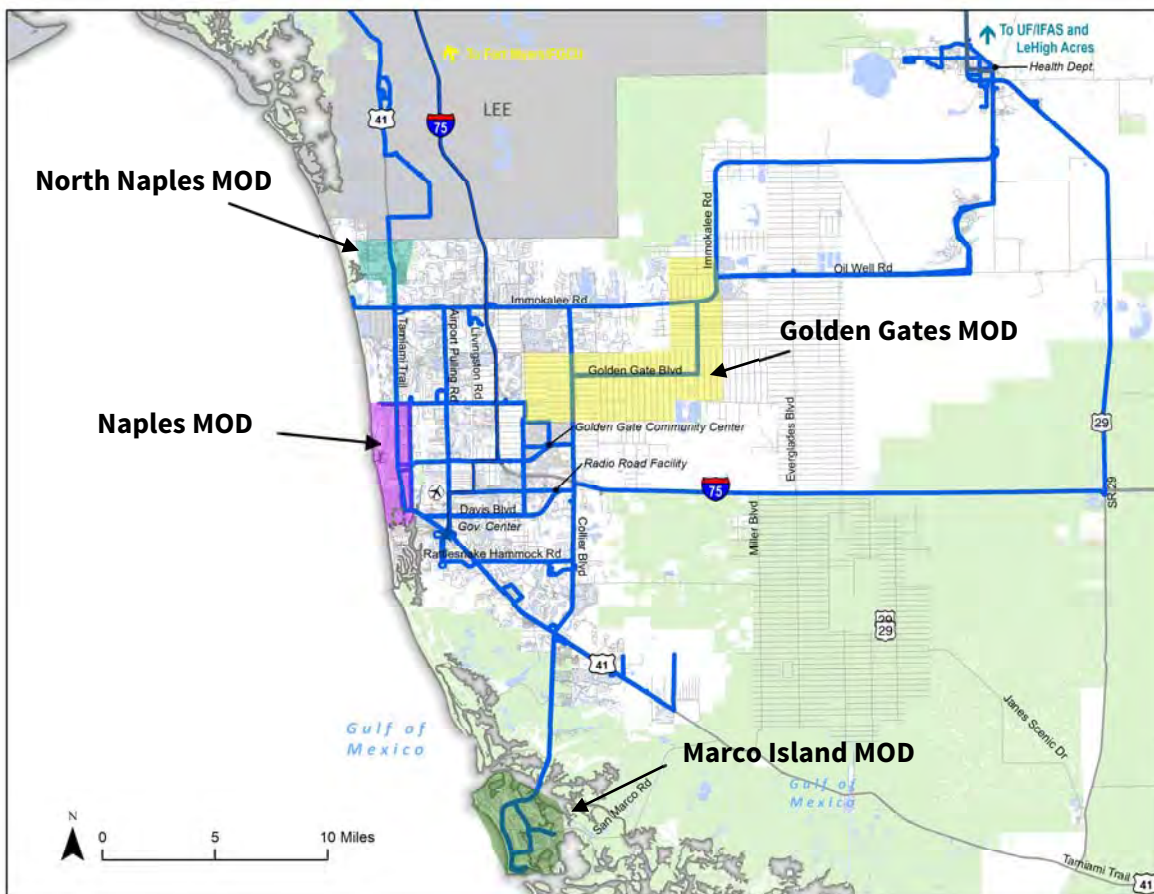
When considering MOD service, input from public involvement, demographic characteristics, and the nature of the existing route network were considered. Many neighborhoods in proposed MOD zones have dead-ends and non-uniform street grids, thereby diminishing connectivity and walkability to bus stops. MOD zones are intended fulfill unmet needs in these areas. In addition, MOD service is intended to be accessible by all, including the general public and ADA-eligible persons. It, therefore, can be used to meet growing demand for ADA service and may serve as a replacement for traditional ADA service. Travel may be accommodated within a zone and may overlap into adjacent zones to complete short trips that cannot be served conveniently by fixed-route service. It can also be considered to supplement transit service in areas where transit services are being reduced due to decreased demand.

It is recommended to obtain a Software-as-a-Service (SaaS) cloud-based platform and operate MOD service as an additional CAT Connect service. CAT may also elect to assess options to contract MOD operations as a Mobility-as-a-Service (MaaS) through a contract with a third party. However, this will reduce potential for CAT to leverage MOD as a way to supplement or shift TD/ADA demand from CAT Connect to MOD.

The following potential MOD zones were identified and are illustrated in Map 9-9:

- **Golden Gate Zone** – This large MOD zone would include areas of Golden Gate Estates, a large development east of I-75. This zone currently has a high demand for paratransit service and would provide transit service to areas currently underserved by fixed-route transit; most are low-density and may require three vehicles in the peak and two during the off-peak to operate due to poor roadway connectivity.
- **North Naples Zone** – This MOD zone was identified in the gap analysis as an area currently underserved by transit. This zone would cover the northeast quadrant of Collier County, which includes areas with high and very high TOI. The zone borders Bonita Beach Road and extends as far south as Immokalee Road and would serve areas east and west of US-41 as well as areas east and west of Old US- 41 Road.
- **Naples Zone** – This MOD zone would cover areas associated with high employment densities and areas with high and very high TOI as well as areas that are often difficult to navigate with regular fixed-route vehicles. Zone 5 spans the beach from Broad Avenue to Pine Ridge Road as far east as Goodlette-Frank Road.
- **Marco Island Microtransit** – This microtransit service would serve Marco Island and provide transfer opportunities to the proposed Island Trolley route. This service would likely require more than one vehicle, as it would continue to provide connections to other routes in the CAT network. Marco Island is also another area in CAT service that has medium to high TOI.

Map 9-9: Proposed Mobility on Demand Zones



9.2.4 Vanpooling

Vanpooling was suggested by a representative of Collier County, and FDOT District 1 indicated that it would work with the County to establish a districtwide vanpool program sometime in the first quarter of the next fiscal year. Vanpooling may be possible for rural communities such as Everglades City. The proposed program could connect commuters from Everglades City to the Government Center.

9.3 Capital/Infrastructure

9.3.1 Park-and-Ride Lots

A CAT park-and-ride study conducted by Jacobs is currently underway to identify and develop a standardized methodology for locating, operating, and maintaining park-and-ride sites in Collier County. The study will consider each site's proximity to:

- Existing and planned transit routes
- Major employment locations
- Educational facilities
- Tourist destinations

Recommendations from the study should be added to future TDP updates.

9.3.2 Technology

The existing systems used by CAT are providing route and vehicle information in real-time via an interface to passengers, dispatchers, and supervisory personnel, and CAT has already deployed technology on both fixed-route and paratransit service. The agency is currently evaluating the feasibility of upgrading and possibly consolidating and implementing new intelligent transportation systems (ITS) technologies to improve the overall quality of transit service. Schweiger Consulting is conducting this study using a systems engineering analysis (SEA) approach. The study will summarize the results of a business and technical needs assessment, identify technologies that should be upgraded, and identify new technologies that may address CAT’s goals, objectives, and needs. Needs related to technical enhancements noted in the study include the following:

- Implement fixed-route scheduling software.
- Replace or upgrade paratransit scheduling and dispatching software.
- Replace or upgrade computer-aided dispatch (CAD)/Automatic Vehicle Location (AVL) for fixed-route with supervisor remote laptop access.
- Install an Automatic Passenger Counter (APC) system for fixed-route vehicles.
- Install an Automatic Vehicle Announcement (AVA) system for fixed-route vehicles.
- Implement a transit signal priority (TSP) system.
- Update or replace the fare logistics fare collection system.
- Make on-board surveillance system enhancements.
- Establish a paratransit fare payment system.
- Install an Interactive Voice Response (IVR) system.
- Implement an on-board information media system.

According to the study, if CAT decides to replace the Avail CAD/AVL system, there will be an opportunity to replace most of the current RTIS components, including:

- **Next Arrival Prediction Software** – uses the latest location and route/schedule adherence data to periodically establish updated predictions for fixed-route vehicle arrival times at stops throughout the system
- **Dynamic Message Signs (DMS)** – provides current next arrival predictions directly to customers at selected stops using electronic displays
- **Web Access** – provides current fixed-route next arrival predictions directly to customers for all stops throughout the system via a website that allows customers to select a specific route, direction, and stop
- **Smartphone Access** – provides current fixed-route next-arrival predictions directly to customers for all stops throughout the system via smartphone apps that allow customers to select a specific route, direction, and stop; the app also can use the phone’s built-in GPS to locate the closest stop to the user’s current location

- **Interactive Voice Response (IVR) Phone Access** – provides current fixed-route next-arrival predictions directly to customers for all stops throughout the system via a telephone system that allows customers to select a specific route, direction, and stop; also allows for automated reminders, confirmations, and cancellations of paratransit trips

During the Phase II outreach, a need for a system that enables riders to know bicycle rack availability with bicycle sensors was expressed. Such information would enhance reliability for users. This type of sensor could also be used to show availability of wheelchair areas in real time using a smartphone application.

9.4 Policy/Other

Policy recommendations and other improvements for CAT’s transit service include:

- Pursuit of public-private partnerships with Marriott and other hotels in Marco Island to support Route 21 and pilot MOD service.
- A more detailed review of the existing CAT routes and network, particularly in Immokalee and potential connections to the UF IFAS satellite campus and Lehigh Acres is needed. Potential service along I-75 and Santa Barbara Boulevard also require further study. A study that explores the Everglades City vanpooling program as well as a transit hub along Immokalee Road is also recommended.
- A fare study is recommended
- An MOD study is recommended
- Brand buses on the beach and associated with proposed MOD services.
- Create a transfer station along the urbanized area of Immokalee Road to facilitate passenger transfers and provide a place for vehicle staging and for driver relief.

9.5 Evaluation of Alternatives

The remainder of this section summarizes the evaluation process for service alternatives developed for the CAT TDP. Because many alternatives are identified, ranging from expansion of existing routes to implementation of new routes, it is important for CAT to prioritize these improvements to effectively plan and implement them within the next 10 years using existing and/or new funding sources.

9.5.1 Alternatives Evaluation Methodology

A quantitative-qualitative methodology was developed to evaluate and prioritize the transit alternatives presented in the previous section. To prioritize and program these service improvements, it was important to weigh the benefits of each service improvement against the others. By conducting an alternatives evaluation, CAT can better prioritize projects and allocate funding using an objective prioritization process. The remainder of this section identifies and defines the evaluation criteria used to prioritize the service improvements.

Three evaluation categories are identified for determining criteria for the evaluation:

- Public Outreach
- Transit Markets
- Productivity and Efficiency

Table 9-1 lists these evaluation categories and their corresponding criteria, the associated measure of effectiveness, and the assigned weighting for each criterion. A description of the elements in the table follows.

Table 9-1: Alternatives Evaluation Measures

Category	Criteria	Measure of Effectiveness	Relative Weighting	Overall Category Weight
Public Outreach	Public Input	Level of interest in specific alternatives (Very High, High, Moderate, Low)	40%	40%
Transit Markets	Traditional Market	Percent serving poverty	15%	30%
	Proximity to Employment Market	Percent of countywide employment market served	15%	
Productivity and Efficiency	Productivity	Trips per hour (T-BEST-generated trips and revenue hours of service)	15%	30%
	Cost Efficiency	Cost per trip (including new trips)	15%	
Total			100%	100%

Public Outreach

Due to the COVID-19 pandemic that began in March 2020, the public outreach process conducted for the CAT TDP 10-year planning effort was modified to be a virtual process. The outreach resulted in numerous opinions and suggestions on transit services from workshop discussion groups involving transit users and nonusers, local governments, business and social organizations and an online survey. In addition, the public outreach process included three working group discussions with policy leaders to gauge their views on transit services and provide technical advice. Based on an in-depth review of input from this public outreach effort, interest in a particular route or type of service was categorized as “None,” “Moderate,” or “High” in the alternative evaluation process.

Transit Markets

For the evaluation of alternatives, two transit markets were identified—the traditional market and the employment market.

- **Traditional Market** – Existing population segments that historically have a higher potential to use transit and/or are dependent on public transit for their transportation needs include those that fall under the federal poverty level. For the alternatives evaluation, the percent serving poverty was calculated as the percent of poverty serviced by each route using Remix using ACS 2018 5-Year Estimates.

- **Proximity to Employment Market** – The total number of private jobs countywide served by each potential service option, based on information produced through Remix using LODS 2017 data.

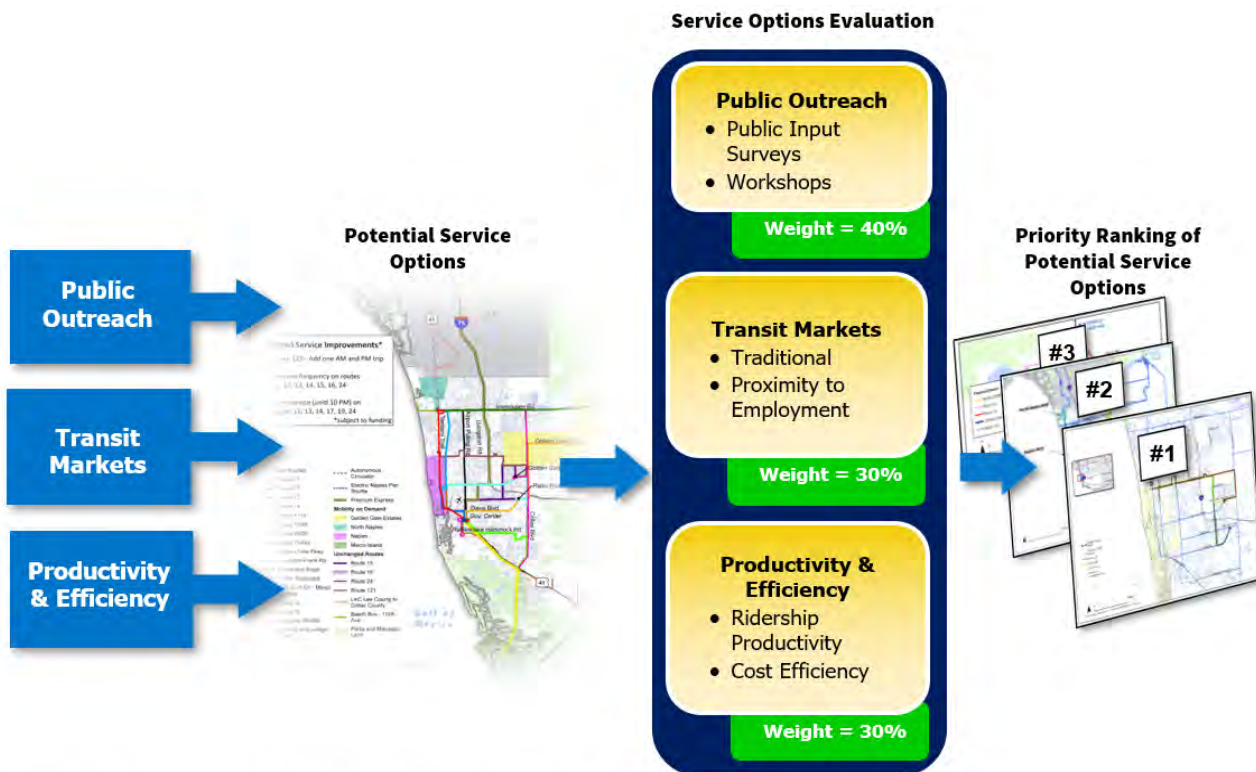
Productivity and Efficiency

Productivity is generally measured in terms of ridership. Service efficiency is used by transit agencies to gauge how well they are using their existing resources. Each measure is critical to the success of the agency, and services performing well in terms of their productivity and efficiency should receive a higher priority. Forecast ridership, revenue hours, and operating cost figures for each individual alternative are used in this measure.

- **Ridership productivity** is measured in terms of annual passenger trips per revenue hour of service. To provide for an equal comparison between alternatives, passenger trips and revenue hours of service were generated using output from T-BEST 2030 ridership projection data.
- **Cost efficiency** is evaluated for each alternative using a standard transit industry efficiency measure, operating cost per passenger trip. Operating costs used are calculated using operating cost per trip based on CAT performance data and T-BEST 2030 ridership projection data.

Figure 9-10 shows the 10-year transit service alternatives evaluation process, including criteria, measures, and weights used for each category. A summary of various criteria and measures used in each tier, as well as the alternatives scoring thresholds, are presented in the remainder of this section.

Figure 9-10: Alternatives Evaluation Measures



¹ For illustration purposes only. See list of alternatives summarized previously.

Alternative Scoring Thresholds

As noted, each criterion is assigned a weight. Weighting the criteria affords the opportunity to measure the relative importance of each among the group of criteria to be applied. For each transit alternative, a score was determined either through the computation of the selected measure of effectiveness or through the educated judgment of the analyst. Potential scores were assigned depending on the relative comparison of a given transit alternative with other transit alternatives as it relates to a given criterion. A higher score is consistent with a higher ranking for a given alternative for the criterion being evaluated.

The thresholds for computation-based criteria were determined using the average of the entire data set and one standard deviation above or below the average. Table 10-2 shows the thresholds and scoring for each criterion used in the alternatives evaluation.

Table 9-2: Alternatives Evaluation – Scoring Thresholds

Criteria	Range	Score
Public Input (Interest in Improvement)	None	1
	Moderate	3
	High	5
	Very High	7
Traditional Market Potential (% Serving poverty)	Less than (Average – 1 STDEV)	1
	Between (Average – 1 STDEV) to Average	3
	More than Average to (Average + 1 STDEV)	5
	More than (Average + 1 STDEV)	7
Proximity to Employment (Total Number of Private Jobs)	Less than (Average – 1 STDEV)	1
	Between (Average – 1 STDEV) to Average	3
	More than Average to (Average + 1 STDEV)	5
	More than (Average + 1 STDEV)	7
Productivity (Trips per Hour)	Less than (Average – 1 STDEV)	1
	Between (Average – 1 STDEV) to Average	3
	More than Average to (Average + 1 STDEV)	5
	More than (Average + 1 STDEV)	7
Cost Efficiency (Operating Cost per Trip)	More than (Average + 1 STDEV)	1
	More than Average to (Average + 1 STDEV)	3
	Between (Average – 1 STDEV) to Average	5
	Less than (Average – 1 STDEV)	7

Note: STDEV = statistical standard deviation.

9.5.2 Alternative Evaluation Results Summary

Each alternative was evaluated using the process summarized above, and the detailed results of the evaluation are presented in Table 9-3. From this process, each alternative received a score. The alternatives were then separated by improvement type (i.e., route network/new service, frequency improvements and span improvements), and ranked based on their respective score. Table 9-4 presents the prioritized list of improvements based on this process.

Note that improvements like MOD, Naples Pier Electric Shuttle, and the Autonomous Circulator were not included in the technical analysis due to the limitations in the ridership estimation model.

Table 9-3: Alternatives Evaluation

Evaluation Criteria		Route 11 Extension	Route 12 Extension	Route 13 Realign	Route 14 Realign	Route 17/18 Realign	Route 19/20 Realign	Realign 20/26	Route 21 New Gov Center-Marco Express	Route 22 and 23 Realign	New Route 25 EW	New Route 25 NS	New Route 27 EW	New Route 27 NS	New Island Trolley	New I-75 Premium Express	New Bayshore Shuttle
Public Involvement	Level of Support	Moderate	Moderate	High	High	High	High	Moderate	Moderate	Very High	Moderate	High	High	Moderate	Moderate	Moderate	Moderate
	Score	3	3	5	5	5	5	3	3	7	3	5	5	3	3	3	3
	Weight	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
Traditional Market	% Poverty	11.484%	11.320%	14.407%	15.494%	10.857%	16.509%	13.729%	13.872%	42.585%	14.477%	8.612%	7.819%	15.268%	7.127%	16.461%	22.86%
	Score	3	3	3	5	3	5	3	3	7	3	1	1	5	1	5	7
	Weight	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Employment Market	Private Jobs	41595	33646	21406	24889	8470	12606	24163	9924	4086	12700	15449	8563	5514	4117	15022	3328
	Score	7	7	5	5	3	3	5	3	1	3	3	3	1	1	3	1
	Weight	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Boardings per Hour	Trip/Hour	17.20	12.60	15.90	15.80	33.30	7.20	10.60	12.80	20.40	5.20	6.80	1.80	2.80	16.00	5.70	2.10
	Score	5	5	5	5	7	3	3	5	7	3	3	1	1	5	3	1
	Weight	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Operating Cost per New Trip	Cost /Trip	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3.76	\$0.00	\$6.77	\$6.77	\$40.47	\$40.47	\$3.76	\$16.11	\$27.09
	Score	7	7	7	7	7	7	7	5	7	5	5	1	1	5	3	3
	Weight	15%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Score		4.50	3.45	3.95	4.25	3.95	3.65	2.85	2.85	5.05	2.55	3.05	2.75	2.25	2.25	2.85	2.55

Evaluation Criteria		Route 121 Add one AM and one PM	Route 11 to 20 mins	Route 12 to 30-min peak 60-off peak	Route 13 to 30 min	Route 14 to 30 min	Route 15 to 45 min	Route 16 to 45 min	Route 24 to 60-min	Route 11 (until 10 PM)	Route 13 (until 10 PM)	Route 14 (until 10 PM)	Route 17 (until 10 PM)	Route 19 (until 10 PM)	Route 24 (until 10 PM)
Public Involvement	Level of Support	Very High	Very High	Very High	Very High	Very High	Very High	Very High	Very High	Very High	Very High	Very High	Very High	Very High	Very High
	Score	7	7	7	7	7	7	7	7	7	7	7	7	7	7
	Weight	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
Traditional Market	% Poverty	22.50%	11.48%	11.36%	13.92%	13.93%	17.14%	17.14%	15.26%	11.48%	13.92%	13.93%	13.28%	17.09%	15.26%
	Score	7	3	3	3	3	5	5	5	3	3	3	3	5	5
	Weight	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Employment Market	Private Jobs	8467	41597	33164	26604	26558	19189	19238	8068	41597	26604	26558	9653	12074	8068
	Score	3	7	7	5	5	5	5	3	7	5	5	3	3	3
	Weight	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Boardings per Hour	Trip/Hour	19.73	14.70	11.70	6.80	6.50	14.70	8.60	7.30	7.20	11.20	14.50	1.60	5.50	5.30
	Score	7	5	5	3	3	5	3	3	3	5	5	1	3	3
	Weight	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Operating Cost per New Trip	Cost /Trip	\$11.87	\$14.00	\$6.12	\$8.04	\$9.62	\$5.42	\$10.45	\$15.17	\$24.05	\$11.85	\$8.00	\$115.25	\$40.19	\$30.87
	Score	5	5	5	5	5	5	5	5	3	5	5	1	1	3
	Weight	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Score		5.35	5.05	5.05	4.45	4.45	5.05	4.75	4.45	4.75	4.75	4.75	3.85	4.45	4.45

Table 9-4: Alternatives Ranking

Proposed Improvement	Score	Rank
Route Network and New Service		
Route 22 and 23 realigned	5.1	1
Route 11 extension	4.5	2
Route 14 realign	4.3	3
Route 13 realign	4.0	4
Route 17/18 realign	4.0	4
Route 19/28 realign	3.7	6
Route 12 Extension	3.5	7
New Route 25 NS	3.1	8
Realign 20/26	2.9	9
New I-75 Premium Express	2.9	9
Route 21 New Gov Center - Marco Express	2.9	11
New Route 27 EW	2.8	12
New Route 25 EW	2.6	13
New Bayshore Shuttle	2.6	13
New Route 27 NS	2.3	15
New Island Trolley	2.3	15
Frequency Improvements		
Route 121 - add one AM and one PM	5.4	1
Route 15 to 45 min	5.1	2
Route 11 to 20 mins	5.1	3
Route 12 to 30-min peak, 60-off peak	5.1	3
Route 16 to 45 min	4.8	5
Route 13 to 30 min	4.5	6
Route 14 to 30 min	4.5	6
Route 24 to 60-min	4.5	6
Later Service		
Route 11 (until 10 PM)	4.8	1
Route 13 (until 10 PM)	4.8	1
Route 14 (until 10 PM)	4.8	1
Route 19 (until 10 PM)	4.5	4
Route 24 (until 10 PM)	4.5	4
Route 17/18 (until 10 PM)	3.9	6

10.0 Ten-Year Transit Plan

This section presents the recommended 10-year transit plan, including financial and implementation plans. First, the transit service, capital/infrastructure, technology, and policy improvements are summarized as unconstrained and constrained. Thereafter, a summary of the assumptions for capital and operating costs and revenues used in developing the TDP are presented, followed by the financial plan for the 10-year period. Next, the 10-year implementation program is presented for the CAT TDP.

10.1 Ten-Year Plan

The recommended improvements included in the 10-year TDP are the result of an extensive public outreach program and data review/evaluation process. The improvements identified fall into the categories of Service Improvements, Capital/Infrastructure Improvements, Technology, and Policy. These improvements are described in detail below.

10.1.1 Vision Plan

Table 10-1 lists the Vision Plan proposed service improvements by phase; the plan represents a 10-year fiscally unconstrained plan. The first phase, FY 2020–2025, includes route network changes and frequency and span improvements that are to be prioritized in the 10-Year Implementation Plan. The second phase, FY 2026–2030, represents improvements that are lower in priority.

Table 10-1: Vision Plan (Unconstrained)

Improvement	FY 2020–2025	FY 2026–2030
Route Network	<ul style="list-style-type: none"> Route 11 Extended Route 12 Extended Route 13 - Realigned, 60 to 40 headway Route 14 – Shorter Route 17/18 – combined Route 19/28 - combined, add trips Gov Ctr – Marco Express (Route 21) 	<ul style="list-style-type: none"> Route 22 Realigned - Extended Route 23 Realigned, 60 to 40 headway Route 25 (EW and NS) Route 27 (EW and NS)
Frequency	<ul style="list-style-type: none"> Route 15 – 90 to 45-headway Route 16 – 90 to 45-headway Route 24 – 85 to 60-headway Route 121 – add AM and PM trip 	<ul style="list-style-type: none"> Route 11 – every 30 to 20 minutes Route 12 – 90 to 45 minutes Route 13 – every 60 to 30 minutes Route 17/18 – 90 to 45 minutes
Span Improvements (extend service to 10 pm)	<ul style="list-style-type: none"> Route 11; Route 13 Route 14; Route 17/18 	<ul style="list-style-type: none"> Route 19/28
New Service/Other	<ul style="list-style-type: none"> Island Trolley 	<ul style="list-style-type: none"> New I-75 Premium Express New Bayshore Shuttle Autonomous Circulator Naples Pier Electric Shuttle MOD (includes Marco Island) Vanpooling (Everglades City)
Financial Estimates	<ul style="list-style-type: none"> \$6,200,000 service plus inflation \$25,200,000 capital 	<ul style="list-style-type: none"> \$63,100,000 service plus inflation \$28,000,000 capital

10.1.2 Capital Infrastructure Improvements

- **Expand and improve bus stop infrastructure** – Improved infrastructure at bus stops, including benches, shelters, bicycle storage facilities, and other infrastructure, is included in the Cost Feasible Plan to enhance the rider experience while waiting for a bus and potentially attract new riders.
- **Improve bus stop safety and ADA accessibility** – Ensuring the safety all riders while accessing bus stops and waiting for a bus and guaranteeing that ADA requirements are fulfilled for all transit facilities are important to the overall safety and accessibility of the transit system.
- **Replace/add new vehicles** – Continued replacement of the existing vehicle fleet and the addition of new vehicles to serve the proposed service improvements and new routes are included in the Cost Feasible Plan.
- **Technology** – As noted in the Situation Appraisal, Schweiger Consulting is conducting a study regarding CAT's technology needs. Needs related to technical enhancements noted in the study include the following:
 - Implement fixed-route scheduling software.
 - Replace or upgrade paratransit scheduling and dispatching software.
 - Replace or upgrade computer-aided dispatch (CAD)/Automatic Vehicle Location (AVL) for fixed-route with supervisor remote laptop access.
 - Install an Automatic Passenger Counter (APC) system for fixed-route vehicles.
 - Install an Automatic Vehicle Announcement (AVA) system for fixed-route vehicles.
 - Implement a transit signal priority (TSP) system.
 - Update or replace the fare logistics fare collection system.
 - Make on-board surveillance system enhancements.
 - Establish a paratransit fare payment system.
 - Install an Interactive Voice Response (IVR) system.
 - Implement an on-board information media system.

Schweiger Consulting will work with CAT to determine the relative priority and identify a phasing schedule for the following 10 years and a schedule of activities (e.g., specifications, request for proposals, development, procurement, and deployment).

- **Park-and-Ride Lots** – A CAT park-and-ride study conducted by Jacobs is currently underway to identify and develop a standardized methodology for locating, operating, and maintaining park-and-ride sites in Collier County. Study recommendations should be reviewed and implemented as applicable.

10.1.3 Policy

- Pursuit of public-private partnerships with Marriott and other hotels in Marco Island to support Route 21, the proposed Island Trolley and pilot MOD service.

- Brand buses on the beach and those associated with proposed MOD services.
- Conduct a Comprehensive Operations Analysis (COA) for a more detailed review of the existing CAT routes and network. Additional study is needed to review Immokalee, along Santa Barbara Boulevard, potential connections to the UF IFAS satellite campus and Lehigh Acres, express service on I-75 managed lanes and Everglades City Vanpool.
- Create a transfer hub along the urbanized area of Immokalee Road to facilitate passenger transfers provide a place for vehicle staging and for driver relief.
- Establish a coordinating committee with Planning Departments of the local municipalities to review transportation needs of new developments and to ensure there are provisions for transit.
- Adopt transit LOS policies to adopt in Collier County’s land development regulations.
- Modify the Land Development Code and Development Review processes to include recommendations from the transit impact study by coordinating with Collier County and local municipalities.
- Begin coordination with LeeTran to explore a seamless fare system between LeeTran and CAT to facilitate travel between the two counties

10.2 10-Year Financial Plan

A financial plan was developed to help facilitate the implementation of CAT TDP improvements. Cost, revenue, and policy assumptions used to develop the financial plan are presented below, followed by a summary of cost and revenue projections for CAT. The summary includes annual costs for the service and technology/capital improvements that are programmed for implementation within the next 10 years together with supporting revenues that are reasonably expected to be available.

10.2.1 Operating Cost Assumptions

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

- Annual operating costs for fixed-route and paratransit services are based on the most recent validated NTD data.
- An annual inflation rate of 1.8% was used for all operating cost projections, based on the average Consumer Price Index (CPI) historical data from 2009–2019.
- Annual operating costs for future service enhancements are based on the projected annual service hours and cost per revenue hour of \$82.32 for fixed-route service and \$63.91 for paratransit service (both in 2018\$). The cost per hour was derived using historical and current cost per revenue hour data for existing services. The operating cost per hours figures are inflated annually using a 1.8% factor.

- Implementing the new route alignments represents increased levels of service in improvements such as Route 14, 19/28 and Route 23 with no additional costs.
- As ADA paratransit service is not required for express routes or MOD, it is assumed that any express, and MOD would not require complementary ADA paratransit services if implemented.

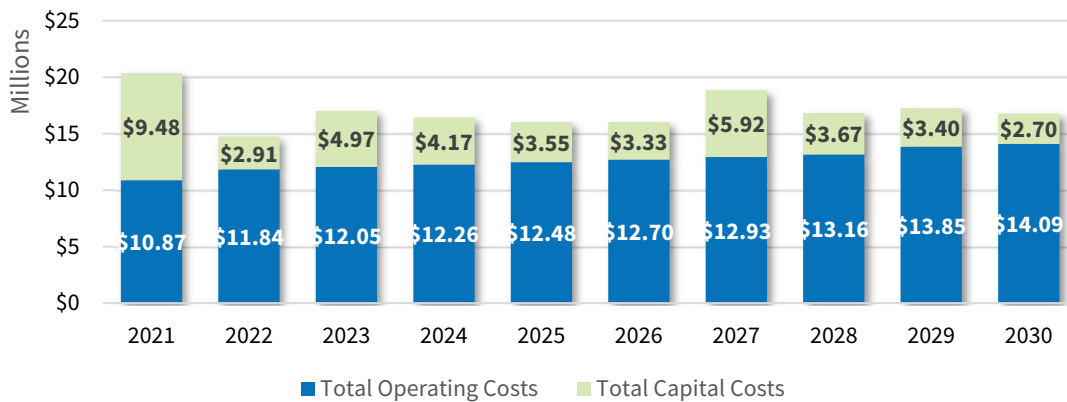
10.2.2 Capital Cost Assumptions

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

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

Figure 10-1 illustrates the operating and capital costs included in the 10-year TDP.

Figure 10-1: Annual Operating and Capital Costs



10.2.3 Revenue Assumptions

Revenue assumptions for fixed-route service are based on information from several State and local agencies. Assumptions for different revenue sources, including annual operating revenues from existing federal, State, and local sources, are based on the FDOT Adopted Five-Year Work Program (FY 2021–2025), the CAT FY 2018 TDP Annual Progress Report, and the Collier County Government FY 2021 Requested Budget . The distribution of 10-year operating revenues included in the 10-year Cost Feasible Plan are shown in Figure 10-2.

Figure 10-2: 10-Year Operating Revenues

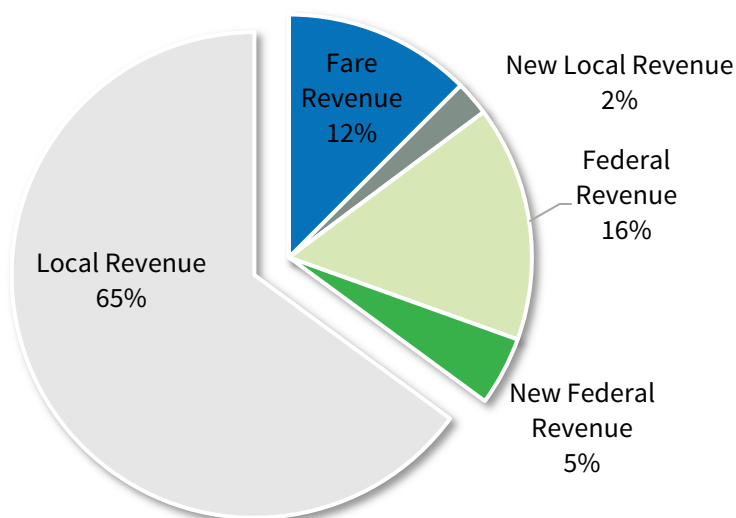
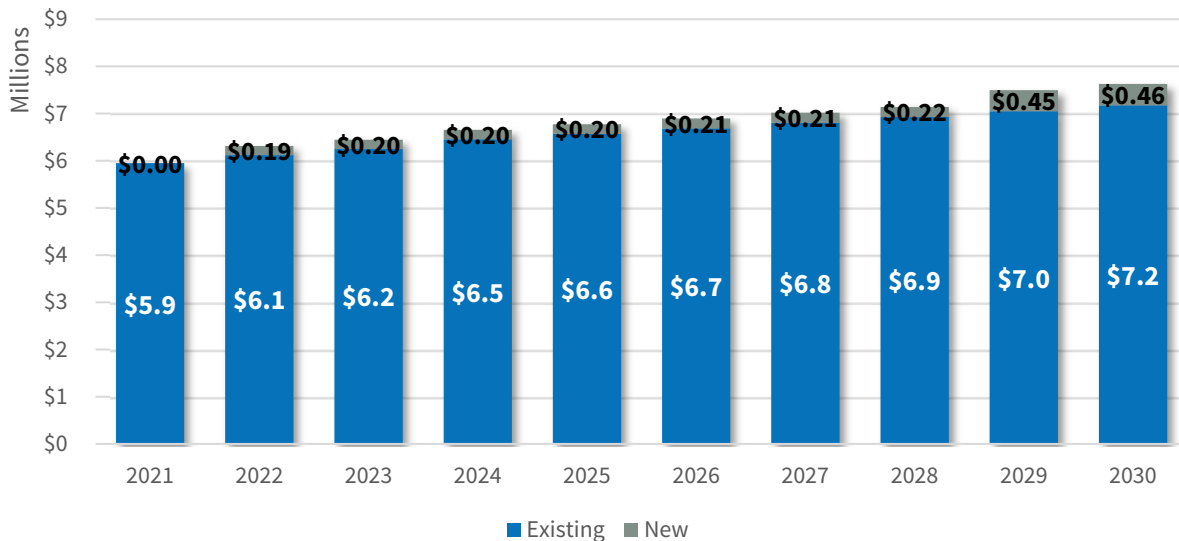


Figure 10-3 illustrates the total local revenue included in the 10-year Cost Feasible Plan. Local revenues for CAT are anticipated to increase at a moderate rate of 1.8% annually starting in 2023. Under this plan, new local revenue sources are expected to total \$2.3 million in the 10-year period.

Figure 10-3: Local Operating Revenues for 10-Year TDP (millions)



- Federal Grants 5307 and 5311 for operating assistance from FY 2021–FY 2025 was based on the FDOT Adopted Work Program FY 2021–2015 for Collier County. An annual growth rate of 1.8% was applied after FY 2021, which represents the 10-year average CPI to increase the revenue source.
- Federal and State grant 5305 funds for planning were based on the FDOT Adopted Work Program FY 2021–2015 for Collier County.
- Projected FDOT Block Grants revenues for 2021–2025 were obtained from the FDOT Adopted Work Program FY 2021–2015 for Collier County. A conservative annual growth rate of 1.8% was used to increase these revenues and thereafter were based on 10-year average CPI.
- Projected fare revenues for existing services are based on FY 2019 YTD Route Statistics data provided by CAT, with a conservative 1.8% annual growth rate applied.
- Projected local contributions were obtained from the FDOT Adopted Work Program FY 2021–2015 for Collier County. A conservative annual growth rate of 1.8% was used to increase revenues and thereafter was based on 10-year average CPI.
- Based on vehicle information provided by CAT staff, a total of \$11.2 million in capital funds was assumed in the 10-year plan to fund the existing fixed-route vehicle program.

The detailed 10-year Cost Feasible Finance Plan is presented in Table 10-2.

Table 10-2: 10-Year Costs and Revenues Summary

Cost/Revenue			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10-Year Total
Operating Cost													
Maintain Existing Service - Fixed Route	Existing		\$6,339,199	\$6,451,530	\$6,565,851	\$6,682,198	\$6,800,607	\$6,921,113	\$7,043,755	\$7,168,571	\$7,295,598	\$7,424,876	\$68,693,299
Maintain Existing Service - Paratransit	Existing		\$4,533,375	\$4,613,706	\$4,695,461	\$4,778,665	\$4,863,343	\$4,949,521	\$5,037,227	\$5,126,486	\$5,217,328	\$5,309,779	\$49,124,899
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	\$393,782	\$400,760	\$407,861	\$415,089	\$422,444	\$429,930	\$437,548	\$445,302	\$453,192	\$3,805,909
Route 121 - Add one AM and one PM	Increase Frequency		\$0	\$168,896	\$171,889	\$174,935	\$178,035	\$181,190	\$184,400	\$187,668	\$190,993	\$194,378	\$1,632,384
Route 24 from 85 to 60-min	Increase Frequency		\$0	\$211,683	\$215,434	\$219,252	\$223,137	\$227,091	\$231,115	\$235,210	\$239,378	\$243,620	\$2,045,929
Route 11 (until 10 PM)	Increase Hours of Service		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$127,329	\$129,585	\$256,914
Route 13 (until 10 PM)	Increase Hours of Service		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$86,584	\$88,118	\$174,702
Route 14 (until 10 PM)	Increase Hours of Service		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$86,584	\$88,118	\$174,702
Route 17/18 (until 10 PM)	Increase Hours of Service		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$156,869	\$159,649	\$316,518
Total Operating Costs			\$10,872,575	\$11,839,598	\$12,049,396	\$12,262,911	\$12,480,210	\$12,701,359	\$12,926,427	\$13,155,484	\$13,845,964	\$14,091,315	\$126,225,240
Operating Revenues													
Federal Grant 5311	Existing	Federal	\$364,222	\$404,525	\$379,787	\$484,276	\$492,857	\$501,591	\$510,479	\$519,525	\$528,731	\$538,100	\$4,724,099
Local Match (5311)	Existing	Local	\$364,222	\$404,525	\$379,787	\$484,276	\$492,857	\$501,591	\$510,479	\$519,525	\$528,731	\$538,100	\$4,724,099
Federal Grant 5307 Operating Assistance	Existing	Federal	\$1,020,014	\$1,035,014	\$1,066,064	\$1,098,046	\$1,117,503	\$1,137,306	\$1,157,459	\$1,177,969	\$1,198,842	\$1,220,086	\$11,228,309
Local Match (5307)	Existing	Local	\$1,020,014	\$1,035,014	\$1,066,064	\$1,098,046	\$1,117,503	\$1,137,306	\$1,157,459	\$1,177,969	\$1,198,842	\$1,220,086	\$11,228,309
Federal Grant 5307 - CARES Act (ADA, Fleet Mai	Existing	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FDOT Transit Block Grant Operating Assistance	Existing	State	\$1,110,951	\$1,166,499	\$1,224,824	\$1,234,010	\$1,255,877	\$1,278,131	\$1,300,779	\$1,323,829	\$1,347,287	\$1,371,161	\$12,613,348
TD Funding	Existing	State	\$907,976	\$935,216	\$963,272	\$992,170	\$1,009,751	\$1,027,644	\$1,045,854	\$1,064,386	\$1,083,247	\$1,102,442	\$9,935,639
Local Match for FDOT Transit Block Grant	Existing	Local	\$1,110,951	\$1,166,499	\$1,224,824	\$1,234,010	\$1,255,877	\$1,278,131	\$1,300,779	\$1,323,829	\$1,347,287	\$1,371,161	\$12,613,348
Collier County CAT Enhancements	Existing	Local	\$3,452,500	\$3,513,678	\$3,575,941	\$3,639,306	\$3,703,795	\$3,769,426	\$3,836,220	\$3,904,198	\$3,973,381	\$4,043,789	\$37,412,234
Federal Grant 5307	New	Federal	\$0	\$387,181	\$394,042	\$401,024	\$408,130	\$415,362	\$422,723	\$430,213	\$895,202	\$911,065	\$4,664,949
FDOT Match for Federal 5307 and 5310 - New	New	State	\$0	\$193,590	\$197,021	\$200,512	\$204,065	\$207,681	\$211,361	\$215,107	\$447,601	\$455,532	\$2,332,479
Local Match for Federal 5307 and 5310 - New	New	Local	\$0	\$193,590	\$197,021	\$200,512	\$204,065	\$207,681	\$211,361	\$215,107	\$447,601	\$455,532	\$2,332,479
Existing Paratransit Fare Revenue	Existing	Fare	\$254,776	\$259,290	\$263,885	\$268,561	\$273,320	\$278,163	\$283,092	\$288,109	\$293,214	\$298,410	\$2,760,819
Fare Revenue from Existing Services	Existing	Fare	\$916,887	\$933,134	\$949,669	\$966,497	\$983,624	\$1,001,053	\$1,018,792	\$1,036,845	\$1,055,218	\$1,073,916	\$9,935,639
Total Operating Revenue			\$10,522,512	\$11,223,231	\$11,502,413	\$11,816,971	\$12,026,368	\$12,239,475	\$12,456,358	\$12,677,085	\$13,816,454	\$14,061,281	\$122,342,148
Annual Revenues Minus Costs			(\$350,062)	(\$616,367)	(\$546,983)	(\$445,940)	(\$453,842)	(\$461,885)	(\$470,069)	(\$478,399)	(\$29,511)	(\$30,034)	(\$3,883,092)
Rollover from Previous Year			\$5,156,142	\$4,806,080	\$4,189,713	\$3,642,730	\$3,196,790	\$2,742,947	\$2,281,063	\$1,810,994	\$1,332,595	\$1,303,084	
Operating Surplus/Shortfall (Cumulative)			\$4,806,080	\$4,189,713	\$3,642,730	\$3,196,790	\$2,742,947	\$2,281,063	\$1,810,994	\$1,332,595	\$1,303,084	\$1,273,050	(\$3,883,092)

Table 10-2: 10-Year Costs and Revenues Summary (continued)

Capital Costs													
Vehicles			\$4,342,781	\$590,104	\$2,612,623	\$1,822,289	\$1,158,632	\$891,322	\$3,443,082	\$1,143,409	\$830,016	\$84,892	\$16,919,149
Replacement Fixed Route Buses - Maintain Existing Service			\$2,518,857	\$0	\$2,087,133	\$1,593,088	\$1,080,878	\$0	\$2,798,810	\$569,681	\$579,776	\$0	\$11,228,222
Replacement Vans - Maintain Existing Paratransit Services			\$724,786	\$590,104	\$525,490	\$229,201	\$77,754	\$791,319	\$644,273	\$573,728	\$250,241	\$84,892	\$4,491,787
Replacement of Support Vehicles			\$91,595	\$0	\$0	\$0	\$0	\$100,003	\$0	\$0	\$0	\$0	\$191,598
Increase Frequency on Select Routes			\$1,007,543	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,007,543
Other Capital/Infrastructure			\$5,134,629	\$2,321,347	\$2,361,596	\$2,352,557	\$2,394,245	\$2,436,671	\$2,479,848	\$2,523,791	\$2,568,513	\$2,614,027	\$27,187,224
Shelter Rehab			\$28,829	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$28,829
Bus Shelters			\$2,231,800	\$2,271,347	\$2,311,596	\$2,352,557	\$2,394,245	\$2,436,671	\$2,479,848	\$2,523,791	\$2,568,513	\$2,614,027	\$24,184,395
Security - Driver Protection Barriers			\$153,080	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$153,080
Technology			\$2,720,920										\$2,720,920
Study Santa Barbara Corridor			\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Study UF/IFAS Lehigh Acres Service			\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Study I-75 Premium 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
Study UF/IFAS Lehigh Acres Service			\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Total Capital Costs			\$9,477,410	\$2,911,451	\$4,974,219	\$4,174,846	\$3,552,877	\$3,327,992	\$5,922,931	\$3,667,200	\$3,398,529	\$2,698,919	\$44,106,374
Capital Revenues													
FTA Grant 5305 Transit Planning (DPTO + DU)	Existing	Federal/State	\$88,887	\$88,887	\$88,887	\$102,693	\$104,513	\$106,365	\$108,249	\$110,168	\$112,120	\$114,107	\$1,024,875
Local Match - Planning	Existing	Local	\$9,877	\$9,877	\$9,877	\$11,410	\$11,612	\$11,818	\$12,027	\$12,240	\$12,457	\$12,678	\$113,875
Federal Grant 5307 Capital Assistance	Existing	Federal	\$1,998,517	\$2,098,443	\$2,203,365	\$2,313,533	\$2,354,529	\$2,396,251	\$2,438,713	\$2,481,927	\$2,525,906	\$2,570,665	\$23,381,849
Local Match (5307)	Existing	Local	\$499,630	\$524,611	\$550,842	\$578,384	\$588,633	\$599,064	\$609,679	\$620,482	\$631,477	\$642,667	\$5,845,470
Federal Grant 5339 Capital Assistance	Existing	Federal	\$410,959	\$431,507	\$453,082	\$475,737	\$484,167	\$492,746	\$501,478	\$510,364	\$519,408	\$528,612	\$4,808,060
Local Match (5339)	Existing	Local	\$102,740	\$107,877	\$113,271	\$118,934	\$121,042	\$123,186	\$125,369	\$127,591	\$129,852	\$132,153	\$1,202,014
Federal (FTAT + SU) for ADA Improvements	Existing	Federal	\$508,860	\$517,877	\$527,054	\$536,393	\$545,898	\$555,571	\$565,416	\$575,435	\$585,632	\$596,009	\$5,514,146
CARES (Security, 1 bus, Avail, Farebox replacement)	Existing	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Revenues			\$3,619,470	\$3,779,079	\$3,946,378	\$4,137,084	\$4,210,393	\$4,285,001	\$4,360,932	\$4,438,207	\$4,516,852	\$4,596,891	\$41,890,288
Annual Revenues Minus Costs			(\$5,857,940)	\$867,628	(\$1,027,841)	(\$37,762)	\$657,517	\$957,009	(\$1,561,999)	\$771,007	\$1,118,323	\$1,897,973	\$4,458,745
Rollover from Previous Year			\$6,674,830	\$816,890	\$1,684,518	\$656,677	\$618,916	\$1,276,432	\$2,233,441	\$671,442	\$1,442,449	\$2,560,773	
Capital Surplus/Shortfall (Cumulative)			\$816,890	\$1,684,518	\$656,677	\$618,916	\$1,276,432	\$2,233,441	\$671,442	\$1,442,449	\$2,560,773	\$4,458,745	\$4,458,745

10.3 10-Year TDP Implementation Plan and Unfunded Needs

The implementation plan in Table 10-3 outlines service improvements that are included funded and unfunded. Table 10-3 also shows implementation years, operating and capital costs associated with each service and capital improvement, and if existing or new revenues are anticipated to fund the improvement.

It is important to emphasize that the schedule shown in Table 10-3 does not preclude the opportunity to delay or advance any projects. As priorities change, funding assumptions do not materialize, or more funding becomes available, this project implementation schedule will be adjusted.

Table 10-3: CAT TDP 2021–2030 Cost Feasible Implementation Plan

Service Improvements	Implementatio n Year	10-Year Operating Cost	10-Year Capital Cost	Existing or New Revenues
		YOE	YOE	
Maintain Existing Service				
Maintain Existing Fixed-Route Service	2021-2030	\$6,228,825	\$11,591,669	Existing
Maintain Existing Paratransit Service	2021-2030	\$4,454,442	\$4,491,787	Existing
Replacement of Support Vehicles	2021-2030	\$0	\$191,598	Existing
Funded				
Route 13 realign (60 to 40 min)	2021	\$0	\$0	Existing
Route 12 realign	2021	\$0	\$0	Existing
Route 14 realign	2021	\$0	\$0	Existing
Route 17/18 realign	2021	\$0	\$0	Existing
Route 19/28 realign	2021	\$0	\$0	Existing
Route 20/26 realign	2021	\$0	\$0	Existing
Technology improvements*	2021	\$0	\$2,720,920	Existing
Security - driver protection barriers	2021	\$0	\$153,080	Existing
Route 121 - add one AM, one PM	2022	\$1,632,384	\$503,771	New 5307, 5339, FDOT and Local Match
Realign routes 22 and 23	2022	\$3,805,909	\$503,771	New 5307, 5339, FDOT and Local Match
Route 24 from 85 to 60 min	2022	\$2,045,921	\$503,771	New 5307, 5339, FDOT and Local Match
Study: I-75 Managed Lanes Express	2022	\$0	\$25,000	Existing
Study: Santa Barbara Corridor Service	2022	\$0	\$25,000	Existing
Route 17/18 (until 10 PM)	2023	\$316,518	\$0	New 5307, FDOT and Local
Study Everglades City Vanpool	2023	\$0	\$25,000	Existing
Study: Immokalee/UF/Lehigh Acres Service	2023	\$0	\$25,000	Existing
Route 11 (until 10 PM)	2029	\$256,914	\$0	New 5307, FDOT and Local
Route 13 (until 10 PM)	2029	\$174,702	\$0	New 5307, FDOT and Local
Route 14 (until 10 PM)	2029	\$174,702	\$0	New 5307, FDOT and Local

*Avail Replacement, APC, Annunciators, Onboard Information Media, Farebox Replacement

Attachment: Draft TDP 2021-2030 (13457 : Endorsement of the Transit Development Plan (TDP) Major Update)

Table 10-4: CAT TDP 2021–2030 Unfunded Improvements Plan

Service Improvements	Implementation Year	Annual Operating Cost	Total Capital Cost	Existing or New Revenues
		(2020\$)	(2020\$)	
Unfunded				
Increase frequency on route 11, 12, 13, 14, 15, 16, 17/18	Unfunded	\$1,588,045	\$2,623,500	N/A
Realign Route 21 New Gov Center–Marco Island Express	Unfunded	\$695,748	\$820,000	N/A
New Island Trolley	Unfunded			
Later service on routes 19/28 (to 10 PM)	Unfunded	\$63,052	\$0	N/A
Golden Gate Pkwy (Route 25 EW)	Unfunded	\$395,707	\$495,000	N/A
Goodlette Frank Road (Route 25 NS)	Unfunded			
Immokalee Road (Route 27 EW)	Unfunded	\$817,589	\$990,000	N/A
Collier Blvd (Route 27 NS)	Unfunded			
New Bayshore Shuttle	Unfunded	\$293,519	\$495,000	N/A
New Autonomous Circulator	Unfunded	\$221,770	\$495,000	N/A
New Naples Pier Electric Shuttle	Unfunded	\$347,874	\$495,000	N/A
MOD – Golden Gate Estates	Unfunded	\$691,606	\$213,650	N/A
MOD – North Naples	Unfunded	\$345,803	\$71,217	N/A
MOD – Naples	Unfunded	\$820,421	\$213,650	N/A
MOD – Marco Island	Unfunded	\$460,850	\$142,433	N/A
Other Improvements				
Technology improvements*	Unfunded	TBD		N/A
Study: Everglades City Vanpooling	Unfunded	TBD		N/A
Study: Immokalee Road Transfer Hub Study	Unfunded	TBD		N/A
Park and ride lots (pending study)	Unfunded	TBD		N/A

*fixed-route scheduling software, paratransit scheduling software, TSP, on-board surveillance, paratransit fare payment, IVR

Appendix A: Peer Selection Methodology

PEER SELECTION MEMORANDUM

Date: April 2, 2020

To: Josephine Medina, Collier County MPO; Omar De Leon, Collier County; Zachary Karto, Collier County; Brandy Otero, Collier MPO

From: Jessica Mackey, Tindale Oliver; Randall Farwell, Tindale Oliver

RE: CAT TDP 2020 Update – Peer Selection Update

Introduction

This is an update to the original peer selection memorandum. Based on the initial selection, three of the selected peers, after generating the peer analysis reports, were found not to have complete data and were subsequently eliminated.

This memorandum presents peer selection analysis for the CAT 2020 Transit Development Plan (TDP) Major Update. A preliminary set of peers were selected using input from the following:

- Tindale Oliver’s 8-Variable Method
- Prior Peers from 2016-2025 TDP Major Update
- Peer review request by Collier County MPO staff

Best practice typically dictates that a peer group is comprised of six to eight peers but may include more. Peer comparisons using selected performance indicators, effectiveness measures, and efficiency measures are used to illustrate the performance of the CAT fixed-route system relative to the peer group. The peer identification methodology and the identified peers are described below.

Tindale Oliver Eight-Variable Method

Overview of Method

A set of potential peers was developed applying a peer selection methodology developed by Tindale Oliver using validated 2017 National Transit Database (NTD) data from the Florida Transit Information System (FTIS) database. The peer selection was conducted before 2018 NTD was released in FTIS. The universe of potential peers were drawn from transit agencies in southeastern United States. Transit systems were analyzed based on eight indicators, six operating characteristics, two exogenous variables.

- Operating Characteristics Indicators:
 - Average speed
 - Passenger trips
 - Revenue miles
 - Revenue hours

- Vehicles operated in maximum service
- Total operating expense
- Exogenous Variables Indicators:
 - Service area population
 - Service area population density

To select the systems most comparable with CAT, each indicator value for CAT was used as a base number. From this, 80%, 90%, 110%, and 120% of CAT values were calculated for each indicator for the universe of potential peers. Potential peers were then assigned a score for each indicator based on the following criteria:

- Peers falling between 90% and 110% of the CAT value were awarded 1.0 point.
- Peers falling between 80% and 90% of the CAT value or between 110% and 120% were awarded 0.5 points.
- Peers falling below 80% or above 120% of the CAT value were awarded 0.0 points.

Further, because Collier County is large with dispersed population centers, the population density was recognized as a key factor for selecting like peers. To this end, population density was awarded a score of 2.0 points. The total score, the sum of the indicator scores for each potential peer, were calculated and the universe of potential peers was then ranked based on total score. Transit agencies with one or more indicators that were significant outliers compared to CAT and the other peers, were eliminated.

Results

An initial set of 20 potential peers was identified for CAT (see Table 1). The top 10 peers with the highest likeness score to CAT were identified and selected as the CAT peer group. The top 10 selected peer systems are:

- City of Montgomery-Montgomery Area Transit System, AL
- The Tri-State Transit Authority – Huntington, WV
- The Wave Transit System – Mobile, AL
- Clarksville Transit System, TN
- Macon-Bibb County Transit Authority, GA
- ART (Asheville Redefines Transit) - Asheville, NC
- Metra Transit System - Columbus, GA
- Gwinnett County – Lawrenceville, GA
- Pasco County Public Transportation – Port Richey, FL
- Cape Fear Public Transit Authority – Wilmington, NC

Two of the selected peers were peers from the previous TDP: Pasco County and Cape Fear.

Subsequently, based on the generation of the peer and trend analysis, three of the top 10 peers were found to have incomplete NTD data: Macon, GA; Columbus, GA; and Clarksville, TN. These systems were eliminated from the peer group. The seven final selected peers include:

- City of Montgomery-Montgomery Area Transit System, AL
- The Tri-State Transit Authority – Huntington, WV
- The Wave Transit System – Mobile, AL
- ART (Asheville Redefines Transit) - Asheville, NC
- Gwinnett County – Lawrenceville, GA
- Pasco County Public Transportation – Port Richey, FL
- Cape Fear Public Transit Authority – Wilmington, NC

Characteristics of Peer Systems

The following are brief descriptions of the CAT peer group for comparative purposes. Data were obtained from the 2018 NTD. The peer and trend analysis were conducted with this set of CAT peers.

Name: Collier Area Transit (CAT)



Services provided: CAT, a unit of Collier County government, provides transit services in Collier County, FL, including Naples and other communities. CAT operates a network of public bus service consisting of 19 fixed-routes as well as non-fixed-route services, including paratransit service under the CAT Connect program that includes complementary Americans with Disabilities Act (ADA) service and transportation disadvantaged (TD) services.

Service area population (2018): 262,699*

Service area population density (2018): 847 persons per sq. mi.*

Annual revenue hours (2018): 73,056 annual revenue hours of service

Annual ridership (2018): 840,961 passenger boardings

Operating costs (2018): \$6,013,801

Fleet (2018): 19 vehicles in maximum service

*Calculated using 2019 TBEST Land Use Model

Name: City of Montgomery-Montgomery Area Transit System (The M)



Services provided: Owned by the City of Montgomery, AL, the M provides transit services within the municipality, operates a network of public bus service consisting of 14 fixed-routes, and provides ADA complementary paratransit services within a ¾-mile corridor of fixed-routes.

Service area population (2018): 205,764

Service area population density (2018): 1,524 persons per sq. mi.

Annual revenue hours (2018): 74,909

Annual ridership (2018): 605,572 passenger boardings

Operating costs (2018): \$5,763,964

Fleet (2018): 19 vehicles in maximum service

Name: Tri-State Transit Authority, Huntington, WV

Services provided: TTA, an independent transit authority, provides fixed-route and complimentary ADA paratransit services in the greater Huntington urbanized area. TTA operates a network of public bus service consisting of 9 fixed-routes, 2 shuttles, and 3 night routes that operate in the evening/night only.



Service area population (2018): 144,339.

Service area population density (2018): 1,568 persons per sq. mi.

Annual revenue hours (2018): 57,986

Annual ridership (2018): 865,683 passenger boardings

Operating costs (2018): \$5,370,586

Fleet (2018): 22 vehicles in maximum service.

Name: The Wave Transit System, Mobile, AL



**MOBILE, ALABAMA
TRANSIT SYSTEM**

Services provided: The Wave, a unit of the City of Mobile, provides fixed-route and paratransit services in Mobile, operating a network of public bus service consisting of 12 fixed routes and 1 downtown circulator.

Service area population (2018): 190,265.

Service area population density (2018): 1475 persons per sq. mi.

Annual revenue hours (2018): 76,679

Annual ridership (2018): 850,596 passenger boardings

Operating costs (2018): \$7,591,657

Fleet (2018): 21 vehicles in maximum service

Name: ART (Asheville Redefines Transit), Asheville, NC



Services provided: ART, a unit of the City of Asheville Transit Division, provides fixed-route services in Asheville and adjacent portions of Buncombe County, operating a network of public bus service consisting of 18 fixed-routes; paratransit service is provided by Buncombe County as Mountain Mobility.

Service area population (2018): 89,121

Service area population density (2018): 1,980 persons per sq. mi.

Annual revenue hours (2018): 76,679 annual revenue hours of service

Annual ridership (2018): 1,964,651 passenger boardings

Operating costs (2018): \$5,370,586

Fleet (2018): 17 vehicles in maximum service.

Name: GCT, Gwinnett County, Lawrenceville, GA

Services provided: GCT, a unit of the Gwinnett County Transportation Department, provides commuter express bus, local bus, and paratransit service in Gwinnett County and to Downtown Atlanta, operating a network of public bus service consisting of 7 fixed-routes and 5 express routes.



Service area population (2018): 920,260

Service area population density (2018): 2,106 persons per sq. mi.

Annual revenue hours (2018): 80,617

Annual ridership (2018): 1,075,995 passenger boardings

Operating costs (2018): \$9,229,461

Fleet (2018): 28 vehicles in maximum service

Name: Pasco County Public Transportation, Port Richey, FL

Services provided: PCPT is a service of Pasco County, providing fixed-route local bus and paratransit service. A total of 11 fixed-route bus routes serve the urbanized areas of West Pasco, Zephyrhills, and Dade City, including connections between Dade City and Zephyrhills. Route 54, the Cross County Connector on SR-54/56, operates from US-19 to Zephyrhills and Route 41 in Land O'Lakes. Paratransit services are provided countywide.



Service area population (2018): 525,643

Service area population density (2018): 704 persons per sq. mi.

Annual revenue hours (2018): 92,485

Annual ridership(2018): 823,811 passenger boardings

Operating costs (2018): \$6,569,486

Fleet (2018): 23 vehicles in maximum service

Name: Wave Transit, Cape Fear Public Transit Authority, Wilmington, NC

Services provided: Wave Transit, an independent transit authority, provides fixed-route bus, shuttle, and paratransit service in the Wilmington metro area, operating a network of 14 fixed-route bus routes, 8 shuttles for University of North Carolina–Wilmington students and employees, 1 downtown circulator, and paratransit within ¼-mile of any fixed bus route.



Service area population (2018): 223,483

Service area population density (2018): 1117 persons per sq. mi.

Annual revenue hours (2018): 85,615

Annual ridership (2018): 1,306,099 passenger boardings

Operating costs (2018): \$6,926,980

Fleet (2018): 25 vehicles in maximum service

Table C-1: Selected and Potential Peers

CAT Fixed Route Peer Systems (Southeastern United States)										
NTD Name	City	State	Average Speed (RM/RH)	Passenger Trips	Revenue Miles	Service Area Population	Service Area Population Density	Total Operating Expense	VOMS	Revenue Hours
City of Montgomery-Montgomery Area Transit System	Montgomery	AL	16.19	654,474	1,144,411	205,764	1,524	5,946,414	19	70,683
The Tri-State Transit Authority	Huntington	WV	16.25	866,021	1,031,977	144,339	1,569	5,637,564	27	63,524
The Wave Transit System	Mobile	AL	15.37	858,616	1,189,763	177,929	1,834	7,021,009	21	77,396
ART (Asheville Redefines Transit)	Asheville	NC	14.95	2,125,214	1,017,879	88,512	1,967	5,148,844	17	68,107
Gwinnett County Board of Commissioners	Lawrenceville	GA	17.71	1,035,561	1,236,630	920,260	2,106	9,143,524	26	69,829
Pasco County Public Transportation	Port Richey	FL	20.75	815,283	1,724,047	488,310	654	6,057,711	23	83,070
Cape Fear Public Transportation Authority	Wilmington	NC	14.04	1,359,911	1,201,922	216,479	1,082	6,516,506	25	85,636
MS Coast Transportation Authority	Gulfport	MS	13.13	740,636	891,905	117,629	1,238	4,496,399	20	67,930
Greenville Transit Authority	Greenville	SC	15.27	905,580	855,527	188,991	1,948	4,775,771	15	56,014
Williamsburg Area Transit Authority	Williamsburg	VA	14.58	2,465,072	1,301,626	153,600	1,067	6,492,296	31	89,252
Athens Transit System	Athens	GA	11.43	1,553,282	826,286	119,980	2,727	5,563,824	22	72,314
City of Monroe Transit System	Monroe	LA	15.28	1,053,444	729,985	49,601	1,600	5,062,181	13	47,785
Lafayette Transit System	Lafayette	LA	14.66	1,546,244	758,350	221,578	4,522	5,023,582	13	51,712
Brazos Transit District	Bryan	TX	16.98	407,223	816,601	132,500	1,791	5,199,782	27	48,097
Mid-Ohio Valley Transit Authority	Parkersburg	WV	14.50	497,403	661,550	39,587	2,828	3,134,071	18	45,632
Fayetteville Area System of Transit	Fayetteville	NC	13.21	1,460,633	1,221,278	150,131	1,580	6,413,301	24	92,472
Transit Authority of Northern Kentucky	Northern Kentucky	KY	14.51	3,202,515	3,263,063	278,653	1,044	19,557,731	97	224,901
Clarksville Transit System	Clarksville	TN	17.73	683,107	1,176,050	135,471	1,290	4,512,306	16	66,321
Macon-Bibb County Transit Authority	Macon	GA	16.29	816,194	1,019,938	153,691	2,196	6,143,421	19	62,603
Metra Transit System (Columbus, GA)	Columbus	GA	14.28	1,164,199	1,183,555	230,208	1,744	4,218,374	20	82,854
Collier Area Transit	Naples	FL	17.85	896,201	1,285,354	262,699	847	5,557,686	18	72,018
Selected Peers Mean			16.47	1,102,154	1,220,947	320,228	1,534	6,495,939	23	74,035

Source: 2017 NTD Data

Appendix B: Public Involvement Program



Florida Department of Transportation

RON DESANTIS
GOVERNOR

801 N. Broadway Avenue
Bartow, FL 33830

KEVIN J. THIBAUT, P.E.
SECRETARY

March 19, 2020

Collier Metropolitan Planning Organization
Ms. Anne McLaughlin, Executive Director
2885 South Horseshoe Drive
Naples, FL 34104

RE: 2020 Transit Development Plan / Public Participation Plan

Dear Ms. McLaughlin:

This letter pertains to the Department's review of Collier Metropolitan Planning Organization 2020 Public Participation Plan (PPP) of the Transit Development Plan (TDP) for Collier Area Transit. District One Department staff received the PPP on Thursday, January 30, 2020.

The Department completed its review of the document based on Rule Chapter 14-73.001(3)(a), F.A.C. pertinent to the requirements for the TDP on Wednesday, March 18, 2020. The Department finds Collier Metropolitan Planning Organization 2020 PPP for the TDP to be in compliance with the Chapter 14-73, F.A.C. Please provide a copy of this compliance letter as an attachment within the final TDP Major Update.

The Department appreciates the efforts of the Collier Metropolitan Planning Organization staff to develop the 2020 PPP for the Transit Development Plan in compliance with Chapter 14-73, F.A.C.

If you have any questions, please contact Dale Hanson via email at Dale.Hanson@dot.state.fl.us or at (863) 519-2321.

Sincerely,

Dale Hanson
Transit Projects Coordinator

Cc: Brandy Otero, Collier MPO
Josephine Medina, Collier MPO
Randall Farwell, Tindale Oliver
Michelle Arnold, Collier Area Transit
Omar Deleon, Collier Area Transit
Michelle S. Peronto, FDOT



**Collier Area Transit
Transit Development Plan**

Public Participation Plan

Final Revised

March 17, 2020

Prepared by



Table of Contents

1.0 Introduction.....	1
1.1 Project Background	1
1.2 Project Kick-off Meeting.....	2
2.0 Public Engagement Activities	2
2.1 Public Workshops.....	3
2.2 On-Board Passenger Survey	4
2.3 Online Survey	4
2.4 Stakeholder Interviews	5
2.5 Discussion Group Workshops	5
2.6 Draft and Final TDP Presentations	5
2.7 Ongoing Social Media	6
2.8 Measures of Effectiveness	6
3.0 Schedule of Activities	9
4.0 Public Engagement Documentation	9



1.0 Introduction

A simple, yet key ingredient, of any good public outreach effort is the effectiveness of listening and how that information is incorporated into the study process. The most effective plans include activities and methods oriented specifically to the project study area and an understanding of the local and regional character. Collier Metropolitan Planning Organization (MPO), Collier Area Transit (CAT), and the Consultant Team recognize the importance of public engagement and have developed strategies to engage the public, stakeholders and agencies involved in the development of the Transit Development Plan (TDP). The Public Participation Plan (PPP) for this project includes proven outreach efforts that go beyond “the minimum requirements”. Our team has identified a menu of opportunities to provide the public information, listen to their concerns and suggestions, and find ways to incorporate solutions into the TDP.

Rule 14-73.001 requires that the TDP preparation include the following activities:

- A PIP approved by the Florida Department of Transportation (FDOT) or the local MPO’s PPP, approved by both the Federal Transit Administration (FTA) and the Federal Highway Administration (FHWA).
- Description of the process used, and the public involvement activities undertaken.
- Solicitation of comments from FDOT, the MPO, and the regional Workforce Development Board on the mission, goals, objectives, alternatives, and 10-year implementation program.
- Notification of all public meetings at which the TDP is presented to or discussed with FDOT, the MPO, and the regional Workforce Development Board.

To ensure that CAT meets these requirements, the PPP will facilitate a public involvement process for the TDP effort that will encompass a range of activities that provide ample opportunity for participation by the required, and other interested, entities.

In addition, CAT, as a public transit agency and recipient of Federal and state Funding, is required to adhere to Federal non-discrimination regulations, including those outlined in Title VI of the Federal Civil Rights Act of 1964. CAT has developed a Title VI Program that outlines the policies, procedures, services, and steps that will guide the public involvement activities outlined in this PPP to ensure inclusive and representative participation, including persons with disabilities, limited English proficiency (LEP), and/or other factors that may limit their participation. By reference, this PPP integrates the policies and procedures into the programs, activities, and services of this TDP.

1.1 Project Background

The MPO and CAT, selected the Tindale Oliver Team (Team) to update the TDP to establish a refreshed framework for the future growth of transit in the community, as provided by the County’s transit system, CAT, and ensure safe, convenient, and accessible public transportation for all residents, workers, and visitors in Collier County. An integral part of the TDP is the PPP, which acts as a guide for educating, gaining input from and disseminating information to the public and stakeholders.



1.2 Project Kick-off Meeting

The TDP project begins with a Kick-off Meeting with staff to review and coordinate on the scope, schedule, deliverables, data request, public outreach strategy, and project management to assure staff and the consultant team share the same expectations. This will help ensure the success of the project once it has begun. The kick-off meeting was held December 19th from 2:00-3:30.

A recommendation was made to form a TDP Working Group, comprised of a group of 6-10 technical and policy experts from the MPO, County, FDOT, and Workforce Development to serve as a sounding and advisory board for review of findings, recommendations, and priorities related to the resulting TDP program and priorities. The TDP Working Group will meet on three occasions during the TDP effort. Once after existing conditions and services review has been conducted, once to review the initial TDP improvements recommendations, and once to review the final TDP.

The first TDP Working Group meeting is scheduled to be conducted as a virtual meeting due to health advisory considerations related to Covid-19, the subsequent meetings will be conducted in person and/or as virtual meetings, depending on conditions at the time of the subsequent meetings.

In addition, the core project team will hold bi-weekly calls to review current efforts and coordinate on upcoming decisions and activities.

Based on the Team's prior proposed approach and the MPO's RFP, the PPP recommends the following public engagement activities be completed as part of the TDP process:

- Public Workshops (2)
- On-Board Passenger Survey (1)
- Online Survey (2)
- Stakeholder Interviews (10)
- Discussion Group Workshops (2)
- Draft and Final Presentations (6)
- Ongoing Social Media

2.0 Public Engagement Activities

The following content is a TDP-specific PPP that presents the public engagement activities that will be used to collect stakeholder and public input, and to educate and inform the community about the study and, ultimately, its results. Following are summaries of the activities that are envisioned to be included, some of which (as noted) will be completed by CAT/MPO staff, others to be provided by the Team. Public participation activities have been designed to encourage participation throughout the entire TDP process. Our Team has identified methods of communication that best serve the needs of Collier County, but are flexible enough to make changes, if necessary, to ensure maximum feedback. Our goal is to reach and hear from as many people and organizations as possible to ensure that their voices are heard.

2.1 Public Workshops

Two public workshops will be held at key milestones in the study process, first early in the process, to educate attendees about the TDP effort and collect input on gaps and unmet needs. The second public workshop will focus on obtaining feedback on the proposed improvements.

With input from the Team and CAT/MPO staff we will plan and schedule each meeting to maximize opportunities for citizen participation by selecting venues in areas that have bus access and we will piggyback these workshops with other community events to ensure a good turnout. We will hold the meetings at times to best accommodate a variety of work and personal schedules. There will be a comment period open for one week before and one week after each public meeting (7 days) where the public can submit comments, questions, and concerns via email, phone call, social media, and written letters without being required to attend the public workshops. FDOT, Southwest Florida Regional Workforce Development Board and the Metropolitan Planning Organization will be notified at least fourteen (14) days in advance of each public workshop.



After completion of the early assessment of existing conditions and services, the Team will schedule and conduct a public workshop to introduce the TDP purpose, schedule, and to inform the public about existing services and socioeconomic conditions and to solicit ideas from the public concerning transit and mobility needs within the Collier County community. The first public workshop is targeted to be conducted in March or April, coincident with the Discussion Group Workshops. In response to health concerns associated with Covid-19, the first public workshop will be targeted for April or May and be conducted in person and/or via virtual meeting, depending on circumstances at the time.

A second public workshop will be held following completion of the draft TDP. The intent of this meeting is to present the public with our initial findings and recommendations for 5-year and 10-year service and capital improvements for transit and mobility services within the greater Collier County community. This meeting will be designed to facilitate engagement and dialog to hear the attitudes, concerns, and desires of the community regarding the draft TDP. The public will have an opportunity to review the draft TDP prior to the workshop (online and at designated locations) seven days prior to and following the workshop. The second public workshop is targeted to be conducted in June or July, coincident with the draft TDP presentations to the BCC, MPO, and other groups listed in Section 2.7. Depending on circumstances at the time, this second meeting will be conducted in person and/or as a virtual meeting.



Logistics/Format

Depending on the information to be presented, the meetings could be an informal event using a “station” format, where participants come and go at their leisure (if an in person meeting is conducted). Staff would be available for questions. If a more formal event is appropriate, or we are required to conduct a virtual meeting, we would develop a PowerPoint presentation with live explanation followed by a Question & Answer period. We will discuss the best possible format with CAT/MPO staff and the Working Group when the time is appropriate.

2.2 On-Board Passenger Survey

A passenger survey will be conducted of CAT fixed-route bus patrons on-board CAT vehicles to obtain information related to the demographics, attitudes, preferences, and habits of current riders for market research purposes (i.e., the survey will not be specifically geared for model input or validation).

To allow for enough valid survey responses that will support statistical rigor of the results (95% CL, $\pm 10\%$ MOE), yet accommodate the desired budget goal, it is proposed that the survey effort will cover 50 percent of CAT’s scheduled fixed-route bus trips. The on-board survey methodology and implementation will be coordinated closely with CAT staff to ensure that study objectives are met, and data collection efforts are efficiently integrated with CAT operations. The survey instrument will be developed in conjunction with CAT/MPO staff. Prior to beginning the on-board survey process, our staff will meet with CAT operations staff to ensure a clear understanding of the methodology, process, and timeframe. We also will provide survey notices for CAT to distribute to its bus operators and on board its buses to notify patrons of the upcoming event. The on-board survey, a 25-question survey, was conducted January 15-16 weekday, January 18-19 weekend, with training on the 14th. A target of 1,000 completed surveys was established for the on-board survey and 1,090 surveys were completed.

2.3 Online Survey

Our Team will conduct a regional online survey of the general public in Lee and Collier Counties to help better understand their needs and concerns and, especially, persons who do not currently use the CAT services. Development of the online survey will be coordinated closely with CAT/MPO staff and LeeTran staff to ensure that survey objectives are met. We have had a lot of success using Survey Monkey on similar projects, so we would likely use this same tool for the TDP. Because considerable thought will be put into the questions, the online survey will elicit responses useful to CAT/MPO staff and CAT services.

The online survey will be posted on the County website and distributed via any current email/social media outlets and mailing lists available to Collier and Lee Counties, including opportunities to use relevant social media platforms. We will work with CAT/MPO staff and Lee Tran staff to identify social media platforms and email lists.

Our suggestion is to post and push out the online survey at two critical times. The first was posted on websites and accompanied by emails to persons on target mailing lists collected from CAT, the

MPO, and the County. This survey occurs early in the study with a fact sheet about CAT services and a focus on mobility needs, gaps, services. The second posting will include a fact sheet about the proposed improvements to the CAT network and a request for comments and suggestions. The first online survey was released in February and runs through March and the second is scheduled to be live April through May, but may be delayed until May and run through June, depending on circumstances related to Covid-19. We are targeting 500 completed online surveys.

2.4 Stakeholder Interviews

Our Team, working with CAT/MPO staff, will identify stakeholders and conduct up to ten stakeholder interviews. The starting point will be to obtain a list of potential stakeholders, mostly elected officials, from CAT/MPO staff. The purpose for the stakeholder interviews is to capture the best understanding of local conditions, knowledge, perceptions and attitudes of the community towards mobility needs and transit services. In person stakeholder interviews will be scheduled during planned trips to Collier County or by phone depending on convenience for each stakeholder. The interviews are targeted to be completed between April and May 2020.

2.5 Discussion Group Workshops

CAT/MPO staff and the consultants will conduct two invitation-based discussion group workshops using a set of questions prepared by our Team to educate and elicit dialog with participants about mobility needs and services.

The purpose of the workshops is to obtain additional input into the TDP process by selected groups. Participants will work in smaller groups (10–12 persons) to permit more in-depth and candid discussion about issues and needs. The workshops will be held at accessible venues coinciding with CAT's existing service area, including Lee County.



The focus will be on mobility needs and interests of the business community, tourists and tourism, health care access, community services, social services, Department of Labor, seniors, and students. Participants will be identified by CAT/MPO staff. CAT/MPO staff will be responsible for securing the sites selected and inviting the participants. The consultant team will lead discussion and CAT/MPO staff will participate in the workshops. The consultant team will summarize the workshops and information gathered. The Discussion Group Workshops are scheduled for March 31st. Due to health concerns associated with Covid-19, the workshops are being conducted as virtual meetings.

2.6 Draft and Final TDP Presentations

After completion of the draft TDP, our Team will schedule and conduct six (6) presentations at the direction of CAT/MPO staff. Presentations of the Draft TDP will be targeted for June. Presentations of the Final TDP will be targeted for August. For this purpose, we will develop a user-friendly,



graphical presentation to support the communication and adoption of the TDP. The presentation file will be available for use by CAT/MPO staff beyond the adoption of the TDP. The audiences for the presentations include:

- Collier County Board of Commissioners
- MPO Board
- MPO Citizens Advisory Committee
- MPO Technical Advisory Committee
- Public Transit Advisory Committee

Other audiences that will be briefed directly or through the TDP Working Group, are FDOT and the Workforce Development Office.

Methods of Public Notice

To advertise/notice the meetings, it is suggested that staff prepare and distribute a press release to local media, post the announcement on the County and MPO websites, Twitter and Facebook pages, develop a notice to stakeholders, post notices on buses and at all government buildings and major organizations/institutions in the area. Utilizing the memberships of the business community, civic and community associations, and neighborhood associations would serve as an effective way to announce the meetings. Using the email and postal mail distribution lists of the County and MPO would be an effective way to reach a wide audience. To keep in line with TDP best practices, at least 14 days' notice will be given for public outreach events and 30 days for draft public TDP review and comments. A strategy for outreach will be developed in collaboration with staff and the Working Group. FDOT, the MPO, Southwest Florida Regional Workforce Development Board will be notified at least fourteen days in advance of the Draft and Final TDP Presentations. Additionally, the Southwest Regional Workforce Board shall be provided the draft TDP document for review and comment prior to going to the Board of County Commissioners for adoption.

2.7 Ongoing Social Media

In conjunction with the method of notices described above, leveraging the use of social media is cost-effective and can reach a large segment of population who are younger, trendy, and more prone to becoming involved in an issue that affects their community. Both social media and the County and MPO websites should be used appropriately to raise awareness about the project and to provide opportunities for the public to comment and used as a means to provide information and notice the public meetings and community workshops. Our Team will help prepare project information to be posted and uploaded throughout the study process.

2.8 Measures of Effectiveness

We will work with CAT/MPO staff to develop Measures of Effectiveness (MOE) for the public engagement activities included in this PPP. Quantitative targets will be set for each MOE, and the results of the outreach efforts will be documented in the TDP.

A set of proposed MOEs are presented in **Table 1** for consideration by CAT/MPO staff. The table include a range of targeted strategies and related MOEs designed to improve public awareness,



engagement, and feedback. Results of each public involvement activity will be documented in the TDP and compared with the MOEs established in **Table 1**.

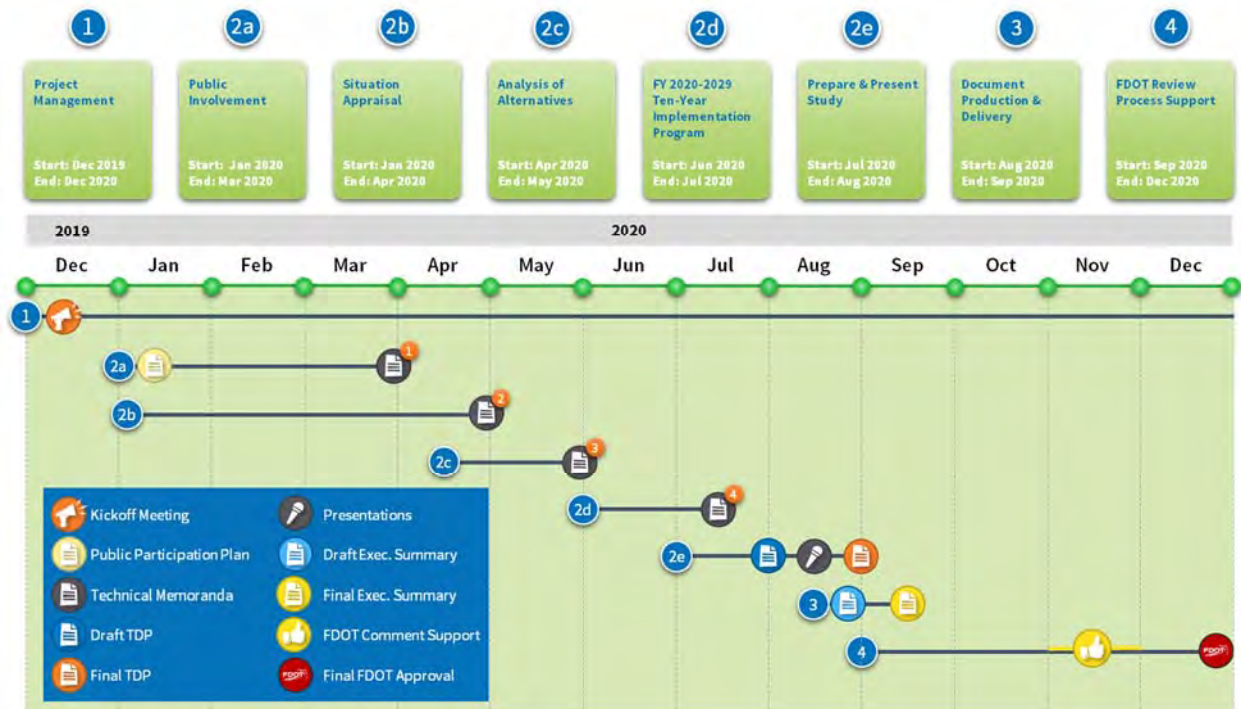
This evaluation process will encourage adaptability and flexibility in the TDP engagement activities. If the MOE targets are not met for certain activities, then a change should be enacted to improve other TDP outreach efforts.

Table 1: TDP Public Involvement Measures of Effectiveness and Targets

Outreach Strategy	Measure of Effectiveness	Target
Stakeholder database	Number of persons in database who identify themselves as members of the general public	500
Public outreach efforts	Number of attendees or interactions with interested persons at each event/meeting	25 per event
Public outreach input	Number of returned comment cards, or questionnaires from outreach events	200
Websites and other communications	Number of phone calls, emails, and visitors to County offices or websites regarding TDP update process	200
Accessibility of public meeting locations	Percentage of all public meeting locations served by at least one transit route	100%
Accessibility to meeting locations by Environmental Justice (EJ) communities	Percentage of outreach events held in EJ communities.	50%
Accessibility of LEP persons	Percentage of all TDP information distributed in Spanish/Creole versions	25%
On-board bus rider survey	Number of completed surveys	1000
Online surveys (2)	Number of completed surveys	500
Accessibility to meeting locations by persons with disabilities	Percentage of meeting locations accessible by persons with physical disabilities as outlined by ADA	100%
Accommodation of participant work schedules	Number of outreach events conducted in evenings or on weekends	5

3.0 Schedule of Activities

The public engagement activities will be coordinated to fit with the overall project schedule, as shown in the table below.



4.0 Public Engagement Documentation

The documentation of public engagement activities creates a summary of outreach activities and commitments made as a result of the outreach activities. Access to the documentation allows the public to see that their input was evaluated and considered. We will include a summary of the public engagement activities in the Final TDP

Appendix C: Public Outreach Materials



Collier Area Transit (CAT) is developing a ten-year transit plan to guide the future of mobility in the region. Your comments will help to define CAT's vision to promote improvements that enhance mobility over the next decade.

Two online surveys will be distributed during the planning process. The first survey will be used to help understand the mobility needs and to identify gaps in existing services. Your responses to the survey will be used to define proposed mobility enhancements which will be included in the second survey in order to obtain your thoughts about the proposed mobility improvements. Your responses to these surveys will inform the recommendations that are developed and approved.

Thank you for your participation!

[Click here to take the survey!](#)

If you have any questions, please contact:

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[View this email in your browser](#)



Help us prioritize improvements for CAT's Ten-Year Transit Development Plan!

Collier Area Transit (CAT) wants your help to review and prioritize transit and mobility improvements to be included in our program of projects to be funded over the next 10-years. These projects will improve the CAT transit system and add new services to make it easier for you to get around Collier County.

Online Survey

First, we invite you to take a **survey** that walks you through the improvements. Through the survey you will be able to let CAT know what you think about the proposed changes and provide your own suggestions. **Take the CAT Survey by [clicking here](#).** The survey will be active until **August 15th**.

[Take the Survey](#)

Virtual Meeting

Second, you are invited to participate in a **Virtual Public Meeting**, it will be held online on **July 30th from 5:30PM to 7:00PM**. During this meeting you will learn more about the proposed improvements, be able to ask questions, and talk about the changes you would like to see to improve transit services in Collier County.

[View this email in your browser](#)



Help us prioritize improvements for CAT's Ten-Year Transit Development Plan!

Collier Area Transit (CAT) wants your help to review and prioritize transit and mobility improvements to be included in our program of projects to be funded over the next 10-years. These projects will improve the CAT transit system and add new services to make it easier for you to get around Collier County.

Virtual Meeting

You are invited to participate in a **Virtual Public Meeting**, it will be held online on **August 12th from 5:30PM to 7:00PM**. During this meeting you will learn more about the proposed improvements, be able to ask questions, and talk about the changes you would like to see to improve transit services in Collier County.

To attend the Virtual Public Meeting, [click here](#) to register for the meeting. You will receive a confirmation email and information to join on the day of the meeting. To join by phone, call (562) 247-8422; code: 529-086-769. Once you register, you will receive updates and reminders before the meeting.

So, please help improve your community by helping CAT to make it easier to get around Collier!

[Register for Virtual Meeting](#)

If you are unable to attend one of the virtual workshops, written comments will be accepted

CAT Transit Development Plan – Stakeholder Questions

Collier Area Transit (CAT) is in the process of developing a ten-year transportation plan (TDP) to serve as a guide for the future of mobility in Collier County from 2021 to 2030. It will represent the CAT vision to promote improvements in transit services and enhanced access to mobility over the next decade. The TDP must be completed and filed with the Florida Department of Transportation by September 1, 2020 to fulfil requirements for Collier County to receive state and federal transit funding.

During this 30-minute scheduled call we will review and discuss your responses to the following questions about CAT services and mobility needs in Collier County. The questions are intended to be used to cover a range of issues and to generate thoughts and discussion so that your input can be included in helping to shape the mobility vision and priorities for the community.

Mobility needs in Collier County are increasing and are projected to continue to increase over the next several decades. Some of this increase is due to national trends, such as the aging of the population and a widening income divide due to changes in the economy. Other factors are more localized such as the rapid growth of the permanent and seasonal population, dispersed development patterns over a large county, and high cost of housing near employment and service-based employment activity centers.

How we address existing mobility needs and prepare for the certain growth in mobility demand in Collier County will have an impact on the local economy and quality of life. This discussion is intended to help understand your perspectives and ideas for setting the vision for mobility within Collier.

Discussion Questions

1. How much awareness is there in Collier County about transit/public transportation?
 - a. High
 - b. Moderate
 - c. None at all
 - d. Not sure
2. What is your perception of transit's role in Collier County?
 - a. It serves tourists/visitors
 - b. It serves workers/commuters
 - c. It helps relieve parking/congestion
 - d. It serves persons who do not have access to a vehicle
 - e. It does not have a defined role
3. Which mobility improvements would you prefer to see in Collier County?
 - a. Expanded bus service to cover new areas/surrounding counties
 - b. Expanded bus service hours – earlier and later service
 - c. Improve the frequency of bus service – bus comes more often

- d. Provide enhanced transit services – express bus service and/or rail-like options
 - e. Improve/expand sidewalks and bike lanes
 - f. Add more bus shelters and benches
 - g. Expand transfer hubs to connect routes
 - h. More park and ride locations – from where to where? _____
 - i. Add flexible and/or mobility-on-demand services where fixed route does not work
 - j. Add scooter and/or bike-share services
 - k. None, why? _____
 - l. Other mobility services _____
4. Who primarily should benefit from mobility improvements?
 - a. All should benefit from greater mobility
 - b. Tourists and visitors should benefit from greater mobility
 - c. Persons without a vehicle should benefit from greater mobility
 - d. Our communities, businesses, and environment should benefit from greater mobility
 - e. Other (please specify) _____
 5. Which sources should be used to pay for expanded mobility service?
 - a. User fees – bus fares
 - b. Use revenue from mobility fees
 - c. New developments
 - d. Use roadway funds
 - e. Increase local taxes
 - f. Create partnerships with businesses
 - g. Advertising revenue
 - h. Other (please specify) _____
 6. Please specify whether you agree or disagree with the statements below.

	Agree	Neutral	Disagree
CAT services are effective, convenient, and easy to use.			
Collier County needs more service and/or more service options.			
Existing CAT service covers the areas I think are most needed to travel to regularly.			
Collier County should invest more into expanding mobility services and options.			
Improved public transit service will improve economic opportunities in Collier County.			
CAT is effective at making the public aware of existing transit and mobility services.			

7. Do you have any other comments or suggestions that would help CAT improve mobility services? Please explain: _____



CAT Mobility Needs Survey

Collier Area Transit (CAT) is developing a ten-year transit plan to guide the future of mobility in the region. Your comments will help to define CAT's vision to promote improvements that enhance mobility over the next decade.

Two online surveys will be distributed during the planning process. The first survey will be used to help understand the mobility needs and to identify gaps in existing services. Your responses to the survey will be used to define proposed mobility enhancements which will be included in the second survey in order to obtain your thoughts about the proposed mobility improvements. Your responses to these surveys will inform the recommendations that are developed and approved.

Thank you for your participation!

1. What is your understanding of and experience with Collier County's existing public transportation (CAT) and related mobility services in the area?

- ☐ I use/have used the bus system
- ☐ I have seen the bus, but I do not ride
- ☐ I know someone who rides the bus
- ☐ None
- ☐ Other (please specify)

2. How much awareness is there in Collier County about transit/public transportation?

- ☐ High
- ☐ Moderate
- ☐ None at all
- ☐ Not sure

3. What is your opinion of transit services in Collier County?

- ☐ It must be provided
- ☐ It might be useful
- ☐ It does not matter to me
- ☐ Not sure it is useful
- ☐ We do not need it

4. What is your perception of transit's role in Collier County? **Check all that apply.**

- ☐ Serve tourists/visitors
- ☐ Serve workers/commuters
- ☐ Relieve parking/congestion
- ☐ Serve persons who do not have access to a vehicle

5. What mobility improvements would you prefer to see in Collier County? **Please choose any that apply.**

- ☐ More bus service – service to new areas/surrounding counties
- ☐ Expanded bus service hours – earlier and later service
- ☐ High frequency bus service – bus comes more often
- ☐ Enhanced transit network – express service and/or rail options
- ☐ Improved infrastructure for pedestrians and bicyclists – sidewalks and bike lanes
- ☐ More customer amenities – shelters and benches
- ☐ More transfer hubs – facilities where routes meet
- ☐ More Park and Ride lot locations
- ☐ Mobility-on-demand services – a vehicle that responds when and where you need it
- ☐ More scooter and bike-share services
- ☐ None of the above
- ☐ Other mobility services (please specify)

6. Which of the following would you utilize a Park and Ride lot for?

- ☐ To access bus service
- ☐ In conjunction with an Express bus route
- ☐ To participate in car pooling
- ☐ To access a Beach shuttle
- ☐ Would you like to see more Park and Ride locations? Please specify:

7. Who should benefit from mobility improvements?

- ☐ Benefit all
- ☐ Benefit those without a vehicle
- ☐ Benefit those who choose to use transit or an alternative mobility option
- ☐ Other (please specify)

8. How should we pay for expanded mobility service? **Check all that apply.**

- ☐ User fees – bus fares
- ☐ Use revenue from a mobility fee
- ☐ Use roadway funds
- ☐ Increase local taxes
- ☐ Create partnerships with businesses
- ☐ Advertising revenue
- ☐ Other (please specify)

9. Please specify whether you agree or disagree with the statements below.

	Agree	Somewhat Agree	Neutral	Somewhat Disagree	Disagree
CAT services are effective, convenient, and easy to use.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collier County needs more service and/or more service options.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Existing CAT service covers the areas I need to travel to regularly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collier County should invest more into expanding mobility services and options.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Additional public transit service will improve economic opportunities in Collier County.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CAT is effective at making the public aware of existing transit and mobility services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For statistical purposes, tell us a little about yourself. All replies are confidential.

10. Your age is...

- | | |
|-----------------------------------|--|
| <input type="radio"/> Under 18 | <input type="radio"/> 45-54 years |
| <input type="radio"/> 18-24 years | <input type="radio"/> 55-64 years |
| <input type="radio"/> 25-34 years | <input type="radio"/> 65 years or more |
| <input type="radio"/> 35-44 years | |

11. You are:

- ☐ Female
- ☐ Male
- ☐ Nonbinary

12. Your ethnic origin is...

- | | |
|--|--|
| <input type="radio"/> Black/African American | <input type="radio"/> Asian/Pacific Islander |
| <input type="radio"/> White/Caucasian | <input type="radio"/> American Indian or Alaska Native |
| <input type="radio"/> Hispanic/Latino | <input type="radio"/> Two or More Races |
| <input type="radio"/> Other (please specify) | |

13. How many motor vehicles in your household are available for your use?

- ☐ One
- ☐ Two
- ☐ Three or More
- ☐ None

14. What was the range of your total household income for 2019?

- | | |
|--|--|
| <input type="radio"/> Less than \$10,000 | <input type="radio"/> \$30,000 to \$39,999 |
| <input type="radio"/> \$10,000 to \$14,999 | <input type="radio"/> \$40,000 to \$49,999 |
| <input type="radio"/> \$15,000 to \$19,999 | <input type="radio"/> \$50,000 to \$59,000 |
| <input type="radio"/> \$20,000 to \$24,999 | <input type="radio"/> \$60,000 or more |
| <input type="radio"/> \$25,000 to \$29,999 | |

15. Do you speak a language other than English at home?

- ☐ Yes
- ☐ No

16. Home ZIP code:

17. Do you have any other comments or suggestions that would help CAT improve mobility services? Please explain:



CAT 2020-2029 Transit Development Plan

Please take 10 minutes to help us prioritize the transit needs in Collier County.

As a part of the proposed improvements, we have streamlined the route network and consolidated several routes to reduce travel times, reduce service duplication, and increase frequencies in some cases. In addition, based on funding availability, we are proposing service to new areas, increased service frequencies, and extended service hours.

1. Tell us about where you typically travel.

My home zip code is:

My work or school zip code
is: (if applicable)

2. Tell us about your typical travel needs within Collier County. (Check the best option to each statement)

	N/A	1-3 days/week	4+ days/week
I travel for work or school:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I travel for shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I travel for medical services:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I travel for other reasons:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 3. I usually travel by: (select one)

- ☐ Walk
- ☐ Bike
- ☐ Car/Motorbike
- ☐ Bus
- ☐ Taxi/Ride Hailing



CAT 2020-2029 Transit Development Plan

* 4. I typically ride the following bus(es):

- | | | |
|-----------------------------------|-----------------------------------|--|
| <input type="checkbox"/> Route 11 | <input type="checkbox"/> Route 18 | <input type="checkbox"/> Route 26 |
| <input type="checkbox"/> Route 12 | <input type="checkbox"/> Route 19 | <input type="checkbox"/> Route 27 |
| <input type="checkbox"/> Route 13 | <input type="checkbox"/> Route 20 | <input type="checkbox"/> Route 28 |
| <input type="checkbox"/> Route 14 | <input type="checkbox"/> Route 22 | <input type="checkbox"/> Route 29 (Beach Bus) |
| <input type="checkbox"/> Route 15 | <input type="checkbox"/> Route 23 | <input type="checkbox"/> Route 121 (Immokalee to Marco Island) |
| <input type="checkbox"/> Route 16 | <input type="checkbox"/> Route 24 | <input type="checkbox"/> LinC (to Lee County) |
| <input type="checkbox"/> Route 17 | <input type="checkbox"/> Route 25 | |



CAT 2020-2029 Transit Development Plan

General Preferences

5. If I had a choice between more frequent service and longer hours of service, I would choose...

- ☐ More frequent service – bus comes by more often
- ☐ Longer hours of service – bus starts earlier and/or runs later in the day

6. If I had a choice between a faster bus ride (fewer bus stops on the street) or easier access to bus stops (more bus stops and buses turning into shopping centers and apartment complexes to stop), I would choose...

- ☐ Faster bus ride – longer walk to bus stop, shorter ride on bus
- ☐ Easier access to bus stops- shorter walk to bus stop, longer ride on bus

7. If I had a choice between longer hours of service and a longer route serving more destinations, I would choose...

- ☐ Longer hours of service - bus runs earlier or later, longer service day
- ☐ Longer route - more bus stops served on the same route, longer ride on bus



CAT 2020-2029 Transit Development Plan

Proposed Mobility on Demand Zones

Mobility on Demand (MOD) is a shared ride service operated by CAT using small buses or passenger vans and work similar to ridesharing services like Uber and Lyft. Riders request a ride using a phone app or by calling a reservation line. Your ride can be immediate – I want to go now – or scheduled for later. Rides can be point-to-point to locations within your zone (e.g.; home to grocery store). Rides can also be regional by connecting you to a transit hub where you can catch the CAT bus for longer trips (e.g.; home to shopping center where you get the bus to downtown). MOD services are available to everyone (no eligibility required) and provide you with low cost option to getting around.



8. Based on the description of mobility on demand services, how likely would you be to use this type of service?

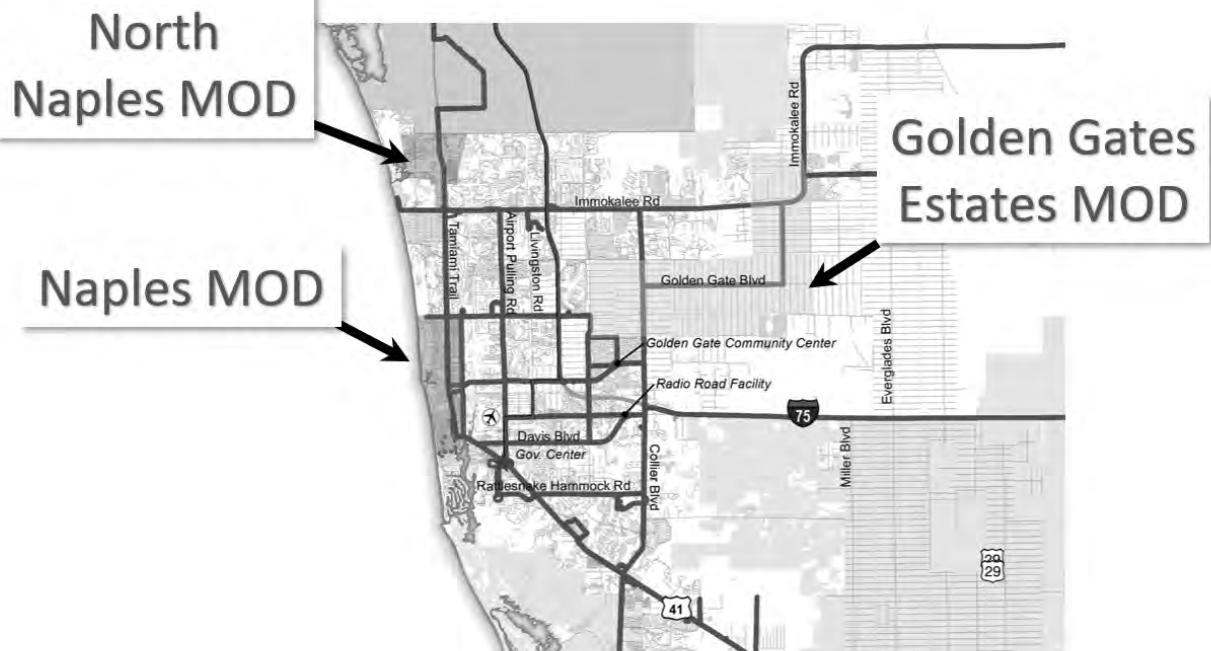
- ☐ Very likely to use this type of service
- ☐ Likely to use this type service
- ☐ Not likely to use this type of service
- ☐ I would not use this type of service
- ☐ Not sure

9. Please provide comments about the MOD service:



CAT 2020-2029 Transit Development Plan

Looking at the map of areas where MOD service is being proposed, please tell us how important each service area is to you. A MOD service is proposed for Marco Island. A question about the Marco Island MOD service is provided later.



10. Please rate the importance of providing MOD service in the proposed service areas:

	Not a Priority		Neutral Priority		Higher Priority	
North Naples	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Naples	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Golden Gate Estates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Please provide comments about these MOD changes:



CAT 2020-2029 Transit Development Plan

Proposed Improvements for Naples and Golden Gate Area

The following changes are proposed in Naples and in the Golden Gate Area

Existing Network



Proposed Network



12. Looking at the map of proposed service changes and new services, please tell us how important each is to you.

Please rate the importance of each service improvement:

	Not a Priority		Neutral Priority		Higher Priority
Route 12 – extend north on Goodlette-Frank Road to Tamiami Trail/Immokalee Road	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 13 – two-way service Coastal Center to Govt Center, improved frequency from every 60 minutes to every 40 minutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 14 – two-way service Coastal Center to Thomasson to Govt Center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 17/18 – combines the 17 and 18 into a two-way route on Collier Blvd and Rattlesnake Hammock, improves frequency from 60 minutes to every 45 minutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 19/28 – combines routes and hours along the Route 28 alignment, add more trips provided per day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 20/26 – combines the 20 and 26, improves service in Golden Gate, adds more trips per day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Golden Gate Pkwy – splits Route 25, operates current east-west service along Golden Gate Pkwy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Goodlette-Frank Road – splits Route 25, extends north-south service along Goodlette-Frank Road to Walmart at Immokalee Road/Tamiami Trail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Immokalee Road – splits Route 27, extends the route east on Immokalee Road to Randall Road	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collier Blvd – splits Route 27, extends north-south service from Immokalee Road south to Walmart at Collier Blvd and Tamiami Trail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Premium Express – a new service using managed lanes on I-75 to link the Government Center to the FGCU area in Lee County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bayshore Shuttle – new shuttle service on Bayshore between Weeks Ave and Botanical Gardens, operated every 15 minutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Autonomous Circulator – new circulator in downtown Naples from 8th St N, west along 4th Ave, south on 3rd St S, to 13th Ave S, operates every 15 minutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Electric Naples pier Shuttle – new electric shuttle connecting Cambier Park along 8th St S to Marina and to Naples Pier via Broad Ave, operates every 15 minutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Please provide comments about these changes:

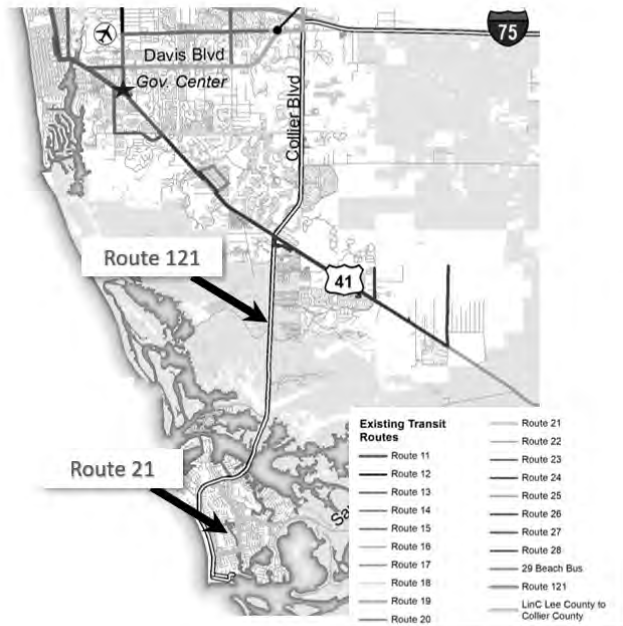


CAT 2020-2029 Transit Development Plan

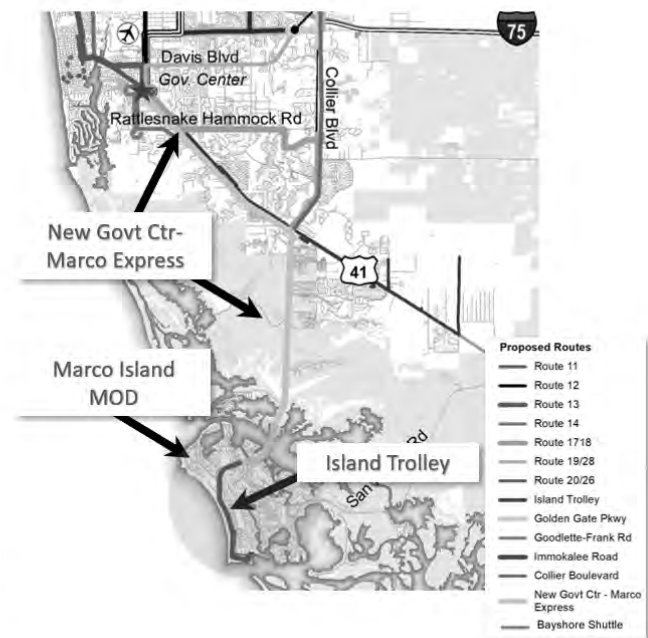
Proposed Improvements for Marco Island Area

The following changes are proposed for the Marco Island Area

Existing Network



Proposed Network



14. Looking at the map of proposed service changes and new services, please tell us how important each is to you.

Please rate the importance of each service improvement:

	Not a Priority		Neutral Priority		Higher Priority
Island Trolley – new Island Trolley along Collier Blvd on Marco Island	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Govt Ctr–Marco Island Express - Convert Route 21 to a limited stop express from Govt Center to Walmart at Collier Blvd and Tamiami Trail to Marco Island	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marco Island Mobility on Demand – add new on demand service on Marco Island	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Everglades City Van Pool – new van pool service connecting Everglades City to Govt Center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 121 - Add one AM and one PM trip on service between Marco Island and Immokalee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Please provide comments about these changes:

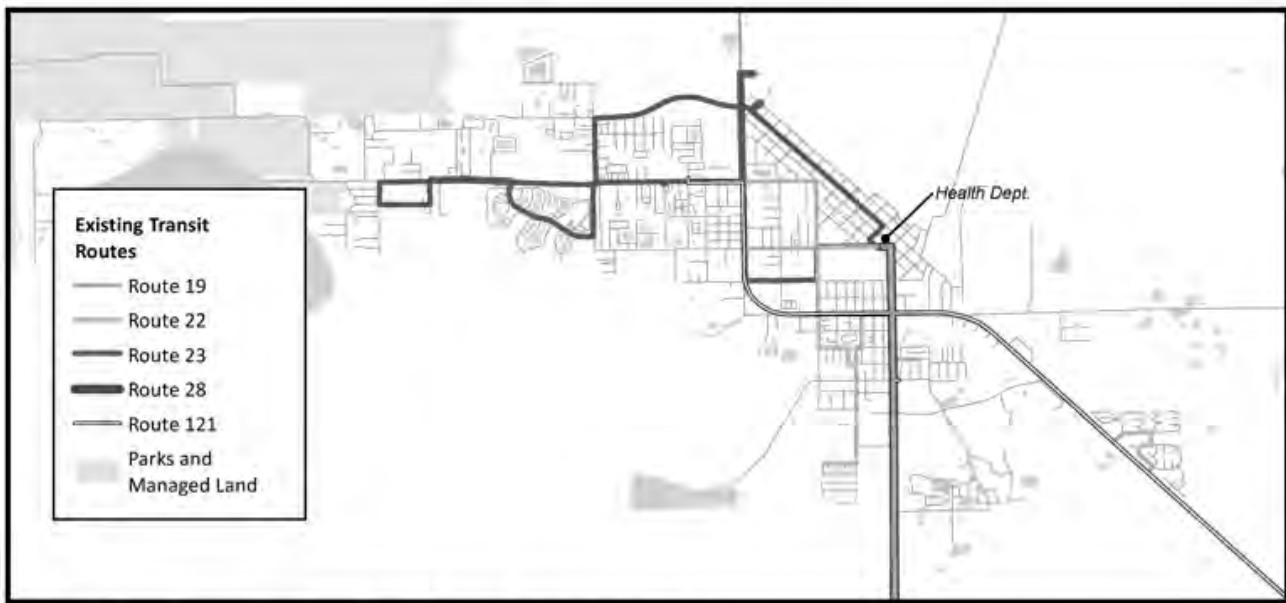


CAT 2020-2029 Transit Development Plan

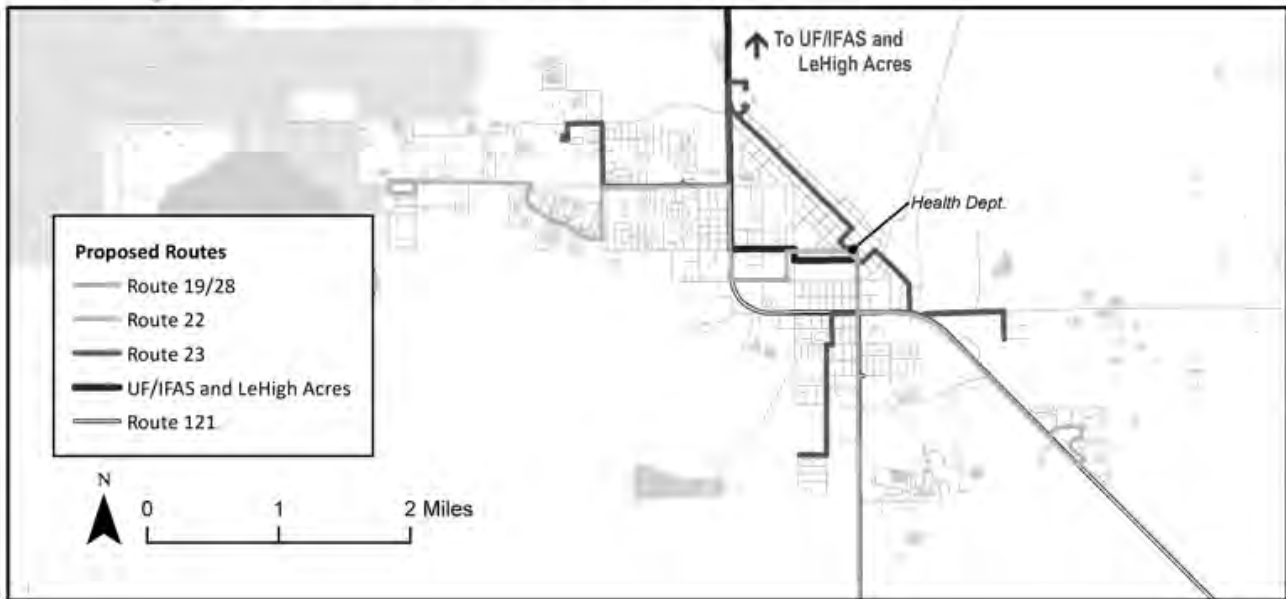
Proposed Improvements for Immokalee

The following improvements are proposed for Immokalee in order to reduce duplication, streamline the routes, and extend service area covered, and provide more direct routing.

- **Realign Route 22** – The route would connect the westernmost residential cluster on Lake Trafford Road to the County Health Department, several packing houses along New Harvest Road, and finally to the easternmost residential cluster on Farm Workers Way.
- **Realign Route 23** – This would extend service east along Main Street and to the various packing houses that employ. Other destinations include Immokalee State Farmer's Market, Marion Fether Medical Center, the County Health Department, and Career Source.
- **New UF/IFAS to Lehigh Acres Route** – Connecting to the UF Agriculture Center and Lehigh Acres was identified from public outreach.



Proposed Network



16. Looking at the map of proposed service changes and new services, please tell us how important each is to you.

Please rate the importance of each service improvement:

	Not a Priority			Neutral Priority		Higher Priority
Realign Route 22	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Realign Route 23	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add new service to UF/IFAS campus and Lehigh Acres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Please provide comments about these changes:



CAT 2020-2029 Transit Development Plan

Frequency Improvements

18. Thinking about how often the bus comes by, please tell us how important the following frequency improvements are to you.

Please rate the importance of the proposed improvements:

	Not a Priority		Neutral Priority		Higher Priority
Route 11 to every 20 minutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 12 to every 30 minutes during peak periods, 60 off-peak	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 13 to every 30 minutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 14 to every 30 minutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 15 to every 45 minutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 16 to every 45 minutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 24 to every 60 minutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Please provide comments about service frequency changes:



CAT 2020-2029 Transit Development Plan

Span Improvements

20. Thinking about how late the bus runs, please tell us how important the following changes are to you.

Please rate the importance of the proposed improvements:

	Not a Priority		Neutral Priority		Higher Priority
Route 11 (extend service until 10 PM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 13 (extend service until 10 PM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 14 (extend service until 10 PM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 17 (extend service until 10 PM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 19 (extend service until 10 PM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 24 (extend service until 10 PM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you for taking our survey!

Appendix D: Farebox Recovery Ratio Report

Current Farebox Recovery Ratio

The farebox recovery ratio for CAT, the public transportation provider for Collier County, was 13.9% percent for all fixed-route services in fiscal year (FY) 2018. This number reflects a 34% decrease over the five-year period from FY 2013 to FY 2018.

Prior Year Fare Studies and Changes

The last CAT's fare change was implemented in 2015 and is listed in Table D-1. As a result, the current full fare on the fixed-route system is \$2.00, and \$1.00 for the reduced fare. The changes implemented in 2015 included establishment of a Summer Paw Pass Program and a Corporate Employee Discount Pass. A fare study was completed FY 2018.

Table D-1: Fixed-route Fare Structure Modification

Fare Category	2017		Approved Change	
	Full Fare	Reduced Fare	Full Fare	Reduced Fare
One-way Fare	\$1.50	\$0.75	\$2.00	\$1.00
Children aged 5 and under	Free	Free	Free	Free
Transfer	\$0.75	\$0.35	Free / 90 min.	Free / 90 min.
Day Pass	\$4.00	\$2.00	\$3.00	\$1.50
7-day Pass	\$15.00	\$7.50	N/A	N/A
15-day Pass	N/A	N/A	\$20.00	\$10.00
30-day Pass	\$35.00	\$17.50	\$40.00	\$20.00
Marco Express One-way Fare	\$2.50	\$1.20	\$3.00	\$1.50
Marco Express 30-Day Pass	\$70.00	\$35.00	\$70.00	\$35.00

Strategies That Will Affect the Farebox Recovery Ratio

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

- Continue planned program to replace the existing, outdated farebox equipment on all vehicles so CAT's fare structure can continue to include smartcard technology and mobile fare payment to help enhance the fare collection process, minimize cash handling, and attract new patrons who may be put off by transit because of the fare payment process.
- Monitor key performance measures for individual fixed routes.
- Ensure that transit serves major activity centers, potentially increasing the effectiveness of service.
- Continue to transition Transportation Disadvantaged (TD) and ADA passengers to fixed-route services to increase ridership.
- Increase ridership through enhanced marketing and community relations activities.
- Provide local employers with incentives for transit use.
- Evaluate the fare structure every three years.

- Monitor opportunities to secure additional funding to improve frequencies on existing routes and attract new riders.
- Add additional buses and combine bi-directional routes to improve frequencies and improve the customer experience and attract new riders.
- Minimize costs required to operate and administer transportation services.
- Conduct on-board surveys every five years to gather information on how to make services more convenient and useful to patrons.
- Complete ongoing preventative maintenance activities and replace fareboxes as needed to ensure the fare collection equipment is performing at optimum capacity.

Appendix E: Recommended Monitoring Program

Recommended Monitoring Program

Once the recommended transit services are implemented, the following fixed- route and Mobility-on-Demand (MOD) performance indicators and measures should be monitored by CAT on a quarterly basis as part of the recommended performance monitoring program:

- **Passenger Trips** – Annual number of passenger boardings on the transit vehicles.
- **Revenue Miles** – Number of annual miles of vehicle operation while in active service (available to pick up revenue passengers).
- **Revenue Hours** – Total hours of operation by revenue service in active revenue service.
- **Passenger Trips per Revenue Mile** –Ratio of passenger trips to revenue miles of service. This is the key indicator of service effectiveness that is influenced by the levels of demand and the supply of service provided.
- **Passenger Trips per Revenue Hour** –Ratio of passenger trips to revenue hours of operation.

As fixed-route-type services typically take up to three years to become established and productive, the performance data up to that point should be reviewed and interpreted cautiously. Although adjustments/modifications may occur, outright discontinuations based on performance monitoring data alone are discouraged.

Evaluation Methodology and Process

This process is based on two measures, trips per mile and trips per hour, which are weighted equally to derive an overall route score. A route’s score for a particular measure is based on a comparison of the measure as a percentage of the system average for that particular measure. These individual measure scores are added together and divided by 2 to get a final aggregate score. This final composite performance score is an indication of a route’s performance for all three measures when compared to the system average for those measures. A higher score represents better overall performance when compared to other routes.

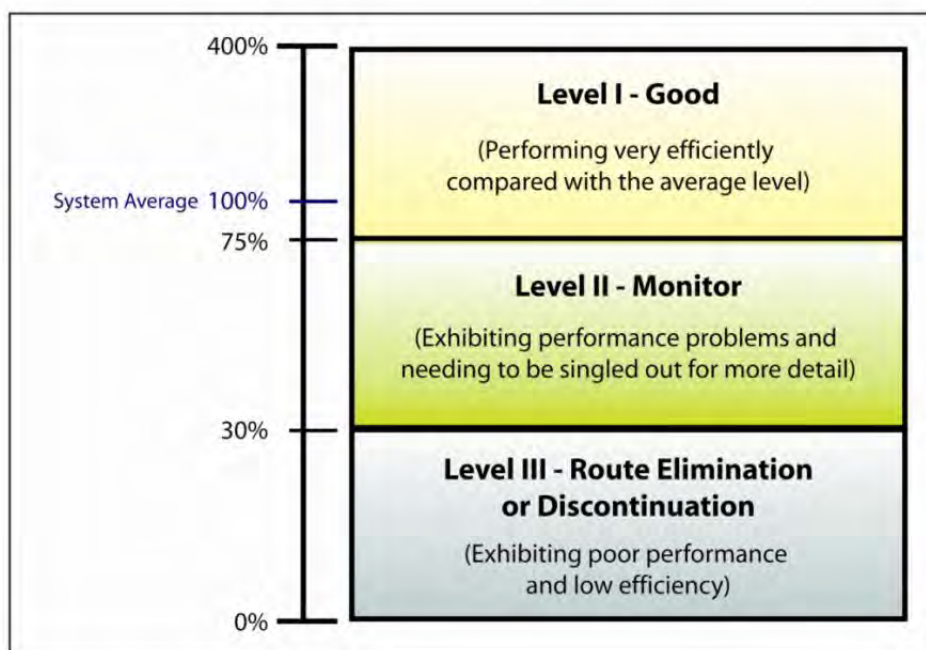
The noted comparative performance evaluation can be beneficial, but care should be taken when using the final scores and rankings, because these figures are comparing routes to one another and may not reflect the specific goals established for a particular route (i.e., geographic coverage vs. ridership performance). The process is particularly useful, however, in highlighting those routes that may have performance-related issues. These routes can then be singled out for closer observation in future years to determine specific changes that may help mitigate any performance issues.

Once a route score is determined, routes can be ranked to show the highest performing and lowest performing routes. The rankings are a useful proxy for determining the comparative performance of any route, as well as highlighting changes in performance over time. To track the performance variation over time, three performance levels have been developed:

- **Level I – Good ($\geq 75\%$)** – Transit routes in this category are performing efficiently compared with the average level of all the agency’s routes.
- **Level II – Monitor (30–74%)** – Routes in this category exhibit varying levels of performance problems and need more detailed analysis (e.g., ridechecks, on-board surveys, increased marketing efforts, etc.) to aid in identifying specific changes that can be made to help improve the route’s performance.
- **Level III – Route Modification or Discontinuation ($\leq 29\%$)** – Routes in this category exhibit poor performance and low efficiency. Recommendations for these routes may include truncation of the route, reduction in the route’s number of revenue hours, or discontinuation of the route.

Figure E-1 illustrates the three evaluation levels and notes the recommended thresholds for each level.

Figure E-1: Route Performance Evaluation Levels



EXECUTIVE SUMMARY

Update on 2045 Long Range Transportation Plan (LRTP)

OBJECTIVE: For the Board to receive an update on the 2045 LRTP.

CONSIDERATIONS: The Technical and Citizens Advisory Committees met on a monthly basis throughout the summer to assist MPO staff and the consultant, Jacobs, with developing alternative roadway networks for testing using the FDOT District 1 Regional Planning Model. The two committees are reviewing drafts of Chapters 1-4 of the LRTP and a Technical Memo on Financial Resources. MPO staff hosted a virtual public meeting on the Needs Assessment, met with the Immokalee CRA regarding the Plan.

MPO staff will give a presentation at the meeting summarizing the activities that occurred over the summer, input received and Next Steps in the development of the 2045 LRTP.

COMMITTEE RECOMMENDATIONS: MPO staff will report on the input received during the CAC and TAC virtual meetings in June, July and August.

STAFF RECOMMENDATION: That the Board receive an update on the 2045 LRTP.

09/11/2020

COLLIER COUNTY
Metropolitan Planning Organization

Item Number: 10.A**Doc ID:** 13460**Item Summary:** Update on 2045 Long Range Transportation Plan (LRTP)**Meeting Date:** 09/11/2020

Prepared by:

Title: – Metropolitan Planning Organization

Name: Karen Intriago

09/02/2020 10:41 AM

Submitted by:

Title: Executive Director - MPO – Metropolitan Planning Organization

Name: Anne McLaughlin

09/02/2020 10:41 AM

Approved By:**Review:**

Metropolitan Planning Organization	Brandy Otero	MPO Analyst Review	Completed	09/02/2020 10:44 AM
Metropolitan Planning Organization	Anne McLaughlin	MPO Executive Director Review	Completed	09/02/2020 11:00 AM
Metropolitan Planning Organization	Anne McLaughlin	Meeting Pending		09/11/2020 9:00 AM

EXECUTIVE SUMMARY

FDOT Update on Current Project Development & Environmental (PD&E) Studies

OBJECTIVE: For the Board to receive a presentation from FDOT on current PD&E Studies.

CONSIDERATIONS: Jennifer Marshall, P.E., FDOT Environmental Administrator in Environmental Management, will present an update on a number of current PD&E Studies. The presentation includes the following projects:

- 417540-1: SR 29 from Oil Well Road to SR 82
- 434490-1: SR 29 from I-75 to Oil Well Road
- 435110-1: CR 887 US 41 to Lee County Line
- 435368-1: CR 846 Immokalee at Randall Blvd.

COMMITTEE RECOMMENDATION: N/A

STAFF RECOMMENDATION: That the Board receives a presentation from FDOT on current PD&E Studies.

Prepared By: Anne McLaughlin, MPO Director

ATTACHMENT(S)

1. Collier MPO PD&E Study Status Update (PDF)

09/11/2020

COLLIER COUNTY
Metropolitan Planning Organization

Item Number: 10.B**Doc ID:** 13458**Item Summary:** FDOT Update on Current Project Development & Environmental (PD&E) Studies**Meeting Date:** 09/11/2020

Prepared by:

Title: – Metropolitan Planning Organization

Name: Karen Intriago

09/02/2020 10:32 AM

Submitted by:

Title: Executive Director - MPO – Metropolitan Planning Organization

Name: Anne McLaughlin

09/02/2020 10:32 AM

Approved By:**Review:**

Metropolitan Planning Organization	Brandy Otero	MPO Analyst Review	Completed	09/02/2020 10:46 AM
Metropolitan Planning Organization	Anne McLaughlin	MPO Executive Director Review	Completed	09/02/2020 11:03 AM
Metropolitan Planning Organization	Anne McLaughlin	Meeting Pending		09/11/2020 9:00 AM

Collier MPO PD&E Study Status Update (Aug/Sept 2020)

Jennifer Marshall, PE
District Environmental Administrator

District 1 PD&E Study Status (as of August 2020)

Project	FDOT PM	Status
417540-1: SR 29 from Oil Well Road to SR 82	Jennifer Marshall*	PD&E ongoing. Coordinating with US Fish & Wildlife Service for species.
434490-1: SR 29 from I-75 to Oil Well Road	Jennifer Marshall*	PD&E ongoing. Alternatives development and analysis in progress. Environmental Advisory Group Meeting #2 scheduled for Fall 2020.
435110-1: CR 887 US 41 to Lee County Line	Steven Andrews	PD&E ongoing. Alternatives development and analysis in progress.
435368-1: CR 846 Immokalee at Randall	David Turley	PD&E ongoing. In review with FDOT Office of Environmental Management for approval.

* Denotes lead for FDOT project management team

EXECUTIVE SUMMARY

Administrative Modifications to FY2021-2025 Transportation Improvement Program (TIP)

OBJECTIVE: For the Board to receive a copy of administrative modifications made to the FY2021-2025 TIP.

CONSIDERATIONS: The combined pages shown in **Attachment 1** include the Roll-Over Report provided by FDOT, made on 7/22/20 and corrections to the map for the Lake Trafford Rd. Sidewalk Projects on p117 and p118 made on 8/13/20.

STAFF RECOMMENDATION: That the Board receive a copy of the administrative modifications made to FY2021-2025 TIP.

Prepared By: Anne McLaughlin, MPO Director

ATTACHMENT(S)

1. 7/22 and 8/13/20 Administrative Modifications to the FY2021-2025 TIP (PDF)

09/11/2020

COLLIER COUNTY
Metropolitan Planning Organization

Item Number: 11.A**Doc ID:** 13459**Item Summary:** Administrative Modifications to FY2021-2025 Transportation Improvement Program (TIP)**Meeting Date:** 09/11/2020

Prepared by:

Title: – Metropolitan Planning Organization

Name: Karen Intriago

09/02/2020 10:34 AM

Submitted by:

Title: Executive Director - MPO – Metropolitan Planning Organization

Name: Anne McLaughlin

09/02/2020 10:34 AM

Approved By:**Review:**

Metropolitan Planning Organization	Brandy Otero	MPO Analyst Review	Completed	09/02/2020 11:19 AM
Metropolitan Planning Organization	Anne McLaughlin	MPO Executive Director Review	Completed	09/02/2020 11:21 AM
Metropolitan Planning Organization	Anne McLaughlin	Meeting Pending		09/11/2020 9:00 AM



COLLIER METROPOLITAN PLANNING ORGANIZATION

TRANSPORTATION IMPROVEMENT PROGRAM

FY2021 - FY2025

Adopted: June 12, 2020



The preparation of this report has been financed in part through grants from the Federal Highway Administration and Federal Transit Administration, U.S. Department of Transportation, under the Metropolitan Planning Program, Sections 134 and 135 of Title 23 U.S. Code. The contents of this report do not necessarily reflect the official views or policy of the U.S. Department of Transportation.

Incorporates the following Administrative Modifications and Amendments:

- 7/22/20 Admin. Mod. to add Eastern Federal Lands Highway Division Funded Project Appendix F (p228) and Roll Over Report Appendix L (p243)
- 8/13/20 Admin. Mod to replace maps on p117 & 118, FPN 4433753 & 4433754, Lake Trafford Rd Sidewalk & Bike Lanes, to match FDOT Work Program mapping

APPENDIX F

FEDERAL LANDS APPROPRIATIONS

(Eastern Federal Lands Highway Division of the
Federal Highway Administration (FHWA))

FY2020-FY2023 Transportation Improvement Program Mid-Year Update

Federal Highway Administration
Eastern Federal Lands Highway Division

Last Printed: 7/13/2020

PROJECT	PROGRAM FISCAL YEAR	STATE	COUNTY	PARK, REFUGE, FOREST OR OTHER PARTNER/AGENCY	DESCRIPTION	TYPE OF WORK	PRIMARY FUND SOURCE	TOTAL PROGRAMMED AMOUNT	FUNDS FROM TITLE	DELIVERED BY	STATUS	CONGRESSIONAL DISTRICT	FLMA
FL FLTP FW MEIS (2)	2020	FL	Brevard	Merritt Island National Wildlife Refuge	Rehab Rt# 802, maintenance parking area and repair rt#126, Shiloh 3 Access Road	3RH	FLTP	\$ 533,941.00	Title 23	FWS	Planned	FL-08	FWS
FL_FLAP_LEON_375(1)	2020	FL	Leon	USFS/Apalachicola National Forest	Add 2 bike lanes & Overlay/re-stripe Leon Co. Rd. 375 8.3miles.	3RL	FLAP	\$ 1,020,000.00	Title 23	LOCAL	In Design	FL-05	USFS
FW FLPA 419(1)	2020	FL	Collier	Florida Panther National Wildlife Refuge	Rehab Fritz Rd (RT 419)	3RL	FLTP	\$ 750,000.00	Title 23	EFLHD	In Design	FL-25	FWS

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ITEM NUMBER:430878 1		PROJECT DESCRIPTION:CR 953/BARFIELD DR FROM CR 92 (SAN MARCO RD) TO INLET DRIVE					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:SIDEWALK	
ROADWAY ID:03000601		PROJECT LENGTH: 1.100MI					LANES EXIST/IMPROVED/ADDED: 4/ 0/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY CITY OF MARCO ISLAND								
LFP	54,311	0	0	0	0	0	0	54,311
RED	100,001	0	0	0	0	0	0	100,001
TALU	341,212	0	0	0	0	0	0	341,212
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY FDOT								
TALU	0	961	0	0	0	0	0	961
TOTAL 430878 1	495,524	961	0	0	0	0	0	496,485
TOTAL PROJECT:	495,524	961	0	0	0	0	0	496,485

ITEM NUMBER:431895 1		PROJECT DESCRIPTION:8TH STREET NE BRIDGE FROM GOLDEN GATE BLVD TO RANDALL BLVD					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:NEW BRIDGE CONSTRUCTION	
ROADWAY ID:03000000		PROJECT LENGTH: 3.212MI					LANES EXIST/IMPROVED/ADDED: 0/ 0/ 2	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY FDOT								
SU	62,088	0	0	0	0	0	0	62,088
PHASE: DESIGN BUILD / RESPONSIBLE AGENCY: MANAGED BY FDOT								
ACSA	96,536	8,405	0	0	0	0	0	104,941
SA	6,932,926	0	0	0	0	0	0	6,932,926
TOTAL 431895 1	7,091,550	8,405	0	0	0	0	0	7,099,955
TOTAL PROJECT:	7,091,550	8,405	0	0	0	0	0	7,099,955

ITEM NUMBER:432283 4		PROJECT DESCRIPTION:ALLIGATOR ALLEY WEST HVAC REPLACEMENT					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:TOLL COLLECTION	
ROADWAY ID:		PROJECT LENGTH: .000					LANES EXIST/IMPROVED/ADDED: 0/ 0/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY FDOT								
DSB2	33,500	7,337	0	0	0	0	0	40,837
TOTAL 432283 4	33,500	7,337	0	0	0	0	0	40,837
TOTAL PROJECT:	33,500	7,337	0	0	0	0	0	40,837

ITEM NUMBER:433002 4		PROJECT DESCRIPTION:HURRICANE IRMA COUNTY WIDE (03) PERMANENT SIGNAL REPAIR					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:EMERGENCY OPERATIONS	
ROADWAY ID:		PROJECT LENGTH: .000					LANES EXIST/IMPROVED/ADDED: 0/ 0/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY FDOT								
DS	1,865	0	0	0	0	0	0	1,865
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY FDOT								
ACER	919,448	29,984	0	0	0	0	0	949,432
DER	30,720	0	0	0	0	0	0	30,720
TOTAL 433002 4	952,033	29,984	0	0	0	0	0	982,017

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ITEM NUMBER:433002 5		PROJECT DESCRIPTION:HURRICANE IRMA COUNTY WIDE (03) LIGHTING REPAIRS					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:EMERGENCY OPERATIONS	
ROADWAY ID:		PROJECT LENGTH: .000					LANES EXIST/IMPROVED/ADDED: 0/ 0/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY FDOT								
DS		300	0	0	0	0	0	300
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY FDOT								
ACER	148,240	105,673	0	0	0	0	0	253,913
DER	153,629	0	0	0	0	0	0	153,629
DS	4,245	0	0	0	0	0	0	4,245
TOTAL 433002 5	306,414	105,673	0	0	0	0	0	412,087
TOTAL PROJECT:	1,258,447	135,657	0	0	0	0	0	1,394,104

ITEM NUMBER:433176 1		PROJECT DESCRIPTION:PINE RIDGE RD AT VARIOUS LOCATIONS					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:ADD TURN LANE(S)	
ROADWAY ID:03504000		PROJECT LENGTH: .191MI					LANES EXIST/IMPROVED/ADDED: 5/ 5/ 1	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY								
LFP		92,572	0	0	0	0	0	92,572
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY								
ACSU	1,202,083	0	0	0	0	0	0	1,202,083
SU	161,038	0	0	0	0	0	0	161,038
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY FDOT								
SU	1,023	4,918	0	0	0	0	0	5,941
TOTAL 433176 1	1,456,716	4,918	0	0	0	0	0	1,461,634
TOTAL PROJECT:	1,456,716	4,918	0	0	0	0	0	1,461,634

ITEM NUMBER:435019 1		PROJECT DESCRIPTION:AIRPORT-PULLING RD AND PINE RIDGE RD SIGNAL TIMING					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:ATMS - ARTERIAL TRAFFIC MGMT	
ROADWAY ID:03003000		PROJECT LENGTH: .001MI					LANES EXIST/IMPROVED/ADDED: 4/ 0/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY								
ACSU	451,560	1,000	0	0	0	0	0	452,560
TOTAL 435019 1	451,560	1,000	0	0	0	0	0	452,560
TOTAL PROJECT:	451,560	1,000	0	0	0	0	0	452,560

ITEM NUMBER:435030 1		PROJECT DESCRIPTION:SUNSHINE BLVD FROM 17TH AVE SW TO GREEN BLVD					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:SIDEWALK	
ROADWAY ID:03000000		PROJECT LENGTH: .001MI					LANES EXIST/IMPROVED/ADDED: 0/ 0/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY								
SU		124,448	0	0	0	0	0	124,448

FLORIDA DEPARTMENT OF TRANSPORTATION
OFFICE OF WORK PROGRAM
MPO ROLLFORWARD REPORT
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DATE RUN: 07/01/2020
TIME RUN: 11.18.04
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PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY FDOT									
ACSU	44	3,442	0	0	0	0	0	0	3,486
SU	1,951	5	0	0	0	0	0	0	1,956
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY									
ACSU	103,238	0	0	0	0	0	0	0	103,238
SU	343,471	0	0	0	0	0	0	0	343,471
TALU	69,869	0	0	0	0	0	0	0	69,869
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY FDOT									
SU	0	607	0	0	0	0	0	0	607
TOTAL 435030 1	643,021	4,054	0	0	0	0	0	0	647,075
TOTAL PROJECT:	643,021	4,054	0	0	0	0	0	0	647,075

ITEM NUMBER:435111 2 PROJECT DESCRIPTION:SR 951 FROM MANATEE RD TO N OF TOWER RD *NON-SIS*
DISTRICT:01 COUNTY:COLLIER TYPE OF WORK:ADD LANES & REHABILITATE PVMNT
ROADWAY ID:03030000 PROJECT LENGTH: .769MI LANES EXIST/IMPROVED/ADDED: 5/ 0/ 2

FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY FDOT								
DIH	40,852	1,279	0	0	0	0	0	42,131
DS	649,931	0	0	0	0	0	0	649,931
PHASE: RIGHT OF WAY / RESPONSIBLE AGENCY: MANAGED BY FDOT								
DDR	0	3,164,811	0	0	0	0	0	3,164,811
DIH	43,875	3,268	0	0	0	0	0	47,143
DS	86,674	1,295,179	0	0	0	0	0	1,381,853
PHASE: RAILROAD & UTILITIES / RESPONSIBLE AGENCY: MANAGED BY FDOT								
DDR	0	0	0	0	1,000,000	0	0	1,000,000
LF	0	0	0	0	1,550,000	0	0	1,550,000
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY FDOT								
DDR	0	0	0	0	12,657,429	0	0	12,657,429
DIH	0	0	0	0	11,110	0	0	11,110
DS	648	0	0	0	0	0	0	648
LF	0	0	0	0	166,650	0	0	166,650
TOTAL 435111 2	821,980	4,464,537	0	0	15,385,189	0	0	20,671,706
TOTAL PROJECT:	821,980	4,464,537	0	0	15,385,189	0	0	20,671,706

ITEM NUMBER:435116 1 PROJECT DESCRIPTION:GOLDEN GATE COLLECTOR SIDEWALKS VARIOUS LOCATIONS *NON-SIS*
DISTRICT:01 COUNTY:COLLIER TYPE OF WORK:SIDEWALK
ROADWAY ID:03513000 PROJECT LENGTH: 1.213MI LANES EXIST/IMPROVED/ADDED: 4/ 4/ 0

FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY								
ACTU	124,552	0	0	0	0	0	0	124,552
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY FDOT								
ACTU	47	26	0	0	0	0	0	73
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY								
ACSA	609,819	0	0	0	0	0	0	609,819
SA	298	0	0	0	0	0	0	298
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY FDOT								
ACSA	1	814	0	0	0	0	0	815
TOTAL 435116 1	734,717	840	0	0	0	0	0	735,557
TOTAL PROJECT:	734,717	840	0	0	0	0	0	735,557

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TIME RUN: 11.18.04
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ITEM NUMBER:435117 1		PROJECT DESCRIPTION:NORTH NAPLES SIDEWALKS AT VARIOUS LOCATIONS					*NON-SIS*		
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:SIDEWALK		
ROADWAY ID:03631000		PROJECT LENGTH: 1.248MI					LANES EXIST/IMPROVED/ADDED: 6/ 0/ 0		
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS	
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY									
ACTU		99,392	0	0	0	0	0	0	99,392
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY FDOT									
ACTU		0	683	0	0	0	0	0	683
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY									
ACSU		239,882	0	0	0	0	0	0	239,882
SU		579,798	0	0	0	0	0	0	579,798
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY FDOT									
SU		0	856	0	0	0	0	0	856
TOTAL 435117 1		919,072	1,539	0	0	0	0	0	920,611
TOTAL PROJECT:		919,072	1,539	0	0	0	0	0	920,611

ITEM NUMBER:435118 1		PROJECT DESCRIPTION:CR 862 (VANDERBILT) FROM CR 901 TO GULF PAVILLION DR					*NON-SIS*		
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:BIKE LANE/SIDEWALK		
ROADWAY ID:03550000		PROJECT LENGTH: .674MI					LANES EXIST/IMPROVED/ADDED: 2/ 0/ 0		
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS	
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY									
ACSU		2,594	0	0	0	0	0	0	2,594
SU		53,989	0	0	0	0	0	0	53,989
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY FDOT									
SU		86	304	0	0	0	0	0	390
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY									
ACSA		282,166	0	0	0	0	0	0	282,166
SA		201	0	0	0	0	0	0	201
TALT		56,716	1,000	0	0	0	0	0	57,716
TOTAL 435118 1		395,752	1,304	0	0	0	0	0	397,056
TOTAL PROJECT:		395,752	1,304	0	0	0	0	0	397,056

ITEM NUMBER:435119 1		PROJECT DESCRIPTION:49TH TERRACE SW FROM 20TH PLACE SW TO 19TH PLACE SW					*NON-SIS*		
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:SIDEWALK		
ROADWAY ID:03000000		PROJECT LENGTH: .001MI					LANES EXIST/IMPROVED/ADDED: 0/ 0/ 0		
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS	
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY									
TALT		50,755	0	0	0	0	0	0	50,755
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY FDOT									
TALT		103	670	0	0	0	0	0	773
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY									
SU		23,764	0	0	0	0	0	0	23,764
TALU		158,692	1,000	0	0	0	0	0	159,692
TOTAL 435119 1		233,314	1,670	0	0	0	0	0	234,984
TOTAL PROJECT:		233,314	1,670	0	0	0	0	0	234,984

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TIME RUN: 11.18.04
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ITEM NUMBER:437067 1		PROJECT DESCRIPTION:I-75 (SR93) NORTH OF IMMOKALEE ROAD SOUTH OF LEE COUNTY LINE					*SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:LANDSCAPING	
ROADWAY ID:03175000		PROJECT LENGTH: .855MI					LANES EXIST/IMPROVED/ADDED: 6/ 0/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY FDOT								
DIH	0	11,914	0	0	0	0	0	11,914
DS	149,398	0	0	0	0	0	0	149,398
TOTAL 437067 1	149,398	11,914	0	0	0	0	0	161,312
TOTAL PROJECT:	149,398	11,914	0	0	0	0	0	161,312

ITEM NUMBER:440436 1		PROJECT DESCRIPTION:MANDARIN GREENWAY SIDEWALKS AT VARIOUS LOCATIONS					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:BIKE LANE/SIDEWALK	
ROADWAY ID:03010000		PROJECT LENGTH: 10.415MI					LANES EXIST/IMPROVED/ADDED: 6/ 0/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY CITY OF NAPLES								
TALU	0	45,311	0	0	0	0	0	45,311
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY CITY OF NAPLES								
DDR	0	0	17,478	0	0	0	0	17,478
SU	0	0	331,929	0	0	0	0	331,929
TOTAL 440436 1	0	45,311	349,407	0	0	0	0	394,718
TOTAL PROJECT:	0	45,311	349,407	0	0	0	0	394,718

ITEM NUMBER:442788 1		PROJECT DESCRIPTION:HURRICANE IRMA FENCE REPAIR I-75 (SR 93) MP 58.6 - 116					*SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:EMERGENCY OPERATIONS	
ROADWAY ID:03175000		PROJECT LENGTH: 57.470MI					LANES EXIST/IMPROVED/ADDED: 3/ 3/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY FDOT								
DS	300	0	0	0	0	0	0	300
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY FDOT								
ACER	205,228	37,174	0	0	0	0	0	242,402
DER	65,190	0	0	0	0	0	0	65,190
TOTAL 442788 1	270,718	37,174	0	0	0	0	0	307,892
TOTAL PROJECT:	270,718	37,174	0	0	0	0	0	307,892

ITEM NUMBER:442789 1		PROJECT DESCRIPTION:HURRICANE IRMA FENCE REPAIR SR 29					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:EMERGENCY OPERATIONS	
ROADWAY ID:03080000		PROJECT LENGTH: .001MI					LANES EXIST/IMPROVED/ADDED: 2/ 0/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY FDOT								
DER	10,000	10,970	0	0	0	0	0	20,970
TOTAL 442789 1	10,000	10,970	0	0	0	0	0	20,970
TOTAL PROJECT:	10,000	10,970	0	0	0	0	0	20,970

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ITEM NUMBER:442796 1		PROJECT DESCRIPTION:HURRICANE IRMA LIGHT & FENCE REPAIR GOLDEN GATE PKWY BRIDGE 03199					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:EMERGENCY OPERATIONS	
ROADWAY ID:03511000		PROJECT LENGTH: .112MI					LANES EXIST/IMPROVED/ADDED: 6/ 0/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY FDOT								
DER	11,000	77,000	0	0	0	0	0	88,000
TOTAL 442796 1	11,000	77,000	0	0	0	0	0	88,000
TOTAL PROJECT:	11,000	77,000	0	0	0	0	0	88,000

ITEM NUMBER:443598 1		PROJECT DESCRIPTION:HURRICANE IRMA CHOKOLOSKEE BRIDGE (CR 29) REPAIRS 030161					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:EMERGENCY OPERATIONS	
ROADWAY ID:		PROJECT LENGTH: .000					LANES EXIST/IMPROVED/ADDED: 0/ 0/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: RESPONSIBLE AGENCY NOT AVAILABLE								
ACER	0	40,081	0	0	0	0	0	40,081
PHASE: MISCELLANEOUS / RESPONSIBLE AGENCY: RESPONSIBLE AGENCY NOT AVAILABLE								
ACER	0	428,181	0	0	0	0	0	428,181
TOTAL 443598 1	0	468,262	0	0	0	0	0	468,262
TOTAL PROJECT:	0	468,262	0	0	0	0	0	468,262

ITEM NUMBER:443989 1		PROJECT DESCRIPTION:SR 90 (US 41) FROM SR 951 (COLLIER BLVD) TO GREENWAY ROAD					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:LANDSCAPING	
ROADWAY ID:03010000		PROJECT LENGTH: 6.174MI					LANES EXIST/IMPROVED/ADDED: 3/ 3/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: PRELIMINARY ENGINEERING / RESPONSIBLE AGENCY: MANAGED BY FDOT								
DIH	0	10,000	0	0	0	0	0	10,000
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY								
DDR	0	1,978,000	0	0	0	0	0	1,978,000
TOTAL 443989 1	0	1,988,000	0	0	0	0	0	1,988,000
TOTAL PROJECT:	0	1,988,000	0	0	0	0	0	1,988,000
TOTAL DIST: 01	14,976,269	7,270,853	349,407	0	15,385,189	0	0	37,981,718
TOTAL HIGHWAYS	14,976,269	7,270,853	349,407	0	15,385,189	0	0	37,981,718

FLORIDA DEPARTMENT OF TRANSPORTATION
OFFICE OF WORK PROGRAM
MPO ROLLFORWARD REPORT
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AVIATION

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DATE RUN: 07/01/2020
TIME RUN: 11.18.04
MBRMPOTP

ITEM NUMBER:441765 1		PROJECT DESCRIPTION:NAPLES MUNICIPAL AIRPORT RUNWAY 5-23 DRAINAGE SWALE IMPROVEMENTS					*NON-SIS*		
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:AVIATION PRESERVATION PROJECT		
ROADWAY ID:		PROJECT LENGTH: .000					LANES EXIST/IMPROVED/ADDED: 0/ 0/ 0		
FUND	LESS						GREATER	ALL	
CODE	THAN	2021	2022	2023	2024	2025	THAN	YEARS	
	2021						2025		
PHASE: CAPITAL / RESPONSIBLE AGENCY: RESPONSIBLE AGENCY NOT AVAILABLE									
DDR	0	90,000	0	0	0	0	0	0	90,000
FAA	0	2,700,000	0	0	0	0	0	0	2,700,000
LF	0	90,000	0	0	0	0	0	0	90,000
TOTAL 441765 1	0	2,880,000	0	0	0	0	0	0	2,880,000
TOTAL PROJECT:	0	2,880,000	0	0	0	0	0	0	2,880,000
TOTAL DIST: 01	0	2,880,000	0	0	0	0	0	0	2,880,000
TOTAL AVIATION	0	2,880,000	0	0	0	0	0	0	2,880,000

FLORIDA DEPARTMENT OF TRANSPORTATION
OFFICE OF WORK PROGRAM
MPO ROLLFORWARD REPORT
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DATE RUN: 07/01/2020
TIME RUN: 11.18.04
MBRMPOTP

TRANSIT
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ITEM NUMBER:410146 1		PROJECT DESCRIPTION:COLLIER COUNTY FTA SECTION 5307 CAPITAL ASSISTANCE					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:CAPITAL FOR FIXED ROUTE	
EX DESC:SECTION 5307 - URBANIZED AREAS								
ROADWAY ID:		PROJECT LENGTH: .000					LANES EXIST/IMPROVED/ADDED: 0/ 0/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: CAPITAL / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY								
FTA	27,419,005	3,716,064	1,998,517	2,098,443	2,203,365	2,313,533	0	39,748,927
LF	6,792,798	929,017	499,630	524,611	550,842	578,384	0	9,875,282
TOTAL 410146 1	34,211,803	4,645,081	2,498,147	2,623,054	2,754,207	2,891,917	0	49,624,209

ITEM NUMBER:410146 2		PROJECT DESCRIPTION:COLLIER COUNTY FTA SECTION 5307 OPERATING ASSISTANCE					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:OPERATING FOR FIXED ROUTE	
ROADWAY ID:		PROJECT LENGTH: .000					LANES EXIST/IMPROVED/ADDED: 0/ 0/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: OPERATIONS / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY								
FTA	2,832,607	1,298,900	100,000	442,610	807,700	798,900	0	6,280,717
LF	2,832,607	1,298,900	100,000	442,610	807,700	798,900	0	6,280,717
TOTAL 410146 2	5,665,214	2,597,800	200,000	885,220	1,615,400	1,597,800	0	12,561,434
TOTAL PROJECT:	39,877,017	7,242,881	2,698,147	3,508,274	4,369,607	4,489,717	0	62,185,643

ITEM NUMBER:434030 1		PROJECT DESCRIPTION:COLLIER CO./BONITA SPRINGS UZA FTA SECTION 5339 CAPITAL ASSISTANCE						*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER						TYPE OF WORK:CAPITAL FOR FIXED ROUTE	
EX DESC:LEE COUNTY (LEE TRAN) \$00.00 ZERO FUNDS									
ROADWAY ID:		PROJECT LENGTH: .000						LANES EXIST/IMPROVED/ADDED: 0/ 0/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS	
PHASE: CAPITAL / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY									
FTA	2,077,358	764,142	410,959	431,507	453,082	475,737	0	4,612,785	
LF	519,341	191,035	102,740	107,877	113,271	118,934	0	1,153,198	
TOTAL 434030 1	2,596,699	955,177	513,699	539,384	566,353	594,671	0	5,765,983	
TOTAL PROJECT:	2,596,699	955,177	513,699	539,384	566,353	594,671	0	5,765,983	

ITEM NUMBER:447008 1		PROJECT DESCRIPTION:COLLIER COUNTY AREA TRANSIT ADA IMPROVEMENTS					*NON-SIS*	
DISTRICT:01		COUNTY:COLLIER					TYPE OF WORK:CAPITAL FOR FIXED ROUTE	
ROADWAY ID:		PROJECT LENGTH: .000					LANES EXIST/IMPROVED/ADDED: 0/ 0/ 0	
FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: CAPITAL / RESPONSIBLE AGENCY: MANAGED BY COLLIER COUNTY								
FTAT	0	250,000	0	0	0	0	0	250,000
SU	0	250,000	0	0	0	0	0	250,000
TOTAL 447008 1	0	500,000	0	0	0	0	0	500,000
TOTAL PROJECT:	0	500,000	0	0	0	0	0	500,000
TOTAL DIST: 01	42,473,716	8,698,058	3,211,846	4,047,658	4,935,960	5,084,388	0	68,451,626
TOTAL TRANSIT	42,473,716	8,698,058	3,211,846	4,047,658	4,935,960	5,084,388	0	68,451,626

FLORIDA DEPARTMENT OF TRANSPORTATION
OFFICE OF WORK PROGRAM
MPO ROLLFORWARD REPORT
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DATE RUN: 07/01/2020
TIME RUN: 11.18.04
MBRMPOTP

MISCELLANEOUS
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ITEM NUMBER:412918 3 PROJECT DESCRIPTION:COLLIER COUNTY ASSET MAINTENACE *NON-SIS*
DISTRICT:01 COUNTY:COLLIER TYPE OF WORK:ROUTINE MAINTENANCE
ROADWAY ID: PROJECT LENGTH: .000 LANES EXIST/IMPROVED/ADDED: 0/ 0/ 0

FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY FDOT								
DDR	20,421			0	0	0	0	20,421
DIH	0	1,000		0	0	0	0	1,000
TOTAL 412918 3	20,421	1,000		0	0	0	0	21,421
TOTAL PROJECT:	20,421	1,000		0	0	0	0	21,421

ITEM NUMBER:438094 1 PROJECT DESCRIPTION:SIGNAL PRE-EMPTION FOR THE CITY OF NAPLES *NON-SIS*
DISTRICT:01 COUNTY:COLLIER TYPE OF WORK:TRAFFIC CONTROL DEVICES/SYSTEM
ROADWAY ID:03000000 PROJECT LENGTH: .001MI LANES EXIST/IMPROVED/ADDED: 0/ 0/ 0

FUND CODE	LESS THAN 2021	2021	2022	2023	2024	2025	GREATER THAN 2025	ALL YEARS
PHASE: CONSTRUCTION / RESPONSIBLE AGENCY: MANAGED BY FDOT								
SU	41	959		0	0	0	0	1,000
PHASE: CAPITAL / RESPONSIBLE AGENCY: MANAGED BY CITY OF NAPLES								
SU	227,800	0		0	0	0	0	227,800
TOTAL 438094 1	227,841	959		0	0	0	0	228,800
TOTAL PROJECT:	227,841	959		0	0	0	0	228,800
TOTAL DIST: 01	248,262	1,959		0	0	0	0	250,221
TOTAL MISCELLANEOUS	248,262	1,959		0	0	0	0	250,221

GRAND TOTAL	57,698,247	18,850,870	3,561,253	4,047,658	20,321,149	5,084,388	0	109,563,565
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4433753 COLLIER COUNTY LAKE TRAFFORD ROAD SIDEWALK AND BIKE LANES

Project Description:

BPAC PRIORITY 2017-13, 16-13, 15-03; 5' BIKE LANES

Prior Years Cost:

92,000

Future Years Cost:

0

Total Project Cost:

892,460

Work Summary:

SIDEWALK

LRTP Ref:

CFP P6-25

Lead Agency:

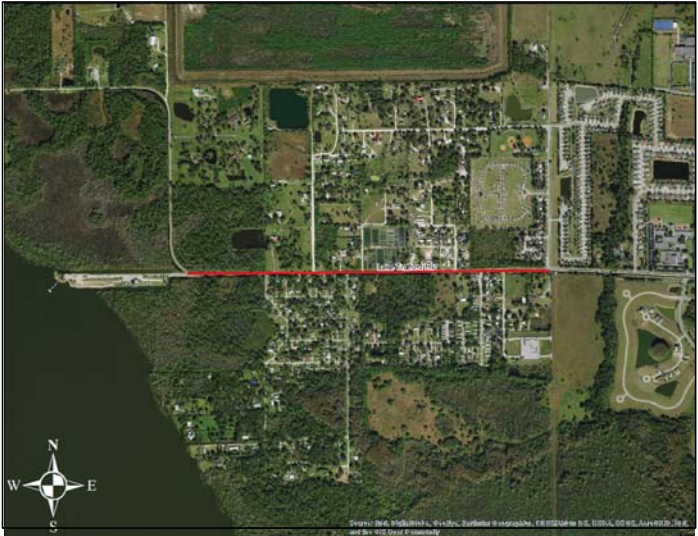
COLLIER COUNTY

Length:

0.01

Phase	Fund	2020/21	2021/22	2022/23	2023/24	2024/25	Total
CST	SU	800,460	0	0	0	0	800,460

Total	800,460	0	0	0	0	0	800,460
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09/11/2020

COLLIER COUNTY
Metropolitan Planning Organization

Item Number: 13.A

Item Summary: Next Meeting Date - October 9, 2020 - 9:00 a.m. Board of County Commissioners Chambers, 3299 Tamiami Trail East, Naples, FL 34112

Meeting Date: 09/11/2020

Prepared by:

Title: – Metropolitan Planning Organization

Name: Karen Intriago

09/02/2020 9:55 AM

Submitted by:

Title: Executive Director - MPO – Metropolitan Planning Organization

Name: Anne McLaughlin

09/02/2020 9:55 AM

Approved By:

Review:

Metropolitan Planning Organization	Brandy Otero	MPO Analyst Review	Completed	09/02/2020 10:44 AM
Metropolitan Planning Organization	Anne McLaughlin	MPO Executive Director Review	Completed	09/02/2020 11:01 AM
Metropolitan Planning Organization	Anne McLaughlin	Meeting Pending		09/11/2020 9:00 AM