

**Appendix to**  
**Collier Area Transit's**  
**Transit Development Plan**  
**2026-2035**



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## **Appendix A**

# **Peer Selection Methodology Technical Memorandum**

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**Date:**        **August 1, 2024**

**Reference:**    **Contract 18-7432 MP Professional Services Library – Metropolitan Planning  
Transit Development Plan (TDP) Major Update  
Purchase Order/Work Order No. 4500229353  
Project No. 33804.6.2.3**

**Document:**    **Peer Selection Methodology – for review**

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Your review of the attached Situational Appraisal is requested.

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# 1 Peer Selection Methodology

## 1.1 Introduction

The following memorandum is an update to the original peer selection undertaken in 2020 as part of the previous TDP. Updating and re-analyzing past selected agencies as well as being open to adding new agencies are important during the process of selecting relevant and useful peers for comparison, as this allows Collier Area Transit (CAT) to continually improve and compare itself with relevant peers. It is also important that the chosen peers reflect areas and agencies that can be thought of as aspirational to help CAT identify a path forward for improvement. As a result of this process, nine new peers have been selected for consideration.

The peer selection process followed the methodology provided by the Transit Cooperative Research Program (TCRP) Report 141: A Methodology for Performance Measurement and Peer Comparison in the Public Transportation Industry and recommended by the FDOT TDP Handbook (2022). Peer comparisons use selected performance indicators, effectiveness measures, and efficiency measures 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.

Best practice typically dictates that a peer group is comprised of eight to ten peers, for the purposes of this TDP, 16 agencies have been selected for the first level assessment. It is crucial to make sure that the right peer agencies are selected to provide credible comparisons that can provide insight and trigger action, compared to badly chosen peers which can produce irrelevant results.

## 1.2 Initial Peer Group

An initial peer group of agencies similar to CAT was formed, and likeness scores were calculated to determine their similarity and appropriateness. For this TDP update, all agencies included in the previous TDP report were retained, along with additional agencies deemed similar to CAT. This initial peer list consisted of 16 transit agencies as shown in the following table:

*Table 1-1: Transit System Peer Review Selection*

| <b>Transit System</b>                                | <b>Location</b>        | <b>Peer Description</b> |
|------------------------------------------------------|------------------------|-------------------------|
| The M (Montgomery Area Transit)                      | City of Montgomery, AL | From Previous TDP       |
| TTA (Tri-State Transit Authority)                    | Huntington, WV         | From Previous TDP       |
| The Wave Transit System                              | City of Mobile, AL     | From Previous TDP       |
| ART (Asheville Redefines Transit)                    | City of Asheville, NC  | From Previous TDP       |
| GCT (Gwinnett County Transit)                        | Lawrenceville, GA      | From Previous TDP       |
| PCPT (Pasco County Public Transportation)            | New Port Richey, FL    | From Previous TDP       |
| The Wave (Cape Fear Public Transportation Authority) | Wilmington, NC         | From Previous TDP       |
| Breeze Transit (Sarasota County Area Transit)        | Sarasota, FL           | Newly Added             |



|                                                           |                      |             |
|-----------------------------------------------------------|----------------------|-------------|
| LeeTran (Lee County Transit)                              | Fort Myers, FL       | Newly Added |
| Bayway (Bay County Transportation)                        | Pensacola, FL        | Newly Added |
| GoLine (Indian River County)                              | Vero Beach, FL       | Newly Added |
| Citrus Connection (Lakeland Area Mass Transit District)   | Lakeland, FL         | Newly Added |
| CARTA (Charleston Area Regional Transportation Authority) | North Charleston, SC | Newly Added |
| ECAT (Escambia County Area Transit Authority)             | Pensacola, FL        | Newly Added |
| CCRTA (Cape Cod Regional Transit Authority)               | Hyannis, MA          | Newly Added |
| GTA (Greensboro Transit Authority)                        | Greensboro, NC       | Newly Added |

The selection of potential peers was conducted using the peer selection methodology outlined in the FDOT TDP Handbook, employing validated 2022 National Transit Database (NTD) data and the Florida Transit Information System (FTIS). The pool of potential peers consisted of transit agencies located in the southeastern United States, specifically those with coastal characteristics in their geographic profiles.

From the newly identified transit agencies, Breeze Transit (Sarasota, FL), LeeTran (Fort Myers, FL), Bayway (Pensacola, FL), GoLine (Vero Beach, FL), and Citrus Connection (Lakeland, FL) were chosen because they are situated within Florida, either in coastal counties or counties near Collier County. Additionally, CARTA (North Charleston, SC), ECAT (Pensacola, FL), and CCRTA (Hyannis, MA) were selected based on their recommendation as top peers to CAT according to the FTIS Urban iNTD tool. It is worth noting that ART was also recommended but was already included in the previous TDP peer group.

### 1.3 Overview of Methodology

The methodology for selecting the final peer group adheres to the guidelines outlined in the TCRP report. This process involves comparing data values for CAT and potential peer agencies using various indicators to calculate likeness scores for each indicator between CAT and each potential peer agency. The first stage was the primary review, which involved initially selecting indicators and scoring their likeness to CAT, then a comparison was made from the new peers against the previous TDP peers to determine whether the new peer group had a similar likeness and provided a good comparison overall to CAT. A secondary review was initiated to provide further insight to the primary likeness score where 2 new indicators were used. Results were then drawn utilizing the likeness score from the primary review, referencing the secondary review, and weighing the location and demographic of the locations to determine the results. This comprehensive approach ensures a robust and well-rounded peer selection process. The methodology recognizes that peers will not be identical in all categories, accommodating variations and allowing for similarity in only a few key categories.

The methodology outlined in the TCRP report identifies fourteen indicators for selecting peer agencies, primarily based on demographic characteristics and other exogenous variables, as utilized in the FTIS tool. While adhering to the TCRP guidance for peer selection, our approach slightly diverges in the factors used to assess potential peers. Rather than focusing primarily on exogenous variables, we prioritized various transit system performance measures as the primary criteria for peer selection. These performance indicators were considered more relevant for comparing peers, particularly in the context of enhancing transit system effectiveness. Nonetheless, demographic variables were still integrated into the peer selection process, although greater emphasis was placed on transit performance indicators.



As such, the potential peer agencies were analyzed based on the following 14 indicators: 8 operating characteristics and 6 exogenous variables.

- Operating Characteristic Indicators
  - Vehicles Operated in Maximum Service
  - Annual Passenger Miles Traveled
  - Annual Vehicle Revenue Miles
  - Annual Vehicle Revenue Hours
  - Number of Revenue Vehicles
  - Total Revenue Miles Operated
  - Total Operating Expense
  - Percent Service Demand Response
- Exogenous Variables
  - Service Area Population
  - Service Area Density
  - Service Area
  - Population Density
  - Urban Area Population
  - Population Growth Rate

The selection of these indicators for primary transit peer analysis ensures a comprehensive and robust assessment of both operational performance and contextual factors. Key operational characteristics such as vehicles operated in maximum service, annual passenger miles traveled, and total operating expenses provide critical insights into efficiency, capacity, and financial health within transit operations. Metrics like percent service demand response and annual vehicle revenue hours are essential for evaluating service quality and responsiveness to demand.

Given the growing emphasis on operational efficiency and the increasing adoption of demand response services, the percentage of service demand response serves as a particularly noteworthy indicator. It helps gauge where agencies stand in this evolving process, acknowledging disparities between agencies at different stages of implementing demand-responsive solutions.

Including exogenous variables such as service area population, density, and population growth rate contributes to a comprehensive understanding of the demographic and geographic contexts influencing these transit systems. This holistic approach ensures a well-rounded comparison, capturing both internal performance metrics and external factors that impact transit operations.

To create a chart that scores each category comparing CAT to other transit systems, a likeness score for each factor was calculated. This likeness score is a representation of the difference between two data values. Data values that are identical between the peer agency and CAT result in a score of 0 (which is very rare and highly unlikely), while a score of 1 represents a percentage difference of 100%, indicating that the value for one agency is twice the amount of the other. In essence, the larger the difference between the values of the agencies, the higher the score, and vice versa. Peer agencies that have larger differences in values should be avoided and are undesirable due to greater dissimilarity between factors but could still potentially be used with caution after screening for potential prominent differences that could deem them an unsuitable peer.



The likeness score is determined by calculating the percentage differences between the values for CAT and the peer agency, using the following formula:

$$\text{Likeness Score} = \frac{|F_{\text{cat}} - F_{\text{peer}}|}{\max(F_{\text{cat}}, F_{\text{peer}})}$$

Where:

- $F_{\text{cat}}$  = the target agency's value for a given factor,
- $F_{\text{peer}}$  = the peer agency's value for the same factor, and
- $\max(F_{\text{cat}}, F_{\text{peer}})$  = the maximum of the two values being compared.

As per the scoring guidance provided in the TCRP Report, the likeness scores are rated as such:

- **0.00 – 0.50: Good score**; none or small difference percentages, ideal matches to use
- **0.51 – 0.75: Satisfactory score**; smaller difference percentages, decent matches to use
- **0.76 – 0.99: Mediocre score**; larger difference percentages, could be used but check for anomalies
- **More than 1: Poor score**; large differences percentages, poor match, avoid using if possible

The 2022 data values for each of the 14 indicators and 17 transit agencies, including CAT, can be found in the data tables in Appendix A, and the corresponding likeness scores calculated for each indicator and agency in Appendix B. The likeness scores are highlighted according to the score breakdown as previously described, in that the good scores are in green, satisfactory scores are in yellow, decent scores that require more investigation are in orange, and poor scores are in red. This breakdown helps to easily identify which peers are more similar to CAT in which aspects.

## 1.4 Normalizing Cost Data

To accurately reflect cost values, cost data was normalized to reflect the impacts of differences in labor costs between geographical regions. It is important to consider labor cost differences as it allows for conclusions to be drawn with more certainty that the cost differences between agencies are due to internal agency efficiency variances rather than external cost variation. Labor costs are also typically the largest component of an agency's operating costs.

To adjust for differences in labor costs between counties, average labor wage rates were used to recalculate cost data. Annual average weekly wages for 2022 were obtained from the US Bureau of Labor Statistics Quarterly Census of Employment and Wages. All occupation types were included in the average calculation as agencies have no control over general labor environments in the county, which the cost data is being adjusted for, as opposed to the industry-specific labor rates that the agencies have some control over. Including all occupations also allows for an agency to analyze how much of its labor is spent in comparison to the county's average wages, as well as to adjust its costs to reflect changes in the county's overall cost of living. The peer agencies' cost data was adjusted for labor cost differences by multiplying the labor cost portion of the agencies' operational expense values from NTD by the ratio between Collier's average labor cost over the peer agency county's average labor cost.



## 1.5 Comparison of Results with Previous TDP

As multiple transit systems were analyzed, calculations were performed to assess differences between the previous peer group from the 2020 TDP and the newly added peer agencies. For each potential peer, the sums of the exogenous variables and operating characteristics were calculated separately to identify which peers were most like CAT for each of the categories of indicators. An average score was then computed for easier comparison between the peer group from the previous TDP and the new potential peers using the following formula:

$$\text{Total Likeness Score} = \frac{\sum_{i=1}^n \text{Factor Likeness Score}_i}{n}$$

Where:

- **Total Likeness Score** = the average score representing overall similarity.
- **Factor Likeness Score<sub>i</sub>** = the likeness score for the *i*-th factor.
- **n** = the total number of factors.

The results indicated that the newly added peers had a higher average score in operational characteristics compared to the previous TDP peer group. While this suggests that the new peers are less similar to Collier County overall in terms of operational characteristics, it is still a valuable comparison. Focusing on operational characteristics is crucial as they directly impact service delivery and customer satisfaction. Additionally, the new peer group includes 9 peers compared to the 7 in the previous group, which can slightly elevate the average score due to the larger sample size.

Moreover, many of the new peers possess coastal features, which is a significant consideration for Collier County. These similarities in geographic characteristics can provide more relevant insights and best practices tailored to coastal areas. Exogenous factors such as demographics, which are major considerations for the new peer agencies, and operational characteristics such as service delivery modes and vehicle utilization are also critical. Coastal and geographic locations are necessary to consider due to their unique environmental and operational challenges. The exogenous variables for the new peer agencies are low, with an average score of 2.89, indicating closer data values to that of Collier County for these external factors. This is beneficial as it ensures that the newly added peers reflect similar contextual influences, further supporting their relevance. Therefore, despite the higher scores in operational characteristics, the new peer agencies remain a relevant and useful selection for the TDP update.

Table 1-2: Average of Likeness Score Sums by Peer Group

| Peer Group           | Average for Operating Characteristics | Average for Exogenous Variables | Average for All Indicating Factors |
|----------------------|---------------------------------------|---------------------------------|------------------------------------|
| Previous TDP Peers   | 2.45                                  | 3.67                            | 6.99                               |
| New Peers Considered | 2.87                                  | 2.89                            | 5.75                               |





## 1.6 Stage 2 Secondary Screening

A secondary screening of the potential peer group is recommended to fully account for all potential factors and allow for the most comparable peers to be chosen. Two new variables were introduced to the 16 peers: service area type and fare revenue. These secondary factors provide a more nuanced and comprehensive evaluation of transit performance, ensuring that peers are truly comparable in all relevant aspects to CAT.

Service area type significantly impacts performance and influences demand patterns and requirements. Of the eight service area types based on the FDOT TDP Handbook, six were characterized for the 16 peers and are as follows:

- Type 2: Agency provides service to multiple urban areas (may also include non-urban areas) and is the primary service provider within at least one urban area's central city.
- Type 3: Only agency operating within an urban area and has no non-urban service.
- Type 4: Agency is the primary service provider in the urban area's central city, where other agencies also provide service to portions of the urban area. Urban areas with multiple central cities (e.g., Tampa–St. Petersburg) may have more than one type 4 agency.
- Type 5: Agency provides service into an urban area's central city, but its primary service area does not include a central city.
- Type 6: Agency provides service within an urban area but does not provide service to a central city.
- Type 7: Only agency operating within an urban area and providing non-urban service.

Fare revenue values were evaluated to determine revenue generation, service affordability and accessibility, and subsidy requirements. Comparing agencies with similar fare revenue structures highlights effective fare policies and strategies, ensuring that transit services remain financially sustainable and accessible to the public.

By incorporating service area type and fare revenue as secondary screening factors, the analysis ensures a fair and comprehensive comparison with the primary agency, CAT. This approach helps compare the primary review of the operational characteristic and exogenous variables and identify truly comparable peers and provides a deeper understanding of the factors influencing transit performance, ultimately supporting more informed decision-making for CAT.

## 2 Final Peer Group Selection

An initial set of 16 potential peer agencies was identified for CAT (see Table 1-1). From this group, poor comparing peers were filtered out based on the overall likeness scores from the primary review, supplemented by additional likeness scores from the secondary review. Peers with many high scoring factors or higher overall likeness scores were removed as it meant they have less similarity to CAT. 11 peers with the lowest scores in the primary review were selected as the CAT peer group. As shown in the likeness score tables in Appendix B, the potential peers all do well as most of the individual factors score well (below 0.5). The exogenous factors appear to compare more poorly in contrast to the operating factors, as there are more satisfactory and mediocre scores. There are very few poor-scoring factory-agency pairs;



ART and GTA with poor scores for the percent service demand response factor, and The M and The Wave Transit System have poor scores for the population growth rate factor. As such, these agencies were removed from the final peer group.

The last table in Appendix B shows averages and sums of the likeness scores grouped by operational, exogenous, and all factors, as well as by peer group. The likeness scores in each column are formatted in order from the lowest and best scores to the highest and worst scores in a green to red color scale. This table depicts which agencies score better across all factors. Most of the peer agencies from the previous TDP scored poorly for exogenous and all factors. The M, TTA, and ART consistently had poor scores across all groups, and were removed from consideration for the final peer group, along with GCT and PCPT.

The secondary review, which accounted for service area type and fare revenue, was necessary but less significant than operational characteristics, from the primary review, in this TDP. Consequently, if the secondary review led to a substantial increase in the peer likeness score, it was disregarded. This decision was based on the fact that only two indicators were used in the secondary review, making them less critical compared to the primary review.

Subsequently, upon conducting the secondary review, one peer agency was found to have incomplete NTD data. The 2022 NTD data for GoLine was missing the fare revenue information, which is one of the two indicators used in the secondary review. As such, this agency was also eliminated from the final peer group.

The following table lists the final 10 selected peers, their likeness score, and their selection reasoning.

*Table 2-1: Average of Likeness Score Sums by Peer Group*

| <b>Peer Agency</b>                                                              | <b>Likeness Score</b> | <b>Reasoning for Top 10 Selection</b>                                                                 |
|---------------------------------------------------------------------------------|-----------------------|-------------------------------------------------------------------------------------------------------|
| Breeze Transit (Sarasota County Area Transit), Sarasota, FL                     | 6.98                  | Likeness score and location of the peer is desirable.                                                 |
| LeeTran (Lee County Transit), Fort Myers, FL                                    | 7.80                  | Likeness score from the primary review was substantially lower and location of the peer is desirable. |
| Bayway (Bay County Transportation), Pensacola, FL                               | 6.03                  | Likeness score and location of the peer is desirable.                                                 |
| ECAT (Escambia County Area Transit Authority), Pensacola, FL                    | 6.05                  | Likeness score                                                                                        |
| CCRTA (Cape Cod Regional Transit Authority), Hyannis, MA                        | 6.30                  | Likeness score                                                                                        |
| CARTA (Charleston Area Regional Transportation Authority), North Charleston, SC | 6.06                  | Likeness score                                                                                        |
| Citrus Connection (Lakeland Area Mass Transit District), Lakeland, FL           | 5.68                  | Likeness score and location of the peer is desirable.                                                 |
| The Wave (Cape Fear Public Transportation Authority), Wilmington, NC            | 5.49                  | Likeness score                                                                                        |
| The Wave Transit System, City of Mobile, AL                                     | 6.81                  | Likeness score                                                                                        |
| PCPT (Pasco County Public Transportation), New Port Richey, FL                  | 6.35                  | Likeness score                                                                                        |

It is important to note that three of the selected peers were peers from the previous TDP: The Wave Transit System, PCPT, and The Wave, while the remaining peers are new.



### 3 Characteristics of Peer Systems

The following are brief descriptions of the transit agencies in the final new peer group for comparative purposes. The peer and trend analysis were conducted with this set of peers. The data values in the agency profiles were all obtained from NTD 2022 data. The total operating cost values included in these agency profiles are the original cost values from NTD and are not adjusted for labor cost differences. The recalculated operating costs used for likeness scoring can be found in Appendix A. The service type information in the profiles was gathered from each transit agency's respective website.

**Baseline Transit Agency:** CAT (Collier Area Transit), Naples, FL

**Services provided:** Fixed-route bus and paratransit services

**Service area population (2022):** 384,902 people

**Service area population density (2022):** 172 persons per square mile

**Annual revenue hours (2022):** 124,701 hours

**Annual ridership (2022):** 746,338 unlinked trips

**Operating costs (2022):** \$12,194,270

**Fleet (2022):** 53 vehicles at maximum service



**Peer Transit Agency:** Breeze Transit (Sarasota County Area Transit), Sarasota, FL

**Services provided:** Fixed-route bus, trolley, on-demand rideshare, and paratransit services

**Service area population (2022):** 517,423 people

**Service area population density (2022):** 848 persons per square mile

**Annual revenue hours (2022):** 304,917 hours

**Annual ridership (2022):** 2,080,349 unlinked trips

**Operating costs (2022):** \$27,790,551

**Fleet (2022):** 107 vehicles at maximum service



**Peer Transit Agency:** LeeTran (Lee County Transit), Fort Myers, FL

**Services provided:** Fixed-route bus, trolley, ADA paratransit, and transportation disadvantaged services, as well as an employer vanpool program

**Service area population (2022):** 802,178 people

**Service area population density (2022):** 978 persons per square mile

**Annual revenue hours (2022):** 303,204 hours

**Annual ridership (2022):** 2,231,974 unlinked trips

**Operating costs (2022):** \$28,031,267

**Fleet (2022):** 91 vehicles at maximum service



**Peer Transit Agency:** Bayway (Bay County Transportation), Pensacola, FL

**Services provided:** Fixed-route bus, rideshare, and on-demand services

**Service area population (2022):** 179,168 people

**Service area population density (2022):** 236 persons per square mile

**Annual revenue hours (2022):** 55,418 hours

**Annual ridership (2022):** 349,281 unlinked trips

**Operating costs (2022):** \$5,098,436

**Fleet (2022):** 26 vehicles at maximum service



**Peer Transit Agency:** ECAT (Escambia County Area Transit Authority), Pensacola, FL

**Services provided:** Fixed-route bus, seasonal trolley, and ADA paratransit services

**Service area population (2022):** 241,661 people

**Service area population density (2022):** 1,280 persons per square mile

**Annual revenue hours (2022):** 156,107 hours

**Annual ridership (2022):** 842,731 unlinked trips

**Operating costs (2022):** \$13,589,817

**Fleet (2022):** 86 vehicles at maximum service



**Peer Transit Agency:** CCRTA (Cape Cod Regional Transit Authority), Hyannis, MA

**Services provided:** Fixed-route bus, on-demand, ride-hail, seasonal train, reservable medical transportation, and ADA paratransit services

**Service area population (2022):** 228,996 people

**Service area population density (2022):** 582 persons per square mile

**Annual revenue hours (2022):** 178,475 hours

**Annual ridership (2022):** 605,951 unlinked trips

**Operating costs (2022):** \$17,215,743

**Fleet (2022):** 133 vehicles at maximum service



**Peer Transit Agency:** CARTA (Charleston Area Regional Transportation Authority), North Charleston, SC

**Services provided:** Fixed-route bus, fixed-route shuttle, seasonal shuttle, on-demand, and ADA paratransit services

**Service area population (2022):** 356,082 people

**Service area population density (2022):** 2,580 persons per square mile

**Annual revenue hours (2022):** 230,727 hours

**Annual ridership (2022):** 2,212,089 unlinked trips

**Operating costs (2022):** \$22,952,085

**Fleet (2022):** 77 vehicles at maximum service



**Peer Transit Agency:** Citrus Connection (Lakeland Area Mass Transit District), Lakeland, FL

**Services provided:** Fixed-route bus, ADA paratransit, and transportation disadvantaged Medicare transportation services

**Service area population (2022):** 724,777 people

**Service area population density (2022):** 9,413 persons per square mile

**Annual revenue hours (2022):** 157,376 hours

**Annual ridership (2022):** 693,018 unlinked trips

**Operating costs (2022):** \$21,434,610

**Fleet (2022):** 71 vehicles at maximum service



**Peer Transit Agency:** The Wave (Cape Fear Public Transportation Authority), Wilmington, NC

**Services provided:** Fixed-route bus service and mobility assistance program

**Service area population (2022):** 230,310 people

**Service area population density (2022):** 1,152 persons per square mile

**Annual revenue hours (2022):** 102,655 hours

**Annual ridership (2022):** 710,993 unlinked trips

**Operating costs (2022):** \$8,592,522

**Fleet (2022):** 43 vehicles at maximum service



**Peer Transit Agency:** The Wave Transit System, City of Mobile, AL

**Services provided:** Fixed-route bus service and mobility assistance program

**Service area population (2022):** 203,900 people

**Service area population density (2022):** 1,488 persons per square mile

**Annual revenue hours (2022):** 114,952 hours

**Annual ridership (2022):** 495,899 unlinked trips

**Operating costs (2022):** \$10,804,979

**Fleet (2022):** 37 vehicles at maximum service



**Peer Transit Agency:** PCPT (Pasco County Public Transportation), New Port Richey, FL

**Services provided:** Fixed-route bus and ADA paratransit services

**Service area population (2022):** 584,067 people

**Service area population density (2022):** 782 persons per square mile

**Annual revenue hours (2022):** 110,773 hours

**Annual ridership (2022):** 601,717 unlinked trips

**Operating costs (2022):** \$10,599,068

**Fleet (2022):** 42 vehicles at maximum service



## Appendix A – Primary Review Data Values for All Factors and Potential Peers

| Indicating Factor Values for Operating Characteristics    |                        |               |                                      |                                 |                              |                              |                            |                              |                          |                                 |
|-----------------------------------------------------------|------------------------|---------------|--------------------------------------|---------------------------------|------------------------------|------------------------------|----------------------------|------------------------------|--------------------------|---------------------------------|
| Agency Name                                               | Location               | Peer Group    | Vehicles Operated in Maximum Service | Annual Passenger Miles Traveled | Annual Vehicle Revenue Miles | Annual Vehicle Revenue Hours | Number of Revenue Vehicles | Total Revenue Miles Operated | Total Operating Expenses | Percent Service Demand Response |
| <b>CAT (Collier Area Transit)</b>                         | <b>Naples, FL</b>      | <b>Target</b> | 53                                   | 6,128,249                       | 2,371,843                    | 124,701                      | 73                         | \$ 2,371,843                 | \$ 12,194,270            | 58%                             |
| The M (Montgomery Area Transit)                           | City of Montgomery, AL | Previous TDP  | 25                                   | 1,567,963                       | 1,382,282                    | 86,390                       | 28                         | \$ 1,382,282                 | \$ 9,987,208             | 24%                             |
| TTA (Tri-State Transit Authority)                         | Huntington, WV         | Previous TDP  | 33                                   | 3,874,462                       | 1,183,447                    | 70,293                       | 55                         | \$ 1,183,447                 | \$ 6,625,367             | 30%                             |
| The Wave Transit System                                   | City of Mobile, AL     | Previous TDP  | 37                                   | 3,380,866                       | 1,605,194                    | 114,952                      | 55                         | \$ 1,605,194                 | \$ 10,804,979            | 46%                             |
| ART (Asheville Redefines Transit)                         | City of Asheville, NC  | Previous TDP  | 19                                   | 4,039,338                       | 1,287,477                    | 100,062                      | 33                         | \$ 1,287,477                 | \$ 10,550,615            | 0%                              |
| GCT (Gwinnett County Transit)                             | Lawrenceville, GA      | Previous TDP  | 54                                   | 10,719,532                      | 2,388,912                    | 134,989                      | 92                         | \$ 2,388,912                 | \$ 22,947,660            | 9%                              |
| PCPT (Pasco County Public Transportation)                 | New Port Richey, FL    | Previous TDP  | 42                                   | 3,564,565                       | 1,852,338                    | 110,773                      | 63                         | \$ 1,852,338                 | \$ 10,599,068            | 40%                             |
| The Wave (Cape Fear Public Transportation Authority)      | Wilmington, NC         | Previous TDP  | 43                                   | 2,108,293                       | 1,505,790                    | 102,655                      | 65                         | \$ 1,505,790                 | \$ 8,592,522             | 44%                             |
| Sarasota Breeze (Sarasota County Area Transit)            | Sarasota, FL           | New           | 107                                  | 10,819,212                      | 4,551,933                    | 304,917                      | 150                        | \$ 4,551,933                 | \$ 27,790,551            | 69%                             |
| LeeTran (Lee County Transit)                              | Fort Myers, FL         | New           | 91                                   | 12,768,415                      | 4,756,395                    | 303,204                      | 141                        | \$ 4,756,395                 | \$ 28,031,267            | 51%                             |
| Bayway (Bay County Transportation)                        | Pensacola, FL          | New           | 26                                   | 2,396,995                       | 752,218                      | 55,418                       | 40                         | \$ 2,202,931                 | \$ 13,589,817            | 48%                             |
| GoLine (Indian River County)                              | Vero Beach, FL         | New           | 27                                   | 5,765,570                       | 1,210,921                    | 71,197                       | 37                         | \$ 1,210,921                 | \$ 5,402,008             | 48%                             |
| Citrus Connection (Lakeland Area Mass Transit District)   | Lakeland, FL           | New           | 71                                   | 4,147,701                       | 2,372,575                    | 157,376                      | 94                         | \$ 2,372,575                 | \$ 21,434,610            | 42%                             |
| CARTA (Charleston Area Regional Transportation Authority) | North Charleston, SC   | New           | 77                                   | 11,394,692                      | 3,152,002                    | 230,727                      | 134                        | \$ 3,152,002                 | \$ 22,952,085            | 26%                             |
| ECAT (Escambia County Area Transit Authority)             | Pensacola, FL          | New           | 86                                   | 4,610,071                       | 2,202,931                    | 156,107                      | 90                         | \$ 2,202,931                 | \$ 13,589,817            | 48%                             |
| CCRTA (Cape Cod Regional Transit Authority)               | Hyannis, MA            | New           | 133                                  | 7,170,207                       | 2,826,345                    | 178,475                      | 192                        | \$ 2,826,345                 | \$ 17,215,743            | 59%                             |
| GTA (Greensboro Transit Authority)                        | City of Greensboro, NC | New           | 76                                   | 9,159,005                       | 3,695,161                    | 257,346                      | 104                        | \$ 3,695,161                 | \$ 27,555,354            | 0%                              |



| Indicating Factor Values for Exogenous Variables          |                        |              |              |                       |                                 |                                     |                         |                      |
|-----------------------------------------------------------|------------------------|--------------|--------------|-----------------------|---------------------------------|-------------------------------------|-------------------------|----------------------|
| Agency Name                                               | Location               | Peer Group   | Service Area | Urban Area Population | Population Density <sup>2</sup> | Population Growth Rate <sup>2</sup> | Service area population | Service area density |
| CAT (Collier Area Transit)                                | Naples, FL             | Target       | 2,025        | 449,527               | 1,850                           | 5.60%                               | 348,902                 | 172                  |
| The M (Montgomery Area Transit)                           | City of Montgomery, AL | Previous TDP | 135          | 251,158               | 1,731                           | -1.25%                              | 205,764                 | 1,524                |
| TTA (Tri-State Transit Authority)                         | Huntington, WV         | Previous TDP | 92           | 202,754               | 1,573                           | 1.30%                               | 144,339                 | 1,569                |
| The Wave Transit System                                   | City of Mobile, AL     | Previous TDP | 137          | 320,855               | 1,453                           | -0.33%                              | 203,900                 | 1,488                |
| ART (Asheville Redefines Transit)                         | City of Asheville, NC  | Previous TDP | 45           | 294,013               | 1,183                           | 2.88%                               | 93,350                  | 2,074                |
| GCT (Gwinnett County Transit)                             | Lawrenceville, GA      | Previous TDP | 143          | 5,180,179             | 2,029                           | 1.57%                               | 702,116                 | 4,910                |
| PCPT (Pasco County Public Transportation)                 | New Port Richey, FL    | Previous TDP | 747          | 2,861,173             | 2,953                           | 2.81%                               | 584,067                 | 782                  |
| The Wave (Cape Fear Public Transportation Authority)      | Wilmington, NC         | Previous TDP | 200          | 268,625               | 1,888                           | 5.21%                               | 230,310                 | 1,152                |
| Sarasota Breeze (Sarasota County Area Transit)            | Sarasota, FL           | New          | 610          | 825,572               | 2,042                           | 5.97%                               | 517,423                 | 848                  |
| LeeTran (Lee County Transit)                              | Fort Myers, FL         | New          | 820          | 654,405               | 1,972                           | 9.21%                               | 802,178                 | 978                  |
| Bayway (Bay County Transportation)                        | Pensacola, FL          | New          | 758          | 398,813               | 1,519                           | 2.21%                               | 179,168                 | 236                  |
| GoLine (Indian River County)                              | Vero Beach, FL         | New          | 217          | 186,637               | 1,759                           | 7.01%                               | 163,662                 | 754                  |
| Citrus Connection (Lakeland Area Mass Transit District)   | Lakeland, FL           | New          | 77           | 280,346               | 1,921                           | 0.87%                               | 724,777                 | 9,413                |
| CARTA (Charleston Area Regional Transportation Authority) | North Charleston, SC   | New          | 138          | 706,884               | 2,085                           | 3.23%                               | 356,082                 | 2,580                |
| ECAT (Escambia County Area Transit Authority)             | Pensacola, FL          | New          | 189          | 398,813               | 1,519                           | 2.21%                               | 241,661                 | 1,280                |
| CCRTA (Cape Cod Regional Transit Authority)               | Hyannis, MA            | New          | 394          | 313,064               | 917                             | 3.23%                               | 228,996                 | 582                  |
| GTA (Greensboro Transit Authority)                        | City of Greensboro, NC | New          | 136          | 338,928               | 2,050                           | 2.42%                               | 297,878                 | 2,190                |





Appendix B – Primary Review Likeness Scores for All Factors and Potential Peers

| Likeness Score for Operating Characteristics              |                        |              |                                            |                                    |                                 |                                 |                               |                                 |                             |                                    |                                          |                                     |
|-----------------------------------------------------------|------------------------|--------------|--------------------------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------|---------------------------------|-----------------------------|------------------------------------|------------------------------------------|-------------------------------------|
| Agency Name                                               | Location               | Peer Group   | Vehicles Operated<br>in Maximum<br>Service | Annual Passenger<br>Miles Traveled | Annual Vehicle<br>Revenue Miles | Annual Vehicle<br>Revenue Hours | Number of<br>Revenue Vehicles | Total Revenue<br>Miles Operated | Total Operating<br>Expenses | Percent Service<br>Demand Response | Average<br>Operational<br>Likeness Score | Total Operational<br>Likeness Score |
| CAT (Collier Area Transit)                                | Naples, FL             | Target       | 0                                          | 0                                  | 0                               | 0                               | 0                             | 0                               | 0                           | 0                                  | 0                                        | 0                                   |
| The M (Montgomery Area Transit)                           | City of Montgomery, AL | Previous TDP | 0.53                                       | 0.74                               | 0.42                            | 0.86                            | 0.62                          | 0.42                            | 0.11                        | 0.59                               | 0.53                                     | 2.59                                |
| TTA (Tri-State Transit Authority)                         | Huntington, WV         | Previous TDP | 0.38                                       | 0.37                               | 0.50                            | 0.82                            | 0.25                          | 0.50                            | 0.37                        | 0.48                               | 0.46                                     | 2.93                                |
| The Wave Transit System                                   | City of Mobile, AL     | Previous TDP | 0.30                                       | 0.45                               | 0.32                            | 0.89                            | 0.25                          | 0.32                            | 0.05                        | 0.21                               | 0.35                                     | 2.04                                |
| ART (Asheville Redefines Transit)                         | City of Asheville, NC  | Previous TDP | 0.64                                       | 0.34                               | 0.46                            | 0.88                            | 0.55                          | 0.46                            | 0.13                        | 1.00                               | 0.56                                     | 3.47                                |
| GCT (Gwinnett County Transit)                             | Lawrenceville, GA      | Previous TDP | 0.02                                       | 0.43                               | 0.01                            | 0.91                            | 0.21                          | 0.01                            | 0.47                        | 0.85                               | 0.36                                     | 2.44                                |
| PCPT (Pasco County Public Transportation)                 | New Port Richey, FL    | Previous TDP | 0.21                                       | 0.42                               | 0.22                            | 0.89                            | 0.14                          | 0.22                            | 0.01                        | 0.31                               | 0.30                                     | 1.78                                |
| The Wave (Cape Fear Public Transportation Authority)      | Wilmington, NC         | Previous TDP | 0.19                                       | 0.66                               | 0.37                            | 0.88                            | 0.11                          | 0.37                            | 0.28                        | 0.24                               | 0.39                                     | 1.87                                |
| Sarasota Breeze (Sarasota County Area Transit)            | Sarasota, FL           | New          | 0.50                                       | 0.43                               | 0.48                            | 0.59                            | 0.51                          | 0.48                            | 0.57                        | 0.16                               | 0.47                                     | 3.72                                |
| LeeTran (Lee County Transit)                              | Fort Myers, FL         | New          | 0.42                                       | 0.52                               | 0.50                            | 0.59                            | 0.48                          | 0.50                            | 0.60                        | 0.12                               | 0.47                                     | 3.73                                |
| Bayway (Bay County Transportation)                        | Pensacola, FL          | New          | 0.51                                       | 0.61                               | 0.68                            | 0.56                            | 0.45                          | 0.07                            | 0.11                        | 0.17                               | 0.39                                     | 3.16                                |
| GoLine (Indian River County)                              | Vero Beach, FL         | New          | 0.49                                       | 0.06                               | 0.49                            | 0.43                            | 0.49                          | 0.49                            | 0.56                        | 0.17                               | 0.40                                     | 3.18                                |
| Citrus Connection (Lakeland Area Mass Transit District)   | Lakeland, FL           | New          | 0.25                                       | 0.32                               | 0.00                            | 0.21                            | 0.22                          | 0.00                            | 0.50                        | 0.28                               | 0.22                                     | 1.78                                |
| CARTA (Charleston Area Regional Transportation Authority) | North Charleston, SC   | New          | 0.31                                       | 0.46                               | 0.25                            | 0.46                            | 0.46                          | 0.25                            | 0.47                        | 0.55                               | 0.40                                     | 3.21                                |
| ECAT (Escambia County Area Transit Authority)             | Pensacola, FL          | New          | 0.38                                       | 0.25                               | 0.07                            | 0.20                            | 0.19                          | 0.07                            | 0.17                        | 0.17                               | 0.19                                     | 1.50                                |
| CCRTA (Cape Cod Regional Transit Authority)               | Hyannis, MA            | New          | 0.60                                       | 0.15                               | 0.16                            | 0.30                            | 0.62                          | 0.16                            | 0.30                        | 0.02                               | 0.29                                     | 2.30                                |
| GTA (Greensboro Transit Authority)                        | City of Greensboro, NC | New          | 0.30                                       | 0.33                               | 0.36                            | 0.52                            | 0.30                          | 0.36                            | 0.06                        | 1.00                               | 0.40                                     | 3.22                                |



| Likeness Score for Exogenous Variables                    |                        |              |              |                       |                                 |                                     |                         |                      |                                  |                                |
|-----------------------------------------------------------|------------------------|--------------|--------------|-----------------------|---------------------------------|-------------------------------------|-------------------------|----------------------|----------------------------------|--------------------------------|
| Agency Name                                               | Location               | Peer Group   | Service Area | Urban Area Population | Population Density <sup>2</sup> | Population Growth Rate <sup>2</sup> | Service area population | Service area density | Average Exogenous Likeness Score | Total Exogenous Likeness Score |
| CAT (Collier Area Transit)                                | Naples, FL             | Target       | 0            | 0                     | 0                               | 0                                   | 0                       | 0                    | 0                                | 0                              |
| The M (Montgomery Area Transit)                           | City of Montgomery, AL | Previous TDP | 0.93         | 0.44                  | 0.06                            | 1.22                                | 0.41                    | 0.89                 | 0.66                             | 3.96                           |
| TTA (Tri-State Transit Authority)                         | Huntington, WV         | Previous TDP | 0.95         | 0.55                  | 0.15                            | 0.77                                | 0.59                    | 0.89                 | 0.65                             | 3.90                           |
| The Wave Transit System                                   | City of Mobile, AL     | Previous TDP | 0.93         | 0.29                  | 0.21                            | 1.06                                | 0.42                    | 0.88                 | 0.63                             | 3.79                           |
| ART (Asheville Redefines Transit)                         | City of Asheville, NC  | Previous TDP | 0.98         | 0.35                  | 0.36                            | 0.49                                | 0.73                    | 0.92                 | 0.64                             | 3.82                           |
| GCT (Gwinnett County Transit)                             | Lawrencevill, GA       | Previous TDP | 0.93         | 0.91                  | 0.09                            | 0.72                                | 0.50                    | 0.96                 | 0.69                             | 4.12                           |
| PCPT (Pasco County Public Transportation)                 | New Port Richey, FL    | Previous TDP | 0.63         | 0.84                  | 0.37                            | 0.50                                | 0.40                    | 0.78                 | 0.59                             | 3.53                           |
| The Wave (Cape Fear Public Transportation Authority)      | Wilmington, NC         | Previous TDP | 0.90         | 0.40                  | 0.02                            | 0.07                                | 0.34                    | 0.85                 | 0.43                             | 2.58                           |
| Sarasota Breeze (Sarasota County Area Transit)            | Sarasota, FL           | New          | 0.70         | 0.46                  | 0.09                            | 0.06                                | 0.33                    | 0.80                 | 0.41                             | 2.43                           |
| LeeTran (Lee County Transit)                              | Fort Myers, FL         | New          | 0.60         | 0.31                  | 0.06                            | 0.39                                | 0.56                    | 0.82                 | 0.46                             | 2.75                           |
| Bayway (Bay County Transportation)                        | Pensacola, FL          | New          | 0.63         | 0.11                  | 0.18                            | 0.61                                | 0.49                    | 0.27                 | 0.38                             | 2.28                           |
| GoLine (Indian River County)                              | Vero Beach, FL         | New          | 0.89         | 0.58                  | 0.05                            | 0.21                                | 0.53                    | 0.77                 | 0.51                             | 3.04                           |
| Citrus Connection (Lakeland Area Mass Transit District)   | Lakeland, FL           | New          | 0.96         | 0.38                  | 0.04                            | 0.85                                | 0.52                    | 0.98                 | 0.62                             | 3.72                           |
| CARTA (Charleston Area Regional Transportation Authority) | North Charleston, SC   | New          | 0.93         | 0.36                  | 0.11                            | 0.42                                | 0.02                    | 0.93                 | 0.46                             | 2.79                           |
| ECAT (Escambia County Area Transit Authority)             | Pensacola, FL          | New          | 0.91         | 0.11                  | 0.18                            | 0.61                                | 0.31                    | 0.87                 | 0.50                             | 2.98                           |
| CCRTA (Cape Cod Regional Transit Authority)               | Hyannis, MA            | New          | 0.81         | 0.30                  | 0.50                            | 0.42                                | 0.34                    | 0.70                 | 0.51                             | 3.09                           |
| GTA (Greensboro Transit Authority)                        | City of Greensboro, NC | New          | 0.93         | 0.25                  | 0.10                            | 0.57                                | 0.15                    | 0.92                 | 0.48                             | 2.91                           |



| Agency Name                                               | Location               | Peer Group   | Average Operational Likeness Score | Sum of Operational Likeness Scores | Average of Operational Sum by Peer Group | Average Exogenous Likeness Score | Sum of Exogenous Likeness Scores | Average of Exogenous Sum by Peer Group | Average Likeness Score for All Factors | Total Sum of Likeness Score for All Factors | Average of Total Sum by Peer Group |
|-----------------------------------------------------------|------------------------|--------------|------------------------------------|------------------------------------|------------------------------------------|----------------------------------|----------------------------------|----------------------------------------|----------------------------------------|---------------------------------------------|------------------------------------|
| CAT (Collier Area Transit)                                | Naples, FL             | Target       | 0                                  | 0                                  | 0                                        | 0                                | 0                                | 0                                      | 0                                      | 0                                           | 0                                  |
| The M (Montgomery Area Transit)                           | City of Montgomery, AL | Previous TDP | 0.53                               | 2.59                               | 2.45                                     | 0.66                             | 3.96                             | 3.67                                   | 0.59                                   | 8.24                                        | 7.04                               |
| TTA (Tri-State Transit Authority)                         | Huntington, WV         | Previous TDP | 0.46                               | 2.93                               |                                          | 0.65                             | 3.90                             |                                        | 0.54                                   | 7.57                                        |                                    |
| The Wave Transit System                                   | City of Mobile, AL     | Previous TDP | 0.35                               | 2.04                               |                                          | 0.63                             | 3.79                             |                                        | 0.47                                   | 6.59                                        |                                    |
| ART (Asheville Redefines Transit)                         | City of Asheville, NC  | Previous TDP | 0.56                               | 3.47                               |                                          | 0.64                             | 3.82                             |                                        | 0.59                                   | 8.27                                        |                                    |
| GCT (Gwinnett County Transit)                             | Lawrencevill, GA       | Previous TDP | 0.36                               | 2.44                               |                                          | 0.69                             | 4.12                             |                                        | 0.50                                   | 7.01                                        |                                    |
| PCPT (Pasco County Public Transportation)                 | New Port Richey, FL    | Previous TDP | 0.30                               | 1.78                               |                                          | 0.59                             | 3.53                             |                                        | 0.42                                   | 5.94                                        |                                    |
| The Wave (Cape Fear Public Transportation Authority)      | Wilmington, NC         | Previous TDP | 0.39                               | 1.87                               |                                          | 0.43                             | 2.58                             |                                        | 0.40                                   | 5.67                                        |                                    |
| Sarasota Breeze (Sarasota County Area Transit)            | Sarasota, FL           | New          | 0.47                               | 3.72                               | 2.87                                     | 0.41                             | 2.43                             | 2.89                                   | 0.44                                   | 6.16                                        | 5.75                               |
| LeeTran (Lee County Transit)                              | Fort Myers, FL         | New          | 0.47                               | 3.73                               |                                          | 0.46                             | 2.75                             |                                        | 0.46                                   | 6.48                                        |                                    |
| Bayway (Bay County Transportation)                        | Pensacola, FL          | New          | 0.39                               | 3.16                               |                                          | 0.38                             | 2.28                             |                                        | 0.39                                   | 5.44                                        |                                    |
| GoLine (Indian River County)                              | Vero Beach, FL         | New          | 0.40                               | 3.18                               |                                          | 0.51                             | 3.04                             |                                        | 0.44                                   | 6.22                                        |                                    |
| Citrus Connection (Lakeland Area Mass Transit District)   | Lakeland, FL           | New          | 0.22                               | 1.78                               |                                          | 0.62                             | 3.72                             |                                        | 0.39                                   | 5.51                                        |                                    |
| CARTA (Charleston Area Regional Transportation Authority) | North Charleston, SC   | New          | 0.40                               | 3.21                               |                                          | 0.46                             | 2.79                             |                                        | 0.43                                   | 5.99                                        |                                    |
| ECAT (Escambia County Area Transit Authority)             | Pensacola, FL          | New          | 0.19                               | 1.50                               |                                          | 0.50                             | 2.98                             |                                        | 0.32                                   | 4.48                                        |                                    |
| CCRTA (Cape Cod Regional Transit Authority)               | Hyannis, MA            | New          | 0.29                               | 2.30                               |                                          | 0.51                             | 3.09                             |                                        | 0.38                                   | 5.39                                        |                                    |
| GTA (Greensboro Transit Authority)                        | City of Greensboro, NC | New          | 0.40                               | 3.22                               |                                          | 0.48                             | 2.91                             |                                        | 0.44                                   | 6.13                                        |                                    |



## **Appendix B**

# **TDP Public Involvement Plan**



# Collier County Public Transit and Neighborhood Enhancement Division

## Collier Area Transit – Public Involvement Plan

A Component of the Transit  
Development Plan – Major Update



# Collier Area Transit Public Involvement Plan

*A Component of the Transit Development Plan -Major Update*

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Prepared by



## Version Control

| Document Control & Draft Review |                                            |           |
|---------------------------------|--------------------------------------------|-----------|
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## Collier Area Transit Public Involvement Plan

*A Component of the Transit Development Plan -Major Update*

*This table provides an overview of FDOT compliance requirements and references where the requirement may be found in this document.*

### 2025 Major Update Compliance Items of Collier Area Transit's Transit Development Plan

#### Public Participation Process

| Specific FDOT requirements for public participation process for TDP |                                                                                                                                                                                                          | Reference where requirement is found. |
|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| 1                                                                   | Obtain Public Involvement Plan (PIP) approval from FDOT at the initiation of the TDP development process                                                                                                 | Item 1, page 11                       |
| 2                                                                   | Solicit comments from the regional workforce board and/or MPO                                                                                                                                            | Items 5, 7, page 12                   |
| 3                                                                   | Advise FDOT, the regional workforce board, and the MPO of all TDP related public meetings                                                                                                                | Item 6, page 12                       |
| 4                                                                   | Provide FDOT, the regional workforce board, and the MPO an opportunity to review and comment during the development of the mission, goals, objectives, alternatives, and ten-year implementation program | Item 7, page 12                       |
| 5                                                                   | Establish time for receipts of comments                                                                                                                                                                  | Item 9, page 12                       |





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# INTRODUCTION

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## Background

Collier County's Public Transit and Neighborhood Enhancement (PTNE) Division is responsible for the management of the Collier Area Transit System (CAT). The Collier Metropolitan Planning Organization (MPO) conducts transportation planning activities within Collier County and receives Federal Transit Administration (FTA) Section 5305(d) grant funding. The MPO, as project manager in coordination with PTNE, is leading the preparation of a major update to CAT's Transit Development Plan (TDP).

The TDP is a state mandated major planning document, serving as a business plan to evaluate current conditions, assess system performance, and incorporate previous documents into a comprehensive document with actionable recommendations. The TDP, when completed will cover federal fiscal years 2026 – 2035, transit revenue projections through 2050 and coordinate with the MPO's 2050 Long Range Transportation Plan (LRTP) consistent with Rule 14-73.001 Florida Administrative Code (FAC).

The TDP will reflect key concepts, including:

- **Realigning the Fixed Route Network** based on findings from public involvement and key performance indicators from the comprehensive operational analysis.
- **Role of Technology** that leverages current and future projects, the proliferation of mobile devices and intelligent infrastructure.
- **Transit Supportive Language** within state, regional and local plans that provide the foundation for growth to support success transit service.
- **Enhanced Regional Integration** served by cross county routes, explore a multi-agency fare collection system and as data and technical memoranda with adjacent Lee County.
- **Sustainable Development Strategies** that balance environmental protection, economic development, and social objectives and can meet today's needs without compromising quality of life for future generations.
- **Alternative Dedicated Revenue Sources** to support the enhancement of the system based on what is proposed from the TDP.
- **Coordination between Modes** that identifies the most appropriate service option for the density and travel market it will serve. Layering and integrating services into a seamless mobility system.
- **Performance Measurement** of comprehensive mobility in addition to individual modes.

As the TDP is developed, care will be taken to ensure the final document is in an easily accessible format that highlights the most relevant information using clear, direct, and plain language. Documents developed as part of the TDP will be developed to be accessible to persons with disabilities, recognizing access to information, electronic data, information, and content follow Section 508 standards. Section 508 is a law requiring federal agencies to make information and communication

# Collier Area Transit Public Involvement Plan

## A Component of the Transit Development Plan -Major Update

technology accessible to persons with disabilities comparable to access experienced by others without disabilities.

The development of the TDP follows an accepted schedule which includes opportunities for public involvement. These opportunities, the project schedule, and engagement strategies are detailed in the plan to demonstrate the overall goal of continuous stakeholder involvement.

### Purpose

The development of the TDP requires a separate plan for defining a public involvement process that meets specific objectives. The TDP's Public Involvement Plan (PIP) must set forth a plan for *creating meaningful public engagement* and which *considers comments* by the public, stakeholders, policymakers, and others when making recommendations. The TDP PIP will build on and incorporate adopted public engagement strategies and approaches developed in the Collier MPO Public Participation Plan and Collier Area Transit's public engagement plans.<sup>1</sup>

The purpose of this PIP is to provide guidance, written procedures, documentation, and a model for effective communication and meaningful participation by the public. The PIP includes standards and recommended processes and tools for addressing and responding to public comments resulting from outreach, notices, meeting participation, and/or other opportunities where public comment is solicited. It is the intent of the plan to give proper and careful consideration to all comments received and provide a thoughtful response that informs the development of the TDP.

Where possible, this public involvement plan will utilize existing outreach activities, identify gaps, and develop strategies to fill those gaps and meet the following goals:

- Use emerging channels to reach users and non-users of the public transportation system, demonstrating their implementation;
- Identify potential major events to target public outreach activities;
- Define a process to reach all demographic groups including commuters, students, transportation disadvantaged, senior citizens, and persons with disabilities;
- Solicit input from riders whose primary transportation is transit, riders who may use transit occasionally for certain trips, non-riders that would like to use transit at least for some trips, and those who do not consider transit an option to meet their transportation needs;

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<sup>1</sup> Collier MPO's Public Participation Plan is available on Collier MPO's website at <https://www.colliermopo.org/get-involved/>. CAT's Public Participation Plan is located on its website at <https://www.ridecat.com/wp-content/uploads/2022/07/Public-Participation-Plan-Update-2022-Final.pdf>.

## Collier Area Transit Public Involvement Plan

### *A Component of the Transit Development Plan -Major Update*

- Ensure that questions raised throughout the process are considered, responded to, documented, and synthesized; and
- Complies with federal civil rights and environmental laws and regulations.

Other public engagement activities and plans that may include transit service providers and users to allow the opportunity efficiently and effectively for public comment, and support the planning, development, and provision of public transit, will be consulted. In development of the TDP and within this PIP, opportunities to collaborate on transit services efficiently and effectively with the community will be noted and advanced.

In order to be sufficient, the public involvement plan will be consistent with the state and federal laws and regulations as required. This includes previously provided certifications and assurances with the US (United States) Department of Transportation Federal Highway Administration (USDOT FHWA (Federal Highway Administration)), FTA, Florida Department of Transportation (FDOT), specifically the Transit Development Plan Rule, the Collier MPO PPP, and guidance provided by Collier County.

#### **Title VI**

The development of this PIP, its initiatives and strategies comply with Collier MPO, CAT, and Collier County's commitment to ensure compliance with Title VI of the Civil Rights Act. No person shall on the basis of race, color, or national origin, sex, age, disability, family or religious status, as provided by Title VI of the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987, and the Florida Civil Rights Act of 1992 shall be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination or retaliation under any program or activity.

#### **Environmental Justice**

Title VI of the 1964 Civil Rights Act and the 1994 US Department of Transportation Order on Environmental Justice requires the transportation planning process to identify the needs of low-income and minority populations. This public involvement plan identifies opportunities, initiatives, and the commitment to enhancing public engagement activities that identify and address the needs of minority and low-income populations, facilitating their participation in the planning for and development of transit services.

#### **Limited English Proficiency**

Public transportation providers receiving federal funding from USDOT have a responsibility, under Title VI of the Civil Rights Act of 1964, to take reasonable steps to ensure persons with Limited English Proficiency (LEP) have access to benefits, services, information, and other important programs and activities. Persons with LEP including those with a limited ability to read, write, speak, or understand English. This public involvement plan recognizes the needs of LEP communities and seeks their meaningful participation and access.

#### **Special Accommodations**

This plan recognizes the importance of facilitating the participation of persons who require special accommodations. Persons who require accommodations under the Americans with Disabilities Act (ADA) or persons who require translation services to participate in public meeting activities will be

## **Collier Area Transit Public Involvement Plan**

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advised on how to request services. This document is consistent with other plans, a notice advising requests for special accommodation should be made at least 48 hours prior to public meetings or workshops. Requests for alternative formatted materials or translations should also be made in advance to accommodate the provision of these materials. All public meeting materials developed will include contact information for the request for special accommodation.

#### **Florida Department of Transportation**

The State Public Transit Block Grant program provided by FDOT requires recipients to provide a 10-year TDP, with a major update every 5 years as provided in Rule 14-73.001, FAC.

Specific FDOT requirements for public involvement processes for preparation of the TDP include approving the PIP, soliciting comments from the local Regional Workforce Board, advising partners of all public meetings, and providing partners the opportunity to review and comment during the development of the mission, goals, objectives, alternatives, and development of the 10-year implementation program.

FDOT will be provided with the PIP for review and approval.

# TDP PLAN REVIEW AND COMMENT OPPORTUNITIES

---

At least **30 days** prior to the final public meeting for formal adoption of the TDP, CAT staff will post the draft plan and comment forms on the CAT website.



**Review of the draft TDP will include a 30-day public comment period before formal adoption. Public comments will be provided to the Board of County Commissioners and the MPO Board for their consideration in the adoption of the TDP.**

**Transit Advisory Network** – CAT staff will distribute electronic copies of the draft TDP with notice of the public comment period to the Transit Advisory Network (TAN) and others as identified.

**Collier MPO Adviser Network/News Announcement** – MPO staff will distribute electronic copies of the draft TDP with notice of the public comment period to its adviser network and post a news article on its website inviting public comment.

**Advisory Committees** – CAT/MPO staff will provide electronic copies of draft plans to applicable advisory committees for review. This will be coordinated with appropriate advisory committee staff liaisons.

**Public Comment** – CAT/MPO will respond verbally or in writing to all public input received during the public comment period. If Board action is required, when significant written and/or oral comments are received on the draft TDP an amended submission will be prepared. A summary of comments received, and responses will be provided to the adopting Board for review. Public comments follow the 30-day public involvement review period.

**MPO Board** – The Collier MPO Board will meet after conclusion of the public comment period. The Board will consider the recommendations of reviewing committees, boards, and other stakeholders when adopting the TDP.

**Board of County Commissioners** - The Collier County Board of County Commissioners will meet after conclusion of the public comment period. The Board will consider the recommendations of reviewing committees, boards, and other stakeholders when adopting the TDP.

**Public Workshops and Meetings** - If a public workshop is scheduled outside of regularly noticed meetings, CAT staff will submit a news release at least **7 days prior** to the workshop and post notice in the interior advertising area on all buses. CAT staff will respond, and document public comments received at public workshops and note how the comments were considered and incorporated into the plan.

**Advertisements** - CAT staff will submit a legal advertisement announcing the public comment period in a newspaper of general circulation.

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**Local Government Participation** - At least 30 days prior to the public meeting and final adoption of the plan, CAT staff will distribute copies of the draft TDP along with public comment forms to local government agency offices and libraries.

# PUBLIC INVOLVEMENT PLAN GOALS AND OBJECTIVES

---

The successful implementation of this PIP is advanced through key objectives identified in the scope for development of the TDP. These objectives are based on overall goals that consider the critical role stakeholders hold and the value they bring by participating in the planning processes. This PIP focuses on the engagement of the public, agency partners, and other stakeholders in the development of the TDP.

## Goals

Key goals for this Public Involvement Plan focus on:

- *Engaging all stakeholders, partner agencies, the workforce board and community leaders across Collier County and encouraging their active participation in the development of this major update to the TDP.*
- *Matching public participation and engagement with the appropriate outreach tools to advance TDP objectives including business strategies, compliance, and future transit planning for Collier County.*
- *Aligning with existing public engagement plans which encourage the active participation of stakeholders, residents, and visitors.*

## Objectives

To meet the goals of this PIP, the following objectives establish the approach for engagement, involvement, and development of the TDP.

Key Objectives for accomplishing the goals set for this PIP include:

- *Building on existing outreach activities already completed.*
- *Matching existing outreach activities and opportunities to this PIP's needs and identifying and actively addressing any gaps which may exist.*
- *Carrying out the activities identified.*

# PUBLIC INVOLVEMENT PLAN TOOLS AND ACTIVITIES

---

A variety of tools, techniques, and activities are available to meet the goals and objectives of this PIP. While some techniques are well known and established, where possible this plan seeks to expand these tools to include newer tools. The tools noted in this section will be used throughout the development of the TDP and provide sufficient time for meaningful engagement. At least 30 days will be provided for the public to review and comment on the draft TDP.

## Existing Public Outreach

Public outreach activities are already underway by CAT and the MPO. CAT routinely conducts online surveys of its riders. CAT and LeeTran, in coordination with Collier and Lee MPOs, recently conducted surveys to determine cross-county transit needs. Both CAT and LeeTran bus operators were interviewed regarding potential regional routes, ridership, and logistics. Collier MPO solicits public input on CAT's paratransit service annually via a public workshop. The workshop is advertised in Naples Daily News and flyers are distributed to numerous stakeholder agencies.

## Additional Public Involvement Tools and Activities

**TDP Project Working Group** – A project working group functions as a project management team providing oversight to ensure tasks, requirements, and compliance items are appropriately considered, planned, and programmed in the development of the TDP. The project team meetings are documented informally with meeting summaries and notes which will become part of the background and premise for this TDP update. The project working group includes representatives from the Collier MPO, Collier PTNE, the Stantec consulting team, and others as needed. This working group held a project kickoff meeting on January 19, 2024, with FDOT to discuss the approach, goals, and overall objectives of the TDP Major Update used to formulate the study's scope. The working group has scheduled monthly meetings to provide project oversight.

**TDP Project Review Committee** – A project review committee has been established to advance and guide the development of the TDP. The committee includes representatives from the Collier MPO, Collier County PTNE, the Workforce Development Board and FDOT. The project review committee will convene at key milestones, including development of the missions, goals, objectives, alternatives, and 10-year implementation program, to review and comment on draft documents, providing guidance and recommendations to the final outcomes in the TDP update. The project review committee's work will be documented in meeting summaries.

**Public Workshops** – At least **2 public workshops** will be held during the development of the TDP. The first workshop will focus on feedback, existing services, and gap identification. The second public workshop will be used to vet recommendations, analysis, and future opportunities for transit. All public comments received will be documented and become part of the documentation for this TDP.



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**Regional Workforce Development Board** – The working group will coordinate with local and the regional workforce development board, providing regular updates at their meetings and at opportunities identified where the Workforce Development Board is present. The Workforce Development Board representative (and FDOT representatives) will be provided with invitations to all meetings where TDP updates are presented and discussed. The working group will identify opportunities for engagement with the Workforce Development representative as part of the TDP development process.

**Comprehensive Planning Departments** – The working group will align development of the TDP with planning efforts of local comprehensive planning departments (set forth in Table 5), identifying strategies that specifically address and enhance the transit system. The planning departments will be advised of all public meetings where the TDP is to be presented or discussed and shall be given an opportunity to review and comment on the TDP during the development of the proposed public transportation projects and services and the 10-year implementation program.

**Surveys** – PTNE staff may conduct additional surveys to identify the needs of those who do not currently utilize public transit, but potentially could utilize public transit. On-board surveys may also be conducted to obtain passenger feedback and input.

**Community Events** – Education regarding the TDP effort, surveys and requests for community feedback may be solicited at scheduled community events, such as farmers' markets.

**Stakeholder Interviews** – Collier MPO and PTNE staff will identify key stakeholders to be interviewed as part of the PIP. Stakeholder interviews may be held in person, or virtually as necessary to facilitate participation. The goal of stakeholder interviews is to gauge the policy, long-term strategies, goals, and objectives of key decision-makers and identify obstacles and opportunities in the development of recommendations and plans. Stakeholder participation will be documented and become part of the TDP.

**Discussion Groups/Listening Sessions** – The opportunity to discuss the TDP with focused groups will allow for the TDP to consider the specific needs of key stakeholders. Business groups, partner agencies, and others such as the newly formed Affordable Housing Committee provide opportunities for more in-depth and focused conversations. Invitations to hold listening sessions will be extended to 3 to 5 partners to include major employers through economic development initiatives, the Immokalee Community Redevelopment Agency (CRA), the Affordable Housing Advisory Committee, educational institutions, and agencies serving the elderly and transportation disadvantaged. Representatives of the partner and stakeholder agencies will be notified of public meetings and opportunities for participation in the development of the TDP. These opportunities will be documented as part of the TDP development.

**Public Transit Advisory Committee (PTAC)** – The PTAC will receive updates on the progression of the TDP at their meetings. Their participation and active engagement in the update of the TDP will be solicited and considered. TDP progress reports, opportunities to review draft documents, and other related materials will be submitted as part of the PTAC's agenda and noticed as part of regular

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meetings. The participation of the PTAC will be documented as part of the development of the TDP. The PTAC will review draft documents and provide feedback and endorsement, as appropriate.

**Transit Advisory Network (TAN)** – Notice of the opportunities for participation and invitations to comment on the development of the TDP will be sent out to the TAN. Notices sent out via the TAN will be provided at least 7 days prior to a public workshop or public meeting. Notices may include ongoing opportunities to review and comment as the TDP development progresses.

**Open Comment** – Through the use of social media, the CAT and MPO website, CAT’s phone app, CAT’s public information kiosk and with invitations, the public will be invited to provide comment throughout the development of the TDP. The recommended email address to capture comments is [RideCAT@CollierCountyFL.gov](mailto:RideCAT@CollierCountyFL.gov).

**Newspaper and Print Media** – As the TDP develops and progresses toward adoption by the Collier MPO Board and the Collier County Board of County Commissioners, CAT will publish a public comment period notice in a newspaper of general circulation, including those serving underrepresented communities. Print media may include interior bus cards, handouts, and other printed materials as identified. A notice will be provided encouraging the review and commenting on adoption of the TDP in print media.

**Collier MPO Board & Committees** – The draft TDP will be provided for review, comment, and potential endorsement at the Collier MPO’s Technical Advisory Committee (TAC) and Citizens Advisory Committee (CAC). The final TDP will be presented to the MPO Board for approval. Other opportunities for TAC/CAC review and other committees’ review may be identified and provided updates, invitations to participate, along with discussion and review of recommendations for their comment. Public comments received during board and committee meetings will be tracked and reflected in the public comment matrix and included as part of the TDP update.

**Collier County Public Offices and Libraries** – The draft TDP will be provided for review and comment at various public locations including Collier County government offices and at Collier County libraries.

**Previous Public Comments Received** – The development of the TDP will include a review of previous comments received which have relevance for the updated plan.

# FDOT TDP RULE

The Florida Department of Transportation requires, as a condition of the State Public Transit Development Block Grant program, compliance with TDP Rule 14-73.001 FAC. Specially, FDOT reviews and approves the activities and intentions of TDP's PIP. FDOT requirements include:

- ✓ Review and approval of the TDP's Public Involvement Plan
- ✓ Identification of Public Involvement activities to be held in development of the TDP
- ✓ Notice and participation of the local Regional Workforce Board

The following table identifies the FDOT checklist for compliance with public involvement activities in support of development of the TDP. It is noted, pending legislation and state rule making may change the requirements and evaluation criteria used by FDOT to determine compliance. Where needed, adjustments and documentation will be provided to meet FDOT requirements for adoption of the TDP by the established deadline.

**Table 1 FDOT Compliance Matrix**

*This table identifies the Florida Department of Transportation's Transit Development Plan rule requirements for Public Involvement, explains how the requirement was met and where the activity is discussed in this Public Involvement Plan.*

| TDP RULE REQUIREMENT                             | HOW THE REQUIREMENT WAS MET                                                                                        | REFERENCE                                                                                                                                                            |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Must be approved by FDOT                         | FDOT will be provided with the Public Involvement Plan for review and approval.                                    | <b>PIP Page 11</b> states this requirement. A placeholder (pg. 13) has been provided for the FDOT approval letter.                                                   |
| Provide opportunity for public involvement       | Public involvement efforts in the early and later phases of the TDP development have been identified.              | <b>PIP Page 8-10</b> identifies tools to be used throughout the development process. These include advance notice of opportunities to review and comment on the TDP. |
| Establish time limits for receipt of comments    | Established time limits for receipt of comments has been established.                                              | <b>PIP Page 5</b> identifies time limits for receipt of comments.                                                                                                    |
| Outline of public involvement activities planned | Outline of public involvement activities and resources in support of the TDP development is documented in the PIP. | <b>PIP Page 8-10</b> identifies tools to be used throughout the development process. These include advance notice of opportunities to review and comment on the TDP. |

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| TDP RULE REQUIREMENT                                                                                                                                                        | HOW THE REQUIREMENT WAS MET                                                                                                                                                                                                                     | REFERENCE                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Solicit comments from Regional Workforce Board                                                                                                                              | An invitation to the local Regional Workforce Board to serve on the Project Review Committee is part of the review process. Comments from the Regional Workforce Board will be solicited, documented, and addressed as part of public comments. | <b>PIP Page 8</b> identifies the Workforce Board participation, notification, and invitations to participate will be provided. |
| Invite FDOT, Regional Workforce Board, and MPO to all public meetings                                                                                                       | Coordination efforts with FDOT, Regional Workforce Board, and MPO are planned, documented and part of the PIP.                                                                                                                                  | <b>PIP Page 9.</b>                                                                                                             |
| Provide opportunities for FDOT, Regional Workforce Board, and MPO to review and comment on the mission, goals, objectives, alternatives, and 10-year implementation program | Plan for sharing items with FDOT, Regional Workforce Board, and MPO for comment are noted in the PIP, built into the project schedule and currently ongoing.                                                                                    | <b>PIP Page 8.</b>                                                                                                             |
| Include a description of the process used and the public involvement activities undertaken                                                                                  | Description of each activity is provided.                                                                                                                                                                                                       | <b>PIP Pages 5-6; 8-10.</b>                                                                                                    |
| Establish time limits for receipt of comments                                                                                                                               | Time limits for receipt of comments are provided for each activity. In addition, CAT has provided an ongoing open comment period so as to provide the best opportunity to engage the public.                                                    | <b>PIP Page 5.</b>                                                                                                             |

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## Approval Letter from FDOT



*Florida Department of Transportation*

RON DESANTIS  
GOVERNOR

605 Suwannee Street  
Tallahassee, FL 32399-0450

JARED W. PERDUE, P.E.  
SECRETARY

March 29, 2024

Collier County  
Public Transit & Neighborhood Enhancement Division  
Mr. Brian Wells  
8300 Radio Rd.  
Naples, FL 34104

RE: 2026-2035 Transit Development Plan Public Involvement Plan

Dear Mr. Wells:

This letter pertains to the Department's review of the Public Involvement Plan (PIP) of Collier Area Transit's 2026-2035 Transit Development Plan (TDP). District One Department staff received the PIP on Thursday, March 28, 2024.

The Department has 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. The Department finds Collier Area Transit's PIP for the TDP to be in compliance with Chapter 14-73, F.A.C.

Please provide a copy of this compliance letter as an attachment within the final TDP Major Update.

If you have any questions, please contact me via email at [Peyton.McLeod@dot.state.fl.us](mailto:Peyton.McLeod@dot.state.fl.us) or at (813) 486-6917.

Sincerely,

Peyton McLeod  
Congestion Management Multi-Modal Planner

Cc: Michelle S. Peronto, Transit Programs Administrator  
Candice Monroy, Transit Projects Coordinator  
Rohan Sadhai, Congestion Management Multi-Modal Planner

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# RESPONDING TO PUBLIC COMMENTS

This PIP documents the standard the working group has established for responding to public comment. There is recognition that soliciting and engaging the public is only part of the plan's goals. Careful consideration and appropriate documentation of public comments is necessary to the development of the TDP.



**CAT/MPO staff will respond verbally or in writing to all public input received during the public comment period within 30 days of receipt of the public comment. All comments received will become part of the TDP development.**

Should formal BCC action be required when significant written and/or comments are received on the draft plan, appropriate action will be undertaken to address the comment for BCC action.

The Public Comment Matrix illustrated below will be used to capture and document public comments received. This matrix will be included in the final documents for transparency and accountability.

Where appropriate and to the greatest extent possible, the public comment matrix will capture public comments and document critical information, including the following:

- Context - The context in which the public comment was provided and/or solicited. Identification of the document, agenda, topic, or meeting which is the subject of the public comment is necessary to understanding effective outreach.
- Public Comment – The unchanged and noted comment received.
- Contact Information – The name and contact information and where possible, demographic information will be requested to help understand participation and outreach levels.
- Comment Type – Identification and grouping of comment types allows for analysis and identification of major comments. This will include identification of key words to allow for cross-referencing and reporting.
- Response - Documentation of the acknowledgement and response provided, if any. This will include how the public comments were considered.

**Table 2 Public Comment Matrix**

*This table represents the matrix used to document public comments received throughout the project. The matrix provides critical information, documenting how comments were solicited, received, and addressed. The matrix will be updated throughout the project.*

| REF. NO.            | PUBLIC COMMENT | RESPONSE | KEY WORDS – ACTION AREA | RESULTING ACTION |
|---------------------|----------------|----------|-------------------------|------------------|
| The table is blank. |                |          |                         |                  |

# APPENDIX A: PROJECT SCHEDULE

This public involvement plan includes the project schedule with key milestone dates. It is important to note that the project schedule is updated monthly as progress towards completion of the TDP is noted. The schedule provided here provides the key activities, date scheduled, and the public involvement activity completed. Upon completion of the TDP major update, the final project schedule will be provided in the completed plan.

## TDP Project Schedule and Public Involvement Opportunities

*This table shows the current project schedule, noting the activity, date scheduled, and a description of the activity undertaken. Public Involvement activities are noted for emphasis. The table will be updated as public engagement activities are scheduled.*

| TDP ACTIVITY                                            | DATE             | ACTIVITIES                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Request for Proposal                                    | October 25, 2023 | <ul style="list-style-type: none"><li>Collier MPO requested a proposal and fee for the major update to CAT's TDP. The proposal acknowledged the importance of a Public Involvement Plan</li><li>Requirements for a PIP were included in the Scope of Services, documenting requirements for robust public engagement</li></ul> |
| Notice to Proceed                                       | January 15, 2024 | <ul style="list-style-type: none"><li>Notice to Proceed includes identified deliverables including the PIP</li><li>Requires development of a project plan and schedule which includes a PIP</li></ul>                                                                                                                          |
| Collier County Public Transit Advisory Committee (PTAC) | January 17, 2024 | <ul style="list-style-type: none"><li>Attendance at PTAC</li><li>Committee advised major update to the TDP underway</li><li>Advised PTAC review, comment and continued engagement requested</li><li>The committee provides for comments from the public. Meeting is advertised</li></ul>                                       |
| Deliver Project Schedule                                | January 19, 2024 | <ul style="list-style-type: none"><li>Developed project schedule</li><li>Identified PIP deliverable</li><li>Early identification of Public Involvement Opportunities. Information sharing</li></ul>                                                                                                                            |
| TDP Kickoff Meeting                                     | January 19, 2024 | <ul style="list-style-type: none"><li>Reviewed project schedule</li><li>Discussed Public Involvement Plan, state, federal, Collier County and Collier MPO requirements for PIP</li><li>Discussion of PIP approach, identification, and team coordination</li></ul>                                                             |

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| TDP ACTIVITY                                                                    | DATE              | ACTIVITIES                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Collier MPO Technical Advisory Committee (TAC)                                  | January 22, 2024  | <ul style="list-style-type: none"> <li>Attendance at TAC</li> <li>Committee advised major update to the TDP underway</li> <li>Advised TAC that its review, comment and engagement requested</li> <li>The committee provides for comments from the public. Meeting is advertised</li> </ul>                                                                |
| Collier MPO Citizen Advisory Committee (CAC)                                    | January 22, 2024  | <ul style="list-style-type: none"> <li>Attendance at CAC</li> <li>Committee advised major update to the TDP underway</li> <li>Advised CAC that its review, comment, and continued engagement requested</li> <li>The committee provides for comments from the public. Meeting is advertised</li> </ul>                                                     |
| Collier MPO Local Coordinating Board for the Transportation Disadvantaged (LCB) | March 6, 2024     | <ul style="list-style-type: none"> <li>At the LCB annual public workshop, MPO staff advised major update to the TDP underway</li> <li>Advised that LCB members and public workshop attendees' engagement in public involvement opportunities was requested</li> <li>The committee provides for comments from the public. Meeting is advertised</li> </ul> |
| Collier MPO Congestion Management Committee (CMC)                               | March 20, 2024    | <ul style="list-style-type: none"> <li>MPO/CAT staff advised major update to the TDP underway</li> <li>Advised CMC members engagement in public involvement opportunities was requested</li> <li>The committee provides for comments from the public. Meeting is advertised</li> </ul>                                                                    |
| PTAC Review and Comment on draft PIP                                            | March 20, 2024    | <ul style="list-style-type: none"> <li>PTAC members were provided with the opportunity to review and comment on the draft PIP</li> <li>The committee provides for comments from the public. Meeting is advertised</li> </ul>                                                                                                                              |
| Public Engagement Plan                                                          | March 30, 2024    | <ul style="list-style-type: none"> <li>Develop in partnership with working group</li> <li>Submit draft to FDOT for comment and approval</li> </ul>                                                                                                                                                                                                        |
| Tech Memo 1 – System Analysis                                                   | July 1, 2024      | <ul style="list-style-type: none"> <li>Review draft with working group</li> <li>Finalize draft</li> <li>Present for review and comment</li> </ul>                                                                                                                                                                                                         |
| Tech Memo 2 – TBEST Model Analysis & Recommendation                             | August 1, 2024    | <ul style="list-style-type: none"> <li>Review draft with working group</li> <li>Finalize draft</li> <li>Present for review and comment</li> </ul>                                                                                                                                                                                                         |
| Tech Memo 3 – Trend Analysis & FDOT Rule Compliance                             | September 1, 2024 | <ul style="list-style-type: none"> <li>Review draft with working group</li> <li>Finalize draft</li> <li>Present for review and comment</li> </ul>                                                                                                                                                                                                         |



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| TDP ACTIVITY                                      | DATE              | ACTIVITIES                                                                                                                                                                                         |
|---------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tech Memo 4 – Revenue Tables                      | September 1, 2024 | <ul style="list-style-type: none"> <li>Review draft with working group</li> <li>Finalize draft</li> <li>Present for review and comment</li> </ul>                                                  |
| Draft TDP with Required Elements                  | March 1, 2025     | <ul style="list-style-type: none"> <li>Review draft with working group</li> <li>Finalize draft</li> <li>Present for review and comment</li> </ul>                                                  |
| Public Comment Period Issued (minimum of 30 days) | March 2025        | <ul style="list-style-type: none"> <li>Solicit public input on the draft TDP</li> </ul>                                                                                                            |
| PTAC Review and Comment of TDP Draft              | March 19, 2025    | <ul style="list-style-type: none"> <li>Present draft TDP for review and comment</li> <li>The committee provides for comments from the public. Meeting is advertised</li> </ul>                     |
| MPO-TAC                                           | March 24, 2025    | <ul style="list-style-type: none"> <li>Present draft TDP for review and comment</li> <li>The committee provides for comments from the public. Meeting is advertised</li> </ul>                     |
| MPO- CAC                                          | March 24, 2025    | <ul style="list-style-type: none"> <li>Present draft TDP for review and comment</li> <li>The committee provides for comments from the public. Meeting is advertised</li> </ul>                     |
| Analysis of Public Involvement                    | April/May 2025    | <ul style="list-style-type: none"> <li>Finalize analysis of public comment</li> <li>Draft summary document</li> </ul>                                                                              |
| Final Proposed TDP                                | June 1, 2025      | <ul style="list-style-type: none"> <li>Incorporate necessary revisions based on comments received</li> <li>Provide proposed final TDP to PTNE and MPO</li> </ul>                                   |
| MPO Board                                         | June 13, 2025     | <ul style="list-style-type: none"> <li>Final proposed TDP presented to MPO Board for approval</li> <li>The Board provides for comments from the public</li> <li>Meeting is advertised</li> </ul>   |
| Collier BCC                                       | June/July 2025    | <ul style="list-style-type: none"> <li>Final proposed TDP presented to Collier BCC for approval</li> <li>The Board provides for comments from the public</li> <li>Meeting is advertised</li> </ul> |
| Final Deliverable                                 | September 1, 2025 | <ul style="list-style-type: none"> <li>Final TDP Major provided to FDOT for review and approval</li> </ul>                                                                                         |

*\*Note – this table provides the project schedule, which will continue to be updated with accomplishments*

## Collier Area Transit Public Involvement Plan

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# APPENDIX B: CONTACTS

The implementation of this plan and its objectives relies on the efforts and contributions of various stakeholders. Stakeholder collaboration ensures the development of the Collier Area Transit's Transit Development Plan is developed with the input and insight of the residents and visitors of Collier County and other interested parties. The work, as documented in this Public Involvement Plan, seeks to create meaningful engagement through readily available partners whose information is listed below.

### Contacts

*This table provides the name, agency and contact information for persons involved in the development of this plan and the major update of Collier Area Transit's Transit Development Plan. Notices will be provided via electronic mail or telephone, as appropriate. Contacts will be updated as they are identified.*

| NAME                                                | AGENCY                                                                                            | CONTACT INFORMATION                                                               |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| <b>COLLIER MPO</b>                                  |                                                                                                   |                                                                                   |
| Dusty May Hansen, Senior Planner<br>Project Manager | Collier MPO<br>2885 S Horseshoe Drive<br>Naples, Florida 34104                                    | 239-252-5850 office<br>239-315-1019 mobile<br>Dusty.Hansen@colliercountyfl.gov    |
| Anne McLaughlin, Executive<br>Director              | Collier MPO<br>2885 S Horseshoe Drive<br>Naples, Florida 34104                                    | 239-252-5884 office<br>239-919-4378 mobile<br>Anne.Mclaughlin@colliercountyfl.gov |
| <b>COLLIER AREA TRANSIT</b>                         |                                                                                                   |                                                                                   |
| Brian Wells, Division Director                      | Public Transit & Neighborhood<br>Enhancement Division<br>8300 Radio Road<br>Naples, Florida 34104 | 239-252-5841 office<br>Brian.Wells@colliercountyfl.gov                            |
| Omar DeLeon, Transit Manager                        | Public Transit & Neighborhood<br>Enhancement Division<br>8300 Radio Road<br>Naples, Florida 34104 | 239-252-4996 office<br>239-207-0424 mobile<br>Omar.deleon@colliercountyfl.gov     |
| Alexander Showalter, Senior<br>Planner              | Public Transit & Neighborhood<br>Enhancement Division<br>8300 Radio Road<br>Naples, Florida 34104 | 239-252-5849 office<br>Alexander.showalter@colliercountyfl.gov                    |
| <b>FLORIDA DEPARTMENT OF TRANSPORTATION</b>         |                                                                                                   |                                                                                   |
| Michelle Peronto, Transit Programs<br>Administrator | Florida Department of<br>Transportation – District 1                                              | 863-519-2551<br>Michelle.peronto@dot.state.fl.us                                  |
| Candice Monroy, Transit Projects<br>Coordinator     | Florida Department of<br>Transportation – District 1                                              | 239-225-1982<br>Candice.Monroy@dot.state.fl.us                                    |

# Collier Area Transit Public Involvement Plan

*A Component of the Transit Development Plan -Major Update*

| NAME                                                               | AGENCY                                                                                                                                | CONTACT INFORMATION                                                                                                             |
|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| <b>FLORIDA DEPARTMENT OF TRANSPORTATION</b>                        |                                                                                                                                       |                                                                                                                                 |
| Peyton McLeod,<br>Congestion<br>Management Multi-<br>modal Planner | Florida Department of Transportation – District<br>1                                                                                  | 813-486-6917<br><a href="mailto:Peyton.Mcleod@dot.state.fl.us">Peyton.Mcleod@dot.state.fl.us</a>                                |
| Rohan Sadhai,<br>Congestion<br>Management Multi-<br>Modal Planner  | Florida Department of Transportation – District<br>1                                                                                  | 863-519-2484<br><a href="mailto:Rohan.sadhai@dot.state.fl.us">Rohan.sadhai@dot.state.fl.us</a>                                  |
| <b>STANTEC – CONSULTING TEAM</b>                                   |                                                                                                                                       |                                                                                                                                 |
| Frank Domingo, PE<br>Project Manager                               | Stantec Consulting Services Inc                                                                                                       | 941-232-1534<br><a href="mailto:Frank.Domingo@stantec.com">Frank.Domingo@stantec.com</a>                                        |
| Carmen Monroy,<br>Deputy Project<br>Manager                        | Stantec Consulting Services Inc                                                                                                       | 239-225-4819<br><a href="mailto:Carmen.Monroy@stantec.com">Carmen.Monroy@stantec.com</a>                                        |
| <b>WORKFORCE DEVELOPMENT BOARD</b>                                 |                                                                                                                                       |                                                                                                                                 |
| Suseth<br>Cunningham, Center<br>Supervisor                         | CareerSource Southwest Florida<br>750 S 5 <sup>th</sup> Street<br>Immokalee, Florida 34142                                            | 239-658-3300<br><a href="mailto:scunningham@careersourcesouthwestflorida.com">scunningham@careersourcesouthwestflorida.com</a>  |
| Edward Conrad                                                      | SWFL Regional Workforce Development<br>Board / CareerSource Southwest Florida<br>3050 Horseshoe Dr N STE 110 Naples,<br>Florida 34104 | 239-436-4301, ext. 2172<br><a href="mailto:econrad@careersoucesouthwestflorida.com">econrad@careersoucesouthwestflorida.com</a> |
| <b>INTERGOVERNMENTAL COORDINATION</b>                              |                                                                                                                                       |                                                                                                                                 |
| Daniel R. Rodriguez                                                | Collier County Deputy County Manager                                                                                                  | (239) 252-8383<br><a href="mailto:Dan.Rodriguez@colliercountyfl.gov">Dan.Rodriguez@colliercountyfl.gov</a>                      |
| Beth Petrunoff                                                     | City of Naples Council Member                                                                                                         | 239-213-1004<br><a href="mailto:bpetrunoff@naplesgov.com">bpetrunoff@naplesgov.com</a>                                          |
| Raymond Christman                                                  | City of Naples Council Member                                                                                                         | 239-213-1035<br><a href="mailto:rchristman@naplesgov.com">rchristman@naplesgov.com</a>                                          |
| Jay Boodheshwar                                                    | Naples City Manager                                                                                                                   | 239-213-1030<br><a href="mailto:citymanager@naplesgov.com">citymanager@naplesgov.com</a>                                        |
| Jared Grifoni                                                      | Marco Island Council Member                                                                                                           | <a href="mailto:jgrifoni@marcocitycouncil.com">jgrifoni@marcocitycouncil.com</a>                                                |
| Becky Irwin                                                        | Marco Island Council Member                                                                                                           | <a href="mailto:BIrwin@marcocitycouncil.com">BIrwin@marcocitycouncil.com</a>                                                    |
| Michael McNees                                                     | Marco Island City Manager                                                                                                             | 239-389-5000<br><a href="mailto:mmcnees@cityofmarcoisland.com">mmcnees@cityofmarcoisland.com</a>                                |

# Collier Area Transit Public Involvement Plan

## A Component of the Transit Development Plan -Major Update

| NAME                                | AGENCY                                     | CONTACT INFORMATION                                                                                                                                                                                          |
|-------------------------------------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                     | Collier MPO Board                          | c/o Ann McLaughlin, MPO Executive Director                                                                                                                                                                   |
| Chris Hall                          | Collier County Commissioner for District 2 | (239) 252-8602<br><a href="mailto:Chris.hall@colliercountyfl.gov">Chris.hall@colliercountyfl.gov</a><br><a href="mailto:louise.jarvis@colliercountyfl.gov">louise.jarvis@colliercountyfl.gov</a>             |
| William L. McDaniel, Jr.            | Collier County Commissioner for District 5 | (239) 252-8605<br><a href="mailto:Bill.McDaniel@colliercountyfl.gov">Bill.McDaniel@colliercountyfl.gov</a><br><a href="mailto:cristina.tiberia@colliercountyfl.gov">cristina.tiberia@colliercountyfl.gov</a> |
| Scott Teach, Deputy County Attorney | Collier County Attorney's Office           | 239-252-5755<br><a href="mailto:Scott.Teach@colliercountyfl.gov">Scott.Teach@colliercountyfl.gov</a>                                                                                                         |
| Dominic Gemelli, Director           | Lee County Transit (LeeTran)               | 239-533-0319<br><a href="mailto:DGemelli@leegov.com">DGemelli@leegov.com</a>                                                                                                                                 |

### COMPREHENSIVE PLANNING DEPARTMENTS

|                                |                                                              |                                                                                                                                                                  |
|--------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lorraine Lantz, Manager        | Collier County Transportation Planning                       | 239-252-5779<br><a href="mailto:Lorraine.Lantz@colliercountyfl.gov">Lorraine.Lantz@colliercountyfl.gov</a>                                                       |
| Trinity Scott, Department Head | Collier County Transportation Management Services Department | 239-252-5873<br><a href="mailto:Trinity.Scott@colliercountyfl.gov">Trinity.Scott@colliercountyfl.gov</a>                                                         |
| James French, Department Head  | Collier County Growth Management Division                    | 239-252-2400<br><a href="mailto:James.French@colliercountyfl.gov">James.French@colliercountyfl.gov</a>                                                           |
| Christopher Mason, Director    | Collier County Community Planning & Resiliency               | 239-252-2932<br><a href="mailto:Christopher.Mason@colliercountyfl.gov">Christopher.Mason@colliercountyfl.gov</a>                                                 |
| Cormac Giblin, Director        | Collier County Housing Policy & Economic Development         | 239-252-2460<br><a href="mailto:Cormac.Giblin@colliercountyfl.gov">Cormac.Giblin@colliercountyfl.gov</a>                                                         |
| Mike Bosi, Director            | Collier County Zoning Division                               | 239-252-1061<br><a href="mailto:Michael.Bosi@colliercountyfl.gov">Michael.Bosi@colliercountyfl.gov</a>                                                           |
| Mary Holden, Planning Manager  | City of Marco Island Growth Management Department            | 239-389-3975<br><a href="mailto:mholden@cityofmarcoisland.com">mholden@cityofmarcoisland.com</a>                                                                 |
| Erica Martin, Director         | City of Naples Planning Department                           | 239-213-1050<br><a href="mailto:emartin@naplesgov.com">emartin@naplesgov.com</a><br><a href="mailto:PlanningEmail@naplesgov.com">PlanningEmail@naplesgov.com</a> |
| Don Scott, Executive Director  | Lee MPO                                                      | 239-244-2220<br><a href="mailto:dscott@leempo.com">dscott@leempo.com</a>                                                                                         |

### TECHNICAL SUPPORT

|                           |                                                    |                                                                                                  |
|---------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------|
| Jay Ahmad, P.E., Director | Collier County Transportation Engineering Division | 239-252-5826<br><a href="mailto:Jay.Ahmad@colliercountyfl.gov">Jay.Ahmad@colliercountyfl.gov</a> |
|---------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------|

# Collier Area Transit Public Involvement Plan

## A Component of the Transit Development Plan -Major Update

| NAME                       | AGENCY                                          | CONTACT INFORMATION                           |
|----------------------------|-------------------------------------------------|-----------------------------------------------|
| Justin Martin,<br>Director | City of Marco Island<br>Public Works Department | 239-389-5184<br>jmartin@cityofmarcoisland.com |
| Alison Bickett             | City of Naples Traffic<br>Engineer              | (239) 213-5000<br>abickett@naplesgov.com      |

### MOBILITY PARTNERS

|                                                                                                      |                                                            |                                                           |
|------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------------------------|
| c/o Cormac Giblin,<br>Division Director of<br>Collier County<br>Economic<br>Development &<br>Housing | Collier County Affordable<br>Housing Advisory<br>Committee | 239-252-2460<br>Cormac.Giblin@colliercountyfl.gov         |
| Tami Scott, Project<br>Manager                                                                       | Bayshore Gateway<br>Triangle CRA                           | 239-252-8845<br>tami.scott@colliercountyfl.gov            |
| Christie A.<br>Betancourt, Program<br>Manager                                                        | Immokalee CRA                                              | 239-867-0028<br>Christie.Betancourt@colliercountyfl.gov   |
| Arthrex<br>c/o Mike Boose, HR                                                                        | Larger Employer                                            | mike.boose@arthrex.com                                    |
| Kristina Park, CEO<br>Greater Naples<br>Chamber of<br>Commerce                                       | Small Business                                             | 239-262-6376<br>kristina@napleschamber.org                |
| Danny Gonzalez,<br>President<br>Immokalee Eastern<br>Chamber of<br>Commerce                          | Small Business                                             | 239-657-3237<br>immokaleechamberofcommerce@gmail.com      |
| Sandra Rios, Public<br>Relations Collier<br>County Tourism<br>Department                             | Tourism                                                    | 239-252-2379<br>Sandra.Rios@colliercountyfl.gov           |
| John Lai, Collier<br>Chapter Director                                                                | Florida Restaurant &<br>Lodging Association                | 239-209-6068<br>jlai@frla.org                             |
| Kristi Sonntag,<br>Director<br>Collier County<br>Community and<br>Human Services<br>Division         | Social Services                                            | (239) 252- 2273<br>Kristi.Sonntag@colliercountyfl.gov     |
| Krystalee Salgado,<br>Client Relations<br>Fla. Dept. of<br>Children & Families<br>Circuit 20         | Social Services                                            | 877-595-0384<br>SCR.C20.client.relations@myflfamilies.com |
| Kelly Starke, VP of<br>Programs Youth<br>Haven                                                       | Social Services                                            | (239) 774-2904<br>kelly.starke@youthhavenswfl.org         |
| Rick Hart,<br>Supervisor Asst.<br>Tech.                                                              | Social Services                                            | 239-430-3934<br>rick@lighthouseofcollier.org              |

## Collier Area Transit Public Involvement Plan

*A Component of the Transit Development Plan -Major Update*

| NAME                                                                                                   | AGENCY          | CONTACT INFORMATION                                   |
|--------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------------------------|
| Lighthouse of Collier, Inc.                                                                            |                 |                                                       |
| Sarah Gualco,<br>Director of Programs<br>& Planning<br>Area Agency on<br>Aging for SWFL                | Senior Services | (239) 652-6926<br>sarah.gualco@aaaswfl.org            |
| Danielle Mordaunt,<br>Program Manger<br>Collier County<br>Public Services,<br>Services for Seniors     | Senior Services | 239-252-2233<br>Danielle.Mordaunt@colliercountyfl.gov |
| Florida Agency for<br>Healthcare<br>Administration<br>Michael Stahler,<br>Human Services<br>Specialist | Health Care     | (239) 335-1251<br>Michael.Stahler@ahca.myflorida.com  |
| NCH                                                                                                    | Health Care     | (239) 624-5000                                        |
| Physicians Regional<br>Healthcare System                                                               | Health Care     | (239) 354-6000                                        |
| Dr. Leslie<br>Ricciardelli,<br>Superintendent<br>Collier County<br>Public Schools                      | Education       | 239-377-0001<br>ricciale@collierschools.com           |
| Gail Murphy, Collier<br>Campus Director<br>Florida<br>Southwestern State<br>College                    | Education       | 239-732-3792<br>gail.murphy@fsw.edu                   |
| Lorenzo Walker<br>Technical College<br>John Monda,<br>Director                                         | Education       | (239) 377-0900<br>mondaj@collierschools.com           |

## Collier Area Transit Public Involvement Plan

*A Component of the Transit Development Plan -Major Update*

### Collier County Public Offices and Libraries

The draft TDP will be provided at various public locations during the 30-day review period. These locations include the Collier County government offices and libraries listed below.

#### Collier County Government Offices

##### **Collier County Administrative Offices**

North Collier Government Offices

3299 Tamiami Trail East

Naples, Florida 34112

Tel 239-252-4311

##### **Collier Area Transit**

8300 Radio Road

Naples, Florida 34104

Tel 239-252-7777

##### **Collier Museum at the Government Center**

3331 Tamiami Trail East

Naples, Florida 34112

Tel 239-252-8476

##### **Immokalee Pioneer Museum at Roberts Ranch**

1215 Roberts Avenue West

Immokalee, Florida 34142

Tel 239-252-2611

##### **Marco Island Historical Museum**

180 South Heathwood Drive

Marco Island, Florida 34145

Tel 239-252-1440

##### **Collier County Chamber of Commerce**

2335 Orange Blossom Drive

Naples, Florida 34109

Tel 239-252-8999

## **Collier Area Transit Public Involvement Plan**

*A Component of the Transit Development Plan -Major Update*

### **Collier County Transportation Management Offices**

2885 Horseshoe Drive South

Naples, Florida 34104

Tel 239-252-8192

### **Collier County Libraries**

#### **Everglades City Library**

102 Copeland Avenue, North

Everglades City, Florida 34139

Tel 239-695-2511

#### **Naples Regional Library**

650 Central Avenue

Naples, Florida 34102

Tel 239-252-5135

#### **South Regional Library**

8065 Lely Cultural Parkway

Naples, Florida 34113

Tel 239-252-7542

#### **Vanderbilt Beach Library**

788 Vanderbilt Beach Road

Naples, Florida 34108

Tel 239-252-7160

#### **East Naples Library**

8787 Tamiami Trail East, #3313

Naples, Florida 34113

Tel 239-252-7140

#### **Estates Library**

1266 Golden Gate Boulevard

Naples, Florida 34120



## **Collier Area Transit Public Involvement Plan**

*A Component of the Transit Development Plan -Major Update*

Tel 239-252-7109

### **Collier Library System Headquarters Regional Library**

2385 Orange Blossom Drive

Naples, Florida 34109

Tel 239-252-7356

### **Marco Island Library**

210 S Heathwood Drive

Marco Island, Florida 34145

Tel 239-252-7064

### **Immokalee Library**

417 North First Street

Immokalee, Florida 34142

### **Golden Gate Library**

24323 Lucerne Road

Naples, Florida

Tel 941-455-1441

## 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.

This survey will take approximately 5-10 minutes to complete.

Thank you for your participation!



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)

What other forms of transportation do you use? **Check all that apply.**

☐ Personal Vehicle

☐ Rideshare (Uber, Lyft, etc.)

☐ Taxi

☐ Bicycle

☐ E-Bike

☐ Agency / Senior Services Bus, Van, or Car

☐ Carpool / Vanpool

☐ Other (please list)

In your opinion, how much awareness is there in Collier County about transit/public transportation

- ☐ None at all
- ☐ A little
- ☐ A moderate amount
- ☐ A lot
- ☐ A great deal

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

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
- ☐ Other

What mobility improvements would you prefer to see in Collier County? Check all 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)



In your opinion, 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)

In your opinion, what strategies should be used to pay for expanded mobility service? **Check all that apply.**

- ☐ User fees - bus fares
- ☐ Use revenue from a mobility fee (paid by developers of large projects creating traffic impacts)
- ☐ Use roadway funds
- ☐ Increase local taxes
- ☐ Create partnerships with businesses
- ☐ Advertising revenue
- ☐ Other (please specify)

Please specify your level of satisfaction with each of the CAT services listed below.

|                                               | Extremely<br>satisfied | Somewhat<br>satisfied | Neither satisfied<br>nor dissatisfied | Somewhat<br>dissatisfied | Extremely<br>dissatisfied |
|-----------------------------------------------|------------------------|-----------------------|---------------------------------------|--------------------------|---------------------------|
| CAT Website                                   | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/>                 | <input type="radio"/>    | <input type="radio"/>     |
| Signage / Way-finding                         | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/>                 | <input type="radio"/>    | <input type="radio"/>     |
| Bus Schedules                                 | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/>                 | <input type="radio"/>    | <input type="radio"/>     |
| Route Service Areas                           | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/>                 | <input type="radio"/>    | <input type="radio"/>     |
| Service Frequency                             | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/>                 | <input type="radio"/>    | <input type="radio"/>     |
| Bus Stop Locations                            | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/>                 | <input type="radio"/>    | <input type="radio"/>     |
| CAT Mobile App                                | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/>                 | <input type="radio"/>    | <input type="radio"/>     |
| Information Sharing / Public<br>Notices       | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/>                 | <input type="radio"/>    | <input type="radio"/>     |
| Customer Service / Bus Driver<br>Interactions | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/>                 | <input type="radio"/>    | <input type="radio"/>     |

Please rank the following transit improvements from highest to lowest in priority.

|                                                                  |  |
|------------------------------------------------------------------|--|
| Increased Service Area                                           |  |
| Increased Service Frequency                                      |  |
| Extended Service (AM, PM, and Weekend Services)                  |  |
| Bus Stop Improvements (Shelters, Benches, etc.)                  |  |
| Mobility-on-demand Service                                       |  |
| Connecting service to sidewalks, bike paths, and multi-use paths |  |



How often do you ride CAT?

- ☐ Never
- ☐ Once a week
- ☐ 2-3 times a week
- ☐ 4-6 times a week
- ☐ Daily

What route(s) do you commonly take? **Check all that apply.**

- ☐ Route 11 (US 41 - Creekside)
- ☐ Route 12 (Airport - Creekside)
- ☐ Route 13 (NCH - Coastland Mall)
- ☐ Route 14 (Bayshore - Coastland Mall)
- ☐ Route 15 (Golden Gate City)
- ☐ Route 16 (Golden Gate City)
- ☐ Route 17 (Rattlesnake - FSW)
- ☐ Route 19 (Golden Gate Estates - Immokalee)
- ☐ Route 20 (Pine Ridge)
- ☐ Route 21 (Marco Island Circulator)
- ☐ Route 22 (Immokalee Circulator)
- ☐ Route 23 (Immokalee Circulator)
- ☐ Route 24 (US41 East - Charlee Estates)
- ☐ Route 25 (GG Parkway - US41)
- ☐ Route 27 (CR 951 - Immokalee Rd.)
- ☐ Route 121 (Express Immokalee - Marco Island)
- ☐ CATConnect (Paratransit Service)

For what trip purpose(s) do you use CAT for? **Check all that apply.**

- ☐ Work
- ☐ Personal
- ☐ Medical Appointments
- ☐ Shopping
- ☐ Leisure
- ☐ Other

Do you have any other comments or suggestions that would help CAT improve mobility services? Please explain:

For statistical purposes, please tell us a little about yourself. All replies are confidential.

Your age is...

☐ Under 18

☐ 18 - 24

☐ 25 - 34

☐ 35 - 44

☐ 45 - 54

☐ 55 - 64

☐ 65 or older

You are:

☐ Male

☐ Female

☐ Non-binary / third gender

☐ Prefer not to say

Your ethnic origin is...

☐ Black/African American

☐ White/Caucasian

☐ Hispanic/Latino

☐ Asian/Pacific Islander

☐ American Indian or Alaska Native

☐ Two or More Races

☐ Other (please specify)

How many motor vehicles in your household are available for your use?

☐ One

☐ Two

☐ Three or More

☐ None



What was the range of your total household income for 2024?

- ☐ Less than \$10,000
- ☐ \$10,000 - \$19,999
- ☐ \$20,000 - \$29,999
- ☐ \$30,000 - \$39,999
- ☐ \$40,000 - \$49,999
- ☐ \$50,000 - \$59,999
- ☐ \$60,000 - \$69,999
- ☐ \$70,000 - \$79,999
- ☐ \$80,000 - \$89,999
- ☐ \$90,000 - \$99,999
- ☐ \$100,000 - \$149,999
- ☐ More than \$150,000

Do you speak a language other than English at home?

- ☐ Yes
- ☐ No

Home ZIP code:

## MARK: TDP

### YOUR CALENDARS! PUBLIC WORKSHOP

The MPO and Collier Area Transit (CAT) are collaborating to develop an updated CAT Transit Development Plan (TDP). The TDP sets strategic guidelines for providing public transportation services in Collier County for the next 10 years.

Attend one of the public workshops and provide your input on future transit service and needs!

**February 6, 2025 | 5:30 PM**

Golden Gate Community Center  
4701 Golden Gate Pkwy, Naples, FL, 34116

**February 12, 2025 | 5:30 PM**

Immokalee Community Park  
321 North 1st Street, Immokalee, FL, 34142

**For questions, contact:**

[Dusty.Hansen@colliercountyfl.gov](mailto:Dusty.Hansen@colliercountyfl.gov) or

[Alexander.Showalter@colliercountyfl.gov](mailto:Alexander.Showalter@colliercountyfl.gov)



### THE BPMP UPDATE, UPDATE

The Bicycle and Pedestrian Master Plan (BPMP) is being updated with consultant, Capital Consulting Solutions, and guidance from the

Bicycle & Pedestrian Advisory Committee (BPAC), Citizens and Technical Advisory Committees (CAC/TAC), agency partners, advocacy groups and public input. [View the BPMP webpage](#)

Over the next few months, a BPMP draft update will be presented to BPAC, TAC/CAC, and to the MPO Board with anticipated approval at the June 13, 2025 MPO Board meeting.

**WANT TO ADD YOUR INPUT? CLICK THESE LINKS AND TAKE PART IN THE BPMP!**

- [Take the final survey](#)
- [Access the interactive map](#)
- [View the user guide](#)

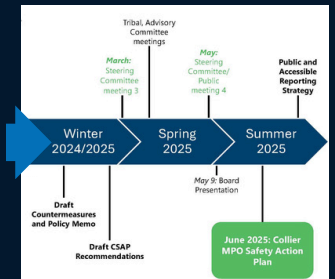
### MPO'S CSAP PROJECT TIMELINE

MPO Consultant, TY Lin International, will present their progress on the Comprehensive Safety Action Plan (CSAP) with the Draft Existing Conditions and Safety Analysis Memorandum at the February 4, 2025 MPO Board meeting!

As the plan develops, presentations will continue to be provided to Advisory Committees: BPAC, TAC, and CAC, as well as the MPO Board.

The CSAP is anticipated for approval at the September 12, 2025 MPO Board meeting.

**Learn more on MPO's [Traffic Safety](#) webpage.**



### COLLIER MPO'S LRTP ON TRACK FOR DECEMBER 2025 ADOPTION

Collier MPO's 2050 Long Range Transportation Plan (LRTP) is currently being developed with consultant, Jacobs Engineering. Upcoming activities include Summary Reports on Socioeconomic Data, Forecasted Revenues, and a System Needs Plan by Mode. Watch for opportunities to comment via on-line surveys, an Interactive Map, and at public meetings! The target adoption date for the 2050 LRTP is December 11, 2025.

Peruse the [LRTP](#) webpage to view the LRTP anticipated timeline and stay up to date as the 2050 LRTP develops!



### MOVE OVER, FLORIDA!

Florida law requires you to Move Over a lane when you

can safely do so — for stopped law enforcement, emergency, sanitation, utility service vehicles, tow trucks or wreckers, maintenance or construction vehicles with displaying warning lights, and any disabled vehicle on the side of the road. If you can't move over — or when on a two-lane road — slow to a speed that is 20 mph less than the posted speed limit. [Read more on the FLHSMV webpage.](#)



### COLLIER MPO WELCOMES COUNCILOR BONITA SCHWAN

Councilor Bonita Schwan is the MPO's newest Board member, representing The City of Marco Island. Councilor Schwan served on the personal staff of Governor Branstad of Iowa, where she was responsible for overseeing budgets and policies for five state departments, including Revenue and Finance, Health, and Human Services.

As an attorney in private practice, she specialized in legislation and administrative rules, bringing a wealth of legal expertise to her work. Welcome aboard!

## MPO UPCOMING MEETINGS

### Winter 2025 Schedule

- January 27 | TAC/CAC
- February 14 | MPO Board
- February 18 | BPAC
- February 24 | TAC/CAC
- March 5 | LCB



### INTERESTED IN JOINING A COMMITTEE?

The Collier MPO Board is advised by five committees. Committee members are either citizen volunteers, jurisdictional staff, or agency representatives. Check out our [Committees](#) webpage to see if you might be eligible to become a member and fill vacancies for the Citizens Advisory Committee or Local Coordinating Board for the Transportation Disadvantaged!

**Inquiries:** [Collier.mpo@colliercountyfl.gov](mailto:Collier.mpo@colliercountyfl.gov)



# COLLIER AREA TRANSIT NEEDS YOUR INPUT!

## Help Us Prioritize Improvements for CAT's **10 YEAR TRANSIT DEVELOPMENT PLAN**

Please join us at one of our in-person public workshops to learn about proposed transit and mobility improvements and provide your input:

---

**THURSDAY, FEBRUARY 6, 2025**

**5:30 p.m.**

**Golden Gate Community Center • Room B  
4701 Golden Gate Parkway • Naples, FL 34116**

---

**WEDNESDAY, FEBRUARY 12, 2025**

**5:30 p.m.**

**Immokalee Community Park • Large Conference Room  
321 North 1st Street • Immokalee, FL 34142**

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**Unable to attend? Written comments can be provided by email to  
[rideCAT@colliercountyfl.gov](mailto:rideCAT@colliercountyfl.gov)**

Collier Area Transit operates in compliance with Federal Transit Administration, (FTA) program requirements and ensures that transit services are made available and equitably distributed and provides equal access and mobility to any person without regard to race, color, or national origin, disability, gender or age. Title VI of the Civil Rights Act of 1964; FTA Circular 4702.1A, "Title VI and Title VI Dependent Guidelines for Federal Transit Administration Recipients." Anyone who has a Transit related concern or issue that they believe involves Title VI provisions is encouraged to contact CAT at or [rideCAT@colliercountyfl.gov](mailto:rideCAT@colliercountyfl.gov) for instructions on how to complete a Title VI complaint form.

Collier 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 Title VI Coordinator, Ms. Suzanne Miceli (239) 252-5814 or by email at: [Miceli@colliercountyfl.gov](mailto:Miceli@colliercountyfl.gov), or in writing to the Collier MPO, attention: Ms. Miceli, at 2885 South Horseshoe Dr., Naples, FL 34104.

In accordance with the Americans with Disabilities Act, any person requiring special accommodations to participate in this meeting should contact the Collier County Facilities Management Department located at 3335 Tamiami Trail East, Naples, Florida 34112 or 239-252-8380 as soon as possible, but no later than 72 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.



# ¡COLLIER AREA TRANSIT NECESITA SU OPINIÓN!

Ayúdenos a priorizar las mejoras para  
**EL PLAN DE DESARROLLO DE TRÁNSITO DE 10 AÑOS DE CAT**

Únase a nosotros en uno de nuestros talleres públicos presenciales para  
conocer las mejoras propuestas de tránsito y movilidad y brinde su opinión:

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**JUEVES, 6 DE FEBRERO DE 2025**

**5:30 p.m.**

**Centro Comunitario Golden Gate • Sala B  
4701 Golden Gate Parkway • Naples, FL 34116**

---

**MIÉRCOLES, 12 DE FEBRERO DE 2025**

**5:30 p.m.**

**Parque Comunitario Immokalee • Gran Sala de Conferencias  
321 North 1st Street • Immokalee, FL 34142**

---

**¿No puedes atender? Los comentarios por escrito se pueden proporcionar  
por correo electrónico [rideCAT@colliercountyfl.gov](mailto:rideCAT@colliercountyfl.gov)**

Collier Area Transit opera de conformidad con los requisitos del programa de la Administración Federal de Tránsito (FTA) y garantiza que los servicios de tránsito estén disponibles y se distribuyan de manera equitativa y brinde igualdad de acceso y movilidad a cualquier persona sin distinción de raza, color u origen nacional, discapacidad, género o edad. Título VI de la Ley de Derechos Civiles de 1964; Circular 4702.1A de la FTA, "Pautas para los dependientes del Título VI y el Título VI para los beneficiarios de la Administración Federal de Tránsito". Se recomienda a cualquier persona que tenga una inquietud o problema relacionado con el tránsito que crea que involucra las disposiciones del Título VI que se comunique con CAT al o [rideCAT@colliercountyfl.gov](mailto:rideCAT@colliercountyfl.gov) para obtener instrucciones sobre cómo completar un formulario de queja del Título VI.

El proceso de planificación de Collier MPO se lleva a cabo de acuerdo con el Título VI de la Ley de Derechos Civiles de 1964 y los Estatutos Relacionados. Cualquier persona o beneficiario que crea que dentro del proceso de planificación de la MPO ha sido discriminado por motivos de raza, color, religión, sexo, edad, origen nacional, discapacidad o estado familiar puede presentar una queja ante la Coordinadora del Título VI de la MPO de Collier, la Sra. Suzanne Miceli (239) 252-5814 o por correo electrónico a: [Suzanne.Miceli@colliercountyfl.gov](mailto:Suzanne.Miceli@colliercountyfl.gov), o por escrito a la MPO de Collier, atención: Sra. Miceli, en 2885 South Horseshoe Dr., Naples, FL 34104.

De acuerdo con la Ley de Estadounidenses con Discapacidades, cualquier persona que requiera adaptaciones especiales para participar en esta reunión debe comunicarse con el Departamento de Administración de Instalaciones del Condado de Collier ubicado en 3335 Tamiami Trail East, Naples, Florida 34112 o 239-252-8380 lo antes posible, pero a más tardar 72 horas antes del evento programado. Dichas adaptaciones razonables se proporcionarán sin costo alguno para la persona.







COLLIER METROPOLITAN PLANNING ORGANIZATION  
COLLIER COUNTY, FLORIDA

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HOME ABOUT MPO PUBLIC INVOLVEMENT PROGRAMS & DOCUMENTS AGENDAS & MINUTES



The MPO is making every effort to ensure that the website is accessible to everyone. Should you have any difficulty in accessing or reading any document, please call the MPO at 239-252-5814 and the MPO will provide you with the needed document in a format that is accessible by you.

LATEST NEWS

 **Join us for the Transit Development Plan Public Workshops!**

Posted Date: 01/21/2025

 **NOTICE OF PUBLIC COMMENT PERIOD | AMENDMENT TO THE FY 2025-29 TIP**

Posted Date: 01/17/2025

 **January 2025 Collier MPO Newsletter**

Posted Date: 01/15/2025

 **December 2024 Collier MPO Newsletter**

Posted Date: 12/04/2024

 **November 2024 Collier MPO Newsletter**

CALENDAR

| Jan 2025 |    |    |    |    |    |    |
|----------|----|----|----|----|----|----|
| S        | M  | T  | W  | T  | F  | S  |
| <<       | 29 | 30 | 31 | 1  | 2  | 3  |
| 4        | 5  | 6  | 7  | 8  | 9  | 10 |
| 11       | 12 | 13 | 14 | 15 | 16 | 17 |
| 18       | 19 | 20 | 21 | 22 | 23 | 24 |
| 25       | 26 | 27 | 28 | 29 | 30 | 31 |

UPCOMING EVENTS

 **TECHNICAL ADVISORY COMMITTEE (TAC) MEETING**

01/27/2025

More>>

 **CITIZENS ADVISORY COMMITTEE (CAC) MEETING**

01/27/2025

More>>

 **TRANSIT DEVELOPMENT PLAN PUBLIC WORKSHOP #1**

02/06/2025

More>>

 **TRANSIT DEVELOPMENT PLAN PUBLIC WORKSHOP #2**

02/12/2025



## Join us for the Transit Development Plan Public Workshops!

[More News](#)

[January 21, 2025](#)



### Two opportunities to join MPO and Collier Area Transit (CAT) for the Transit Development Plan Public Workshops and be a part of transit planning in Collier County!

The MPO and Collier Area Transit (CAT) are collaborating to develop an updated CAT Transit Development Plan (TDP). The TDP sets strategic guidelines for providing public transportation services in Collier County for the next 10 years.

Attend one of CAT's public workshops and provide your input on future transit service and needs! \*Both workshops will present the same material.

---

### COLLIER AREA TRANSIT NEEDS YOUR INPUT!

#### Help Us Prioritize Improvements for CAT's 10 YEAR TRANSIT DEVELOPMENT PLAN

Please join us at one of our in-person public workshops to learn about proposed transit and mobility improvements and provide your input:

- **THURSDAY, FEBRUARY 6, 2025 | 5:30 p.m.**  
Golden Gate Community Center • Room B  
4701 Golden Gate Parkway • Naples, FL 34116
- **WEDNESDAY, FEBRUARY 12, 2025 | 5:30 p.m.**  
Immokalee Community Park • Large Conference Room  
321 North 1st Street • Immokalee, FL 34142

**Unable to attend? Written comments can be provided by email to: [rideCAT@colliercountyfl.gov](mailto:rideCAT@colliercountyfl.gov)**

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### ¡CAT NECESITA SU OPINIÓN!

Ayúdenos a priorizar las mejoras para EL PLAN DE DESARROLLO DE TRÁNSITO DE 10 AÑOS DE CAT

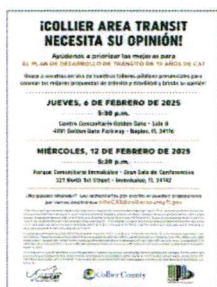
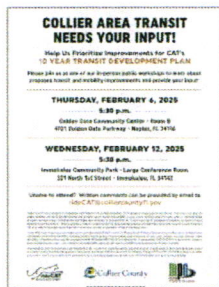
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**[rideCAT@colliercountyfl.gov](mailto:rideCAT@colliercountyfl.gov)**

---

**Want to print out TDP Public Workshops flyers? Click the images below!**



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**From:** [Mariah Bosetti](#)  
**To:** [Dusty Hansen](#)  
**Subject:** RE: Collier County public workshop event at GG Community Center on Feb. 6  
**Date:** Friday, January 17, 2025 1:52:47 PM  
**Attachments:** [CountyLogo-FullColor\\_948165c4-9665-41b4-9162-fbb16abff557.png](#)  
[Facebook\\_0522f546-5e75-4698-95f9-f15590a3defe.png](#)  
[Instagram\\_a8da4774-4b5b-4ad1-8d23-20e69b3b605d.png](#)  
[X-Twitter\\_8d678efc-bd14-44ce-97cf-7fbab1003b00.png](#)  
[Youtube\\_00787f1-7789-4afd-a015-50689fe1f99b.png](#)  
[311IconforSignature\\_87c558eb-83f5-449b-87c1-3cc5ac8b0859.png](#)

---

No problem Dusty. I'll post those flyers up on our community boards.

Thanks and have a great day!

- Mariah

Mariah Bosetti  
Customer Service Specialist II  
Parks & Recreation

Office: [239-252-4180](tel:239-252-4180)

Golden Gate Community Center 4701 Golden Gate Pkwy  
Naples, FL 34116  
[Mariah.Bosetti@colliercountyfl.gov](mailto:Mariah.Bosetti@colliercountyfl.gov)



-----Original Message-----

From: Dusty Hansen <[Dusty.Hansen@colliercountyfl.gov](mailto:Dusty.Hansen@colliercountyfl.gov)>  
Sent: Friday, January 17, 2025 1:22 PM  
To: Mariah Bosetti <[Mariah.Bosetti@colliercountyfl.gov](mailto:Mariah.Bosetti@colliercountyfl.gov)>  
Subject: Collier County public workshop event at GG Community Center on Feb. 6

Good Afternoon,

If possible, would you mind posting the attached two flyers in a visible location in the community center for the MPO and CAT's public workshop on February 6? If so, that would be most appreciated!

Thanks and have a great weekend.

Respectfully,

Dusty May Hansen  
Senior Planner  
Collier MPO  
2885 S. Horseshoe Drive  
Naples, FL, 34104  
O: 239-252-5850  
M: 239-315-1019  
[Dusty.Hansen@colliercountyfl.gov](mailto:Dusty.Hansen@colliercountyfl.gov)

Under Florida Law, e-mail addresses are public records. If you do not want your e-mail address released in response to a public records request, do not send electronic mail to this entity. Instead, contact this office by telephone or in writing.

-----Original Message-----

From: Collier County Parks and Recreation <[COLLIERCOUNTY@active.com](mailto:COLLIERCOUNTY@active.com)>  
Sent: Tuesday, January 7, 2025 12:59 PM  
To: Dusty Hansen <[Dusty.Hansen@colliercountyfl.gov](mailto:Dusty.Hansen@colliercountyfl.gov)>  
Subject: Permit #R34005

EXTERNAL EMAIL: This email is from an external source. Confirm this is a trusted sender and use extreme caution when opening attachments or clicking links.

GGCC(110) - Golden Gate Community Center  
4701 Golden Gate Parkway

Naples, FL 34116  
Phone: (239) 252-4180  
FAX:

Email: parksandrecreation@colliercountyfl.gov  
The Permit Number is: R34005.  
The contract was issued Jan 7, 2025 12:58 PM.

Hello,  
This is an automated email notification regarding the Permit #R34005.

To view details and/or print the contract, please open the attached file or visit (sign-in is required):  
[https://apm.activecommunities.com/collierparks/reservation/permitcontract/ZFFaWWUrM2QrN111U011VkpkydyUT09?onlineSiteId=0&from\\_original\\_cui=true&online=true&locale=en-US](https://apm.activecommunities.com/collierparks/reservation/permitcontract/ZFFaWWUrM2QrN111U011VkpkydyUT09?onlineSiteId=0&from_original_cui=true&online=true&locale=en-US)

To view our other offerings, please visit:

[http://apm.activecommunities.com/collierparks/ActiveNet\\_Home/RegistrationMain.sdi](http://apm.activecommunities.com/collierparks/ActiveNet_Home/RegistrationMain.sdi)

To see the latest information about your account, please visit:

[http://apm.activecommunities.com/collierparks/ActiveNet\\_Home/registrationMain.sdi?source=AccountOptions.sdi&ncui=1](http://apm.activecommunities.com/collierparks/ActiveNet_Home/registrationMain.sdi?source=AccountOptions.sdi&ncui=1)

You can also view complete schedules for you or members of your family by navigating to the "View Family Members Schedule" page in My Account.



**From:** [Dusty Hansen](#)  
**To:** [Alexia Velasco](#)  
**Subject:** RE: Immokalee Community Park: Large conference room booking Feb. 12 - Collier Area Transit/Collier MPO  
**Date:** Friday, January 17, 2025 1:23:00 PM  
**Attachments:** [PublicWorkshopFlyer\\_ENG.pdf](#)  
[PublicWorkshopFlyer\\_SPN.pdf](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)

---

Good Afternoon,

If possible, would you mind posting the attached two flyers in a visible location for the MPO and CAT's public workshop on February 12? If so, that would be most appreciated!

Thanks and have a great weekend.

Respectfully,

Dusty May Hansen  
Senior Planner  
Collier MPO  
2885 S. Horseshoe Drive  
Naples, FL, 34104  
O: 239-252-5850  
M: 239-315-1019  
[Dusty.Hansen@colliercountyfl.gov](mailto:Dusty.Hansen@colliercountyfl.gov)



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**From:** Alexia Velasco <[Alexia.Velasco@colliercountyfl.gov](mailto:Alexia.Velasco@colliercountyfl.gov)>  
**Sent:** Wednesday, January 8, 2025 10:58 AM  
**To:** Dusty Hansen <[Dusty.Hansen@colliercountyfl.gov](mailto:Dusty.Hansen@colliercountyfl.gov)>  
**Subject:** RE: Immokalee Community Park: Large conference room booking Feb. 12 - Collier Area Transit/Collier MPO

Good Morning Dusty,  
I blocked the hours for you. Let me know if you need anything else.

Alexia Velasco  
Recreation Program Leader I  
Parks & Recreation

Office: [239-252-4447](tel:239-252-4447)

[Alexia.Velasco@colliercountyfl.gov](mailto:Alexia.Velasco@colliercountyfl.gov)



---

**From:** Dusty Hansen <[Dusty.Hansen@colliercountyfl.gov](mailto:Dusty.Hansen@colliercountyfl.gov)>  
**Sent:** Wednesday, January 8, 2025 10:39 AM

**To:** Alexia Velasco <[Alexia.Velasco@colliercountyfl.gov](mailto:Alexia.Velasco@colliercountyfl.gov)>

**Subject:** Immokalee Community Park: Large conference room booking Feb. 12 - Collier Area Transit/Collier MPO

Good Morning Alexia,

Thank you for speaking with me this morning. As discussed, please reserve a large conference room (up to 30 people) for Collier MPO and CAT on Wednesday, February 12, beginning at 4 p.m.

CAT and Collier MPO are hosting a public workshop on the development of CAT's Transit Development Plan, which will begin at 5:30 p.m. We expect the workshop to end by 7 p.m.

We would also like to arrange for the use of your projector and screen.

Thank you very much for your assistance. Please provide me with a reservation confirmation. Feel free to reach out with any questions.

Respectfully,

Dusty May Hansen  
Senior Planner  
Collier MPO  
2885 S. Horseshoe Drive  
Naples, FL, 34104  
O: 239-252-5850  
M: 239-315-1019  
[Dusty.Hansen@colliercountyfl.gov](mailto:Dusty.Hansen@colliercountyfl.gov)



---

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**From:** [Dusty Hansen](#)  
**To:** [Upthegrove, Victoria](#); [McLeod, Peyton](#); [Peronto, Michelle S](#)  
**Cc:** [Sadhaj, Rohan](#); [Evans, Marcellus](#)  
**Subject:** Collier Area Transit - Transit Development Plan public workshops  
**Date:** Friday, January 17, 2025 1:46:01 PM  
**Attachments:** [PublicWorkshopFlyer ENG.pdf](#)  
[PublicWorkshopFlyer SPN.pdf](#)

---

Good Afternoon,

FYI- two in-person public workshops for TDP development have been scheduled for February 6 and 12 respectively. Please see the attached flyers.

Have a great weekend!

Respectfully,

Dusty May Hansen  
Senior Planner  
Collier MPO  
2885 S. Horseshoe Drive  
Naples, FL, 34104  
O: 239-252-5850  
M: 239-315-1019  
[Dusty.Hansen@colliercountyfl.gov](mailto:Dusty.Hansen@colliercountyfl.gov)



---

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**From:** [Dusty Hansen](#)  
**To:** [John Dunnuck](#); [Christie Betancourt](#); [Yuridia Zaragoza](#)  
**Cc:** [Anne McLaughlin](#)  
**Subject:** Collier Area Transit - Immokalee Public Workshop for in-process Transit Development Plan  
**Date:** Friday, January 17, 2025 1:13:34 PM  
**Attachments:** [PublicWorkshopFlyer\\_ENG.pdf](#)  
[PublicWorkshopFlyer\\_SPN.pdf](#)

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Good Afternoon,

You may recall that during the Immokalee CRA meeting on December 11, I said I would let you know when a public workshop on Collier Area Transit's in-process Transit Development Plan (TDP) had been scheduled in Immokalee. The TDP sets strategic guidelines for providing public transportation services in Collier County for the next 10 years.

The public is welcome and encouraged to attend the public workshop to learn about, and provide input on, proposed transit and mobility improvements. The Immokalee TDP Public Workshop is scheduled as follows:

Wednesday, February 12

5:30 p.m.

Immokalee Community Park

321 North 1st Street

Large Conference Room

Immokalee, FL, 34142

Attached please find flyers for the event. If you have any questions or need any additional information, please feel free to contact me.

Respectfully,

Dusty May Hansen  
Senior Planner  
Collier MPO  
2885 S. Horseshoe Drive  
Naples, FL, 34104  
O: 239-252-5850  
M: 239-315-1019  
[Dusty.Hansen@colliercountyfl.gov](mailto:Dusty.Hansen@colliercountyfl.gov)



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From: [Suzanne Miceli](#)  
To: [Suzanne Miceli](#)  
Cc: [Anne McLaughlin](#); [Dusty Hansen](#); [Sean Kingston](#)  
Subject: Be a part of transit planning in Collier County! Attend one of CAT's public workshops | Adviser Network, Staff and Agency Partners  
Date: Tuesday, January 21, 2025 12:42:11 PM  
Attachments: [image001.png](#)  
[image003.png](#)  
[image004.png](#)  
[image006.png](#)



### Attend one of CAT's public workshops and be a part of transit planning in Collier County!

The MPO and Collier Area Transit (CAT) are collaborating to develop an updated CAT Transit Development Plan (TDP). The TDP sets strategic guidelines for providing public transportation services in Collier County for the next 10 years. Attend one of CAT's public workshops and provide your input on future transit service and needs!

#### COLLIER AREA TRANSIT NEEDS YOUR INPUT!

##### Help Us Prioritize Improvements for CAT's 10 YEAR TRANSIT DEVELOPMENT PLAN

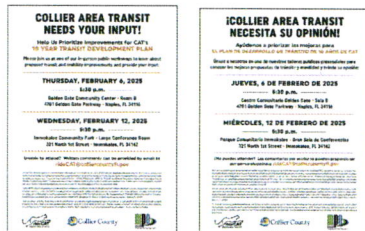
Please join us at one of our in-person public workshops to learn about proposed transit and mobility improvements and provide your input:

- **THURSDAY, FEBRUARY 6, 2025 | 5:30 p.m.**  
Golden Gate Community Center • Room B  
4701 Golden Gate Parkway • Naples, FL 34116
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Immokalee Community Park • Large Conference Room  
321 North 1st Street • Immokalee, FL 34142

Unable to attend? Written comments can be provided by email to: [rideCAT@colliercountyfl.gov](mailto:rideCAT@colliercountyfl.gov)

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#### Want to print out TDP Public Workshop flyers? Click the images below!



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Respectfully,  
Suzanne Miceli  
Operations Support Specialist II



2885 S. Horseshoe Dr.  
Naples, FL, 34104

[Suzanne.Miceli@colliercountyfl.gov](mailto:Suzanne.Miceli@colliercountyfl.gov)

[colliermpo.org](http://colliermpo.org)

Office: 239-252-5814

Mobile: 239-450-8136

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From: [Suzanne Miceli](#)  
To: [Suzanne Miceli](#)  
Cc: [Anne McAvail](#); [Dusty Hansen](#); [Sean Kingston](#)  
Subject: Be a part of transit planning in Collier County! Attend one of CAT's public workshops | Advisory Committees  
Date: Tuesday, January 21, 2025 1:27:34 PM  
Attachments: [image001.png](#)  
[image003.png](#)  
[image004.png](#)



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The MPO and Collier Area Transit (CAT) are collaborating to develop an updated CAT Transit Development Plan (TDP). The TDP sets strategic guidelines for providing public transportation services in Collier County for the next 10 years. Attend one of CAT's public workshops and provide your input on future transit service and needs!

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#### Help Us Prioritize Improvements for CAT's 10 YEAR TRANSIT DEVELOPMENT PLAN

Please join us at one of our in-person public workshops to learn about proposed transit and mobility improvements and provide your input:

- **THURSDAY, FEBRUARY 6, 2025 | 5:30 p.m.**  
Golden Gate Community Center • Room B  
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#### Want to print out TDP Public Workshop flyers? Click the images below!



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**Cc:** Anne McLaughlin; Dusty Hansen; Sean Kingston  
**Subject:** CAT Announces Transit Development Plan Public Workshops | Board Members  
**Date:** Tuesday, January 21, 2025 1:48:49 PM  
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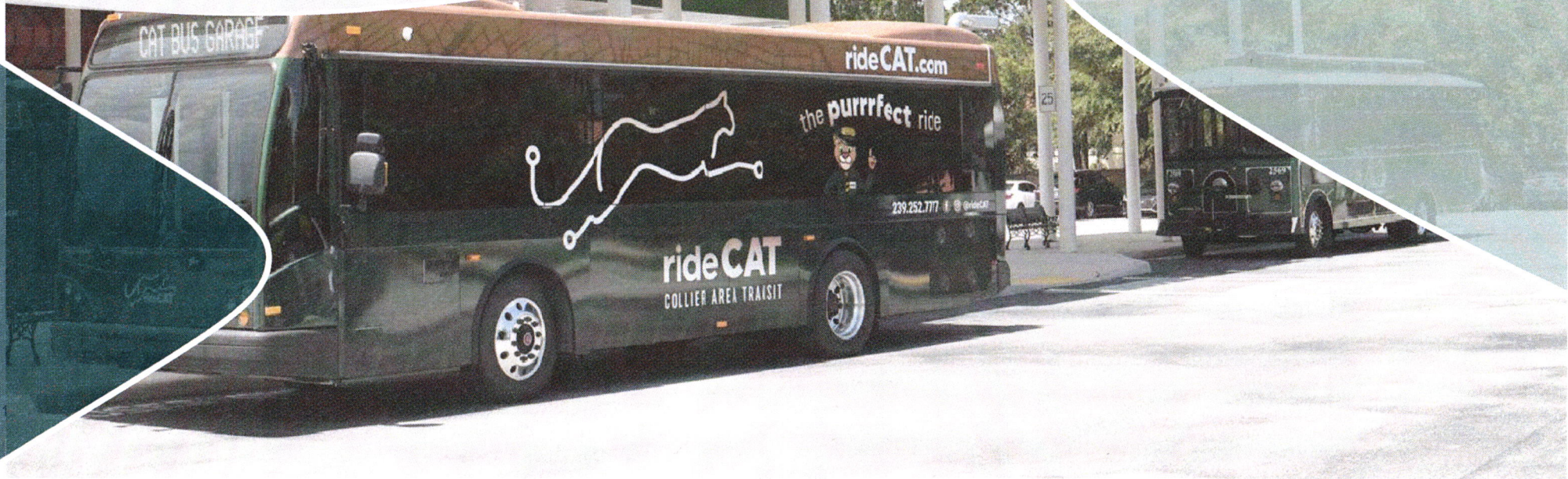




# Collier County Transit Development Plan Workshop Session

Golden Gate Community Center

February 6, 2025







## Agenda

1. Welcome and Introductions
2. Meeting Objectives
3. Collier Area Transit Mission
4. Collier MPO Partnership
5. CAT Transit Development Plan
6. Recommendations
7. Next Steps
8. Table-Top Discussion



## Presenters





## Meeting Objectives



### Listen

Engage our riders, customers, and partners to learn more about how we work together.



### Discuss

Examine planning strategies to improve public transportation in Collier.



### Build

Develop an ACTION PLAN for the next 10 years

Get  
YOUR  
input  
on  
transit  
Listen  
for  
feed-  
back





## COLLIER COUNTY STRATEGIC PLAN 2024



### Values:

- Leadership
- Ethics
- Accountability
- Dedication
- Service

### Vision:

- To be the best community in America to live, work, and play

### Mission:

- To deliver high-quality and best-value public services, programs, and facilities to meet the needs of our residents, visitors, and businesses today and tomorrow

## STRATEGIC FOCUS AREAS

### Quality of Place

#### Objectives

- Support and enhance our commitment to robust public safety services
- Support access to health, wellness, and human services
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- Maintain a fully responsive, best-in-class emergency management capability

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- Lead by example with positive and purpose-driven actions
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- Safeguard taxpayer money by promoting fiscal stewardship and sound budget oversight
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- Support the Collier County Constitutional Officers in the execution of their responsibilities





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Collier Area Transit (CAT) is committed to providing safe, accessible, and courteous public transportation services to its customers.





# Transit Development Plans - overview

## Planning, Development and Operational Guidance

- Strategic Blueprint for Transit
- Required for state funding
- 10-Year Plan
- Promotes transit
- Major updates every 5 years. Progress reports annually

## Plan Elements

- Operating Conditions
- Existing Services
- Public Input
- Situational Appraisal
- Goals
- Transit Demand & Needs Assessment
- Implementation and Financial Plan

## Stakeholders

- **Riders**
- **Collier County Residents and Visitors**
- **Business Community**
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## Stakeholder Involvement

- **Educate**
  - identify transit stakeholders and include them in the recommendations.
  - Provide information on CAT's performance and compare to other transit agencies with similar characteristics.
- **Solicit**
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- **Integrate**
  - use public feedback to develop recommendations.
  - Show how stakeholder involvement comments, issues, and concerns were addressed.
  - Build on the customer model of gap identification to build ridership, and meet needs.





## Collier MPO – planning & coordination



### MPO Board Representatives

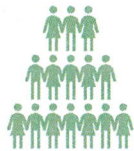
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- ✓ The Collier MPO is responsible for the development and implementation of a balanced, integrated, and **multimodal** program which efficiently moves traffic.
- ✓ The MPO's goal is to ensure that a continuing, comprehensive and cooperative approach to **planning for transportation needs** is maintained and properly coordinated with other MPOs, FDOT and the Federal Highway Administration (FHWA), as well as MPO committee members and members of the public.
- ✓ As the agency designated by the Federal government to oversee planning processes, and with political representation from municipalities, the **MPO partners with Collier Area Transit** to support the TDP process and deliver actionable plans.
- ✓ As a funding partner, the Collier MPO benefits from coordinating, developing and prioritizing alternatives for the **10-year plan**.





# Collier County – Community Profile



## Population

- 380,221 people\*
- 17.5% growth in 10 years (2012-2022)\*



## Housing/Community

- 229,814 housing units\*
- 64% live within 30 minutes of work\*



## Demographics

- 32.8% of population over 64\*
- 31.6% minority population\*\*



## Income/Homeownership

- 10.4% living in poverty\*
- 4.3% zero vehicle households\*



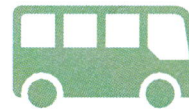
0.7%  
walk\*



74% drive  
alone\*



10.9% carpool\*



0.5% use transit\*



0.3% Bike\*



1.7% Other\*



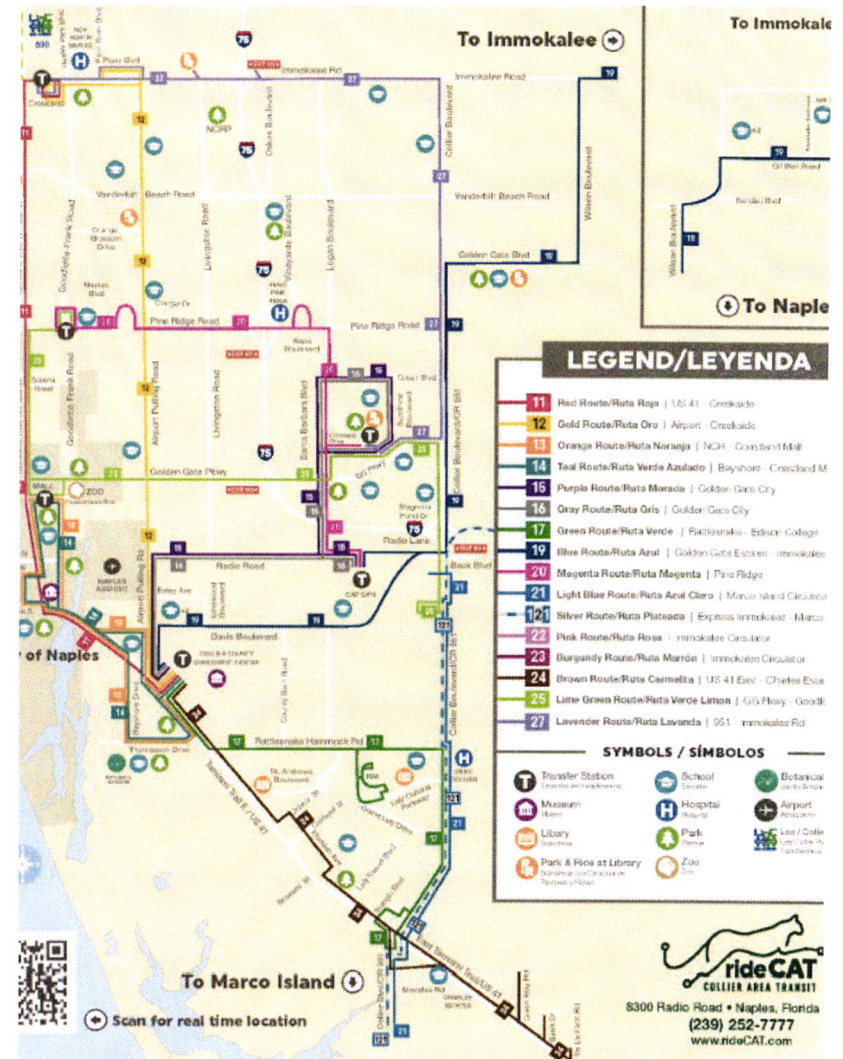
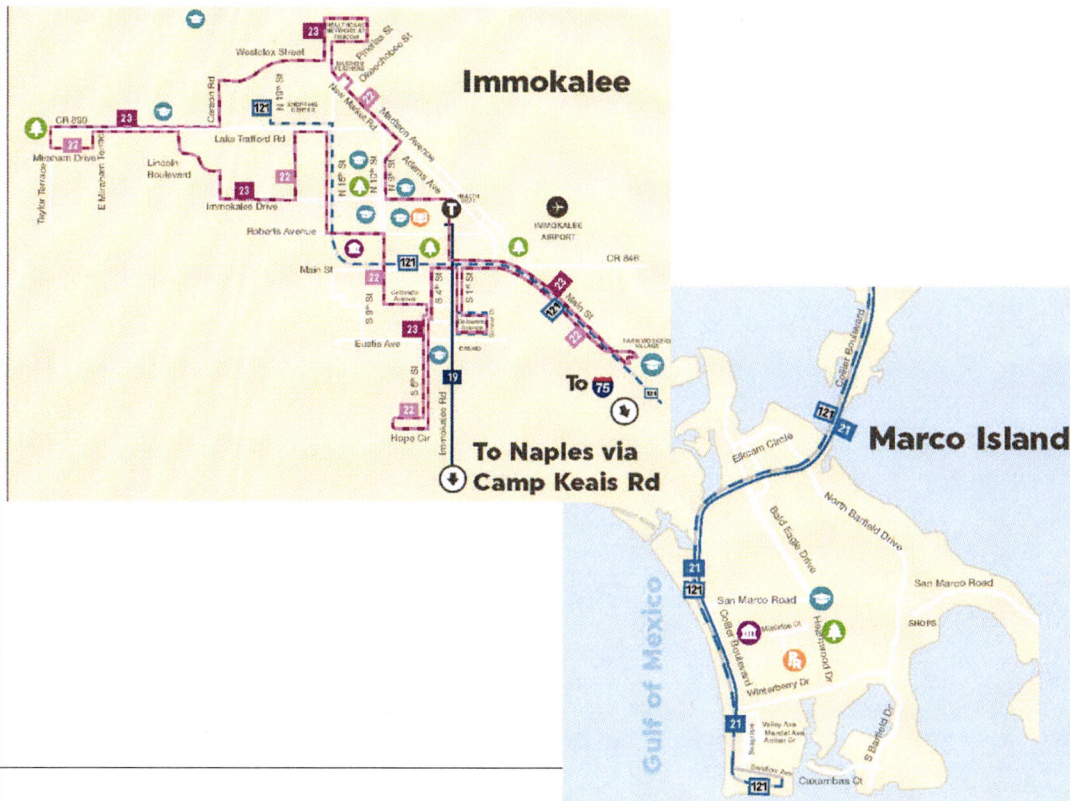
11.7%  
WFH\*

\*2022 5-Year ACS

\*\*2020 Decennial Census



# Collier Area Transit – Bus Maps







# Collier Area Transit – System Profile

## Systemwide Stats

- 746,338 unlinked trips\*
- 6,128,249 miles\*
- 124,701 revenue hours\*
- 2,371,843 revenue miles\*

## Hours of Service

- Operates 7 days a week:  
Monday to Sunday,  
6 a.m. to 8:45 p.m.

## Fares

- \$2 one-way fare
- \$3 day pass
- \$3 Marco Express
- \$20 15-day smart pass
- \$40 30-day smart pass
- \$1.29 average fare\*\*

## Routes (2023)

- Fixed Route
- Community Circulator
- Vanpools
- Special Services

\*2022 NTD Data

\*\*Calculated from 2022 NTD Data (total fare revenue over number of unlinked trips)



## CAT Highlights



CAT demonstrates **high vehicle utilization** with the highest VRM per vehicle value among peers.

Operating expenses per UPT, PMT, VRM, and VRH are below peer averages, indicating **efficient service delivery**

Despite the removal of the last loop for Routes 11, 12, 13, 14, and 17 and the merging of some routes, **ridership increased during the peak season between FY23 and FY24**

CAT's operating expenses have increased since 2018, primarily due to inflation, but remain below peer averages, **indicating cost-effectiveness**





## CAT Challenges

**The number of vehicles operating at maximum service (VOMS/VAMS) is below peer averages,** which may restrict the frequency and reliability of service. The withdrawal of certain services and routes, potentially leads to **gaps in coverage and further impacting ridership.**

CAT's 2022 farebox recovery ratio is approximately 8%, **indicating a heavy reliance on external funding sources to cover operating costs.**

CAT's vehicle revenue miles (VRM) and vehicle revenue hours (VRH) are below peer averages, indicating potential service supply limitations. The decrease in VRM suggests **service withdrawal, impacting accessibility and convenience,** especially in areas with longer routes that have been restricted.

CAT's unlinked passenger trips (UPT) and passenger miles travelled (PMT) per capita are below peer averages, indicating lower service utilization and effectiveness. This suggests that **CAT may not be fully meeting the transit needs of its service area population, which could be due to service limitations or lower demand**



## Recommendations

- Frequency improvements
- Later service
- Realigning Routes
- New Service
- Mobility on Demand

Service  
Improvements



- Bus replacement
- Support Vehicles
- Park and Ride Facilities
- Intermodal Transfer Facilities
- Operations and Transfer Stations

Capital -  
Infrastructure



- Managed lanes study
- Corridor Service Studies
- Transfer Hub Study
- Beach Service
- Park & Ride Study
- Adopt Alt Fuels

Policy & other







## Recommendations Implementation Years

### Route Network and New Service

| Route Network and New Service                        | Years |
|------------------------------------------------------|-------|
| New Bayshore Shuttle                                 | 2027  |
| New Route 31 (Golden Gate Pkwy) (Split Route 25 E-W) | 2027  |
| New Route 33 (Immokalee Rd) (Split Route 27 E-W)     | 2031  |
| Realign Route 14 operate at 60 min. headway          | 2027  |
| Realign Route 23 headway 60 to 40 minutes            | 2028  |
| Route 30 (Goodlette Frank Rd) (Split Route 25 N-S)   | 2028  |
| Route 32 (Collier Blvd) (Split Route 27 N-S)         | 2029  |
| Express Premium Route to Lee County                  | 2029  |
| UF/IFAS and Lehigh Acres                             | 2031  |
| Realign Route 13 shorten to 40 min. headway          | 2029  |





## Recommendations Implementation Years

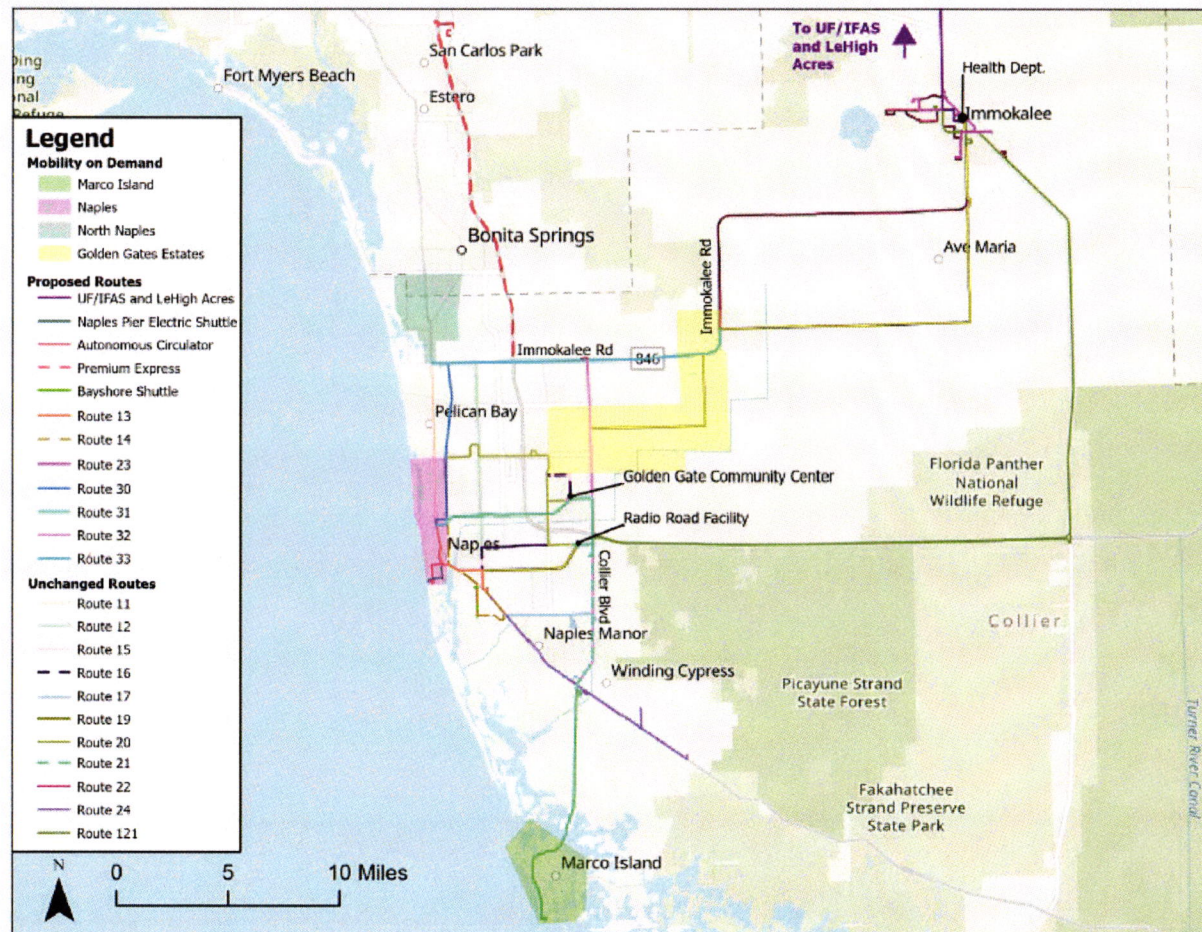
### Frequency Improvements and Later Service

| Frequency Improvements         | Years |
|--------------------------------|-------|
| Route 15 from 90 to 45 min     | 2027  |
| Route 121 - add one AM, one PM | 2027  |
| Route 11 from 30 to 20 mins    | 2027  |
| Route 12 from 90 to 45 mins    | 2027  |
| Route 13 from 40 to 30 min     | 2027  |
| Route 17 from 90 to 45 minutes | 2027  |
| Route 16 from 90 to 45 min     | 2029  |
| Route 14 from 60 to 30 min     | 2031  |

| Later Service                         | Years |
|---------------------------------------|-------|
| Route 11 - Extend to 10:00 PM         | 2031  |
| Route 14 - Extend to 10:00 PM         | 2031  |
| Route 19 - Extend to 10:00 PM         | 2029  |
| Route 24 - Extend to 10:00 PM         | 2031  |
| Route 15 - Extend to 10:00 PM         | 2031  |
| Route 17 - Extend to 10:00 PM         | 3031  |
| Study: I-75 Managed Lanes Express     | 2026  |
| Study: Santa Barbara Corridor Service | 2026  |
| Study: Immokalee Road Transfer Hub    | TBD   |
| Branding beach buses, other services  | TBD   |



# Recommendations Proposed Routes







## **Next Steps**

- Incorporate feedback from this meeting
- Refine recommendations
- Develop financial projections
- Align with the MPO's Long Range Transportation Plan
- Continue to engage riders, stakeholders, and partners.
- Present to MPO Board
- Present to Collier County Board of County Commissioners



## Please Provide Comments

- **Maps**
  - Sticky Notes to write questions, comments on the route map
- **Comment Sheets**
  - Asking specific questions to inform the Project Team
- **Implementation Plan**
  - Sticky Notes to write comments on the years we are implementing new routes, late services and more



## Contact Information

**Dusty May Hansen**

Senior Planner

Collier MPO

2885 S. Horseshoe Drive

Naples, FL, 34104

O: 239-252-5850

M: 239-315-1019

[Dusty.Hansen@colliercountyfl.gov](mailto:Dusty.Hansen@colliercountyfl.gov)

**Alexander Showalter**

Planner II

2885 S. Horseshoe Drive

Naples, FL, 34104

O: 239-252-5849

[alexander.showalter@colliercountyfl.gov](mailto:alexander.showalter@colliercountyfl.gov)

**Frank Domingo, PM**

Transportation Planner

Stantec Consulting

Sarasota FL

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M: 1 604-817-7590

[Frank.Domingo@stantec.com](mailto:Frank.Domingo@stantec.com)

**Rachel Young**

Transportation Planner

Stantec Consulting

O: (519) 575-4228

[Rachel.young2@stantec.com](mailto:Rachel.young2@stantec.com)





**Thank you**

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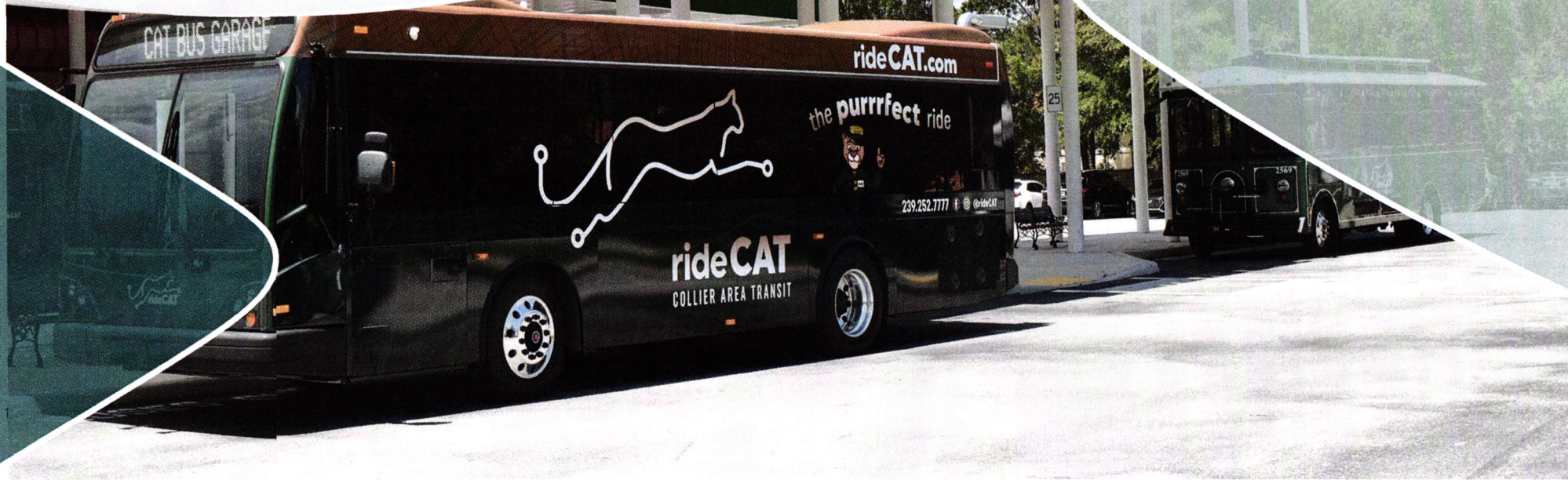




# Collier County Transit Development Plan Workshop Session

Immokalee Community Park

February 12, 2025







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## Presenters



SKIP THE MAP **GET THE APP!**



**transit**

Download the **Transit app** to view routes, plan trips, and purchase passes.



Collier County



Stantec



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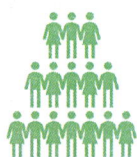
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- ✓ As a funding partner, the Collier MPO benefits from coordinating, developing and prioritizing alternatives for the **10-year plan**.



# Collier County – Community Profile



## Population

- 380,221 people\*
- 17.5% growth in 10 years (2012-2022)\*



## Housing/Community

- 229,814 housing units\*
- 64% live within 30 minutes of work\*



## Demographics

- 32.8% of population over 64\*
- 31.6% minority population\*\*



## Income/Homeownership

- 10.4% living in poverty\*
- 4.3% zero vehicle households\*



0.7%  
walk\*



74% drive  
alone\*



10.9% carpool\*



0.5% use transit\*



0.3% Bike\*



1.7% Other\*



11.7%  
WFH\*

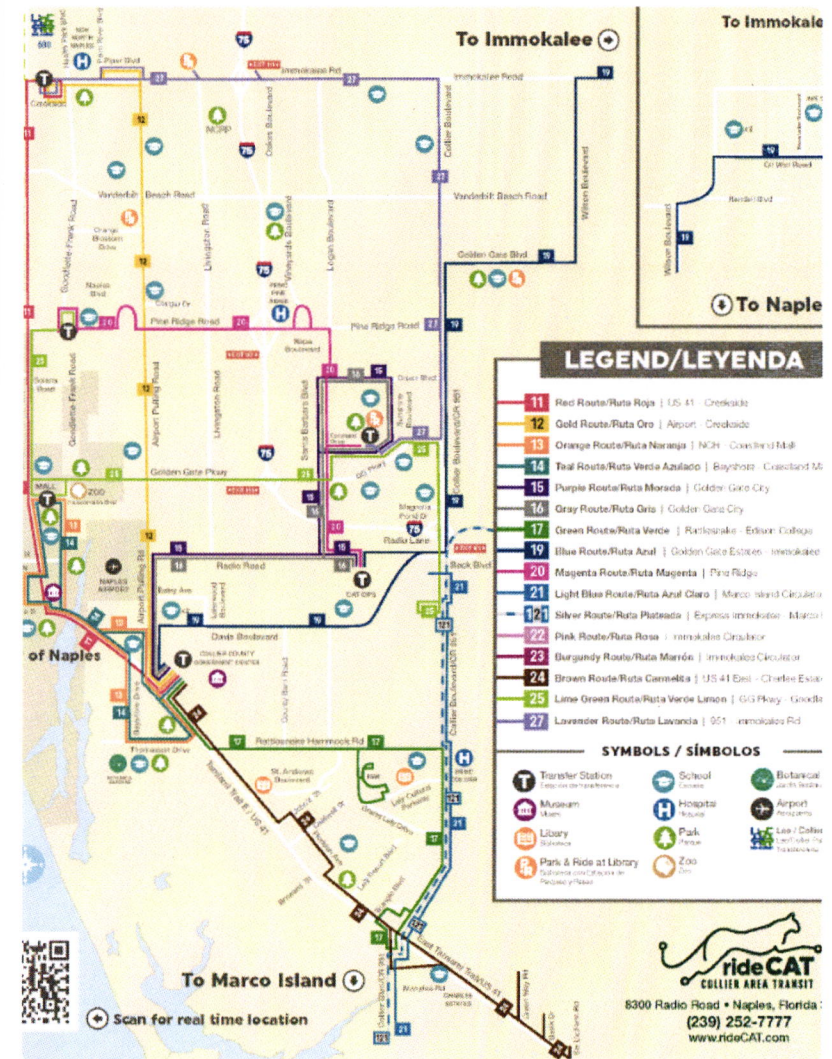
\*2022 5-Year ACS

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# Collier Area Transit – Bus Maps





# Collier Area Transit – System Profile

## Systemwide Stats

- 746,338 unlinked trips\*
- 6,128,249 miles\*
- 124,701 revenue hours\*
- 2,371,843 revenue miles\*

## Hours of Service

- Operates 7 days a week:  
Monday to Sunday,  
6 a.m. to 8:45 p.m.

## Fares

- \$2 one-way fare
- \$3 day pass
- \$3 Marco Express
- \$20 15-day smart pass
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- \$1.29 average fare\*\*

## Routes (2023)

- Fixed Route
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- Vanpools
- Special Services

\*2022 NTD Data

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## CAT Highlights



CAT demonstrates **high vehicle utilization** with the highest VRM per vehicle value among peers.

Operating expenses per UPT, PMT, VRM, and VRH are below peer averages, indicating **efficient service delivery**

Despite the removal of the last loop for Routes 11, 12, 13, 14, and 17 and the merging of some routes, **ridership increased during the peak season between FY23 and FY24**

CAT's operating expenses have increased since 2018, primarily due to inflation, but remain below peer averages, **indicating cost-effectiveness**





## CAT Challenges

**The number of vehicles operating at maximum service (VOMS/VAMS) is below peer averages,** which may restrict the frequency and reliability of service. The withdrawal of certain services and routes, potentially leads to **gaps in coverage and further impacting ridership.**

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CAT's vehicle revenue miles (VRM) and vehicle revenue hours (VRH) are below peer averages, indicating potential service supply limitations. The decrease in VRM suggests **service withdrawal, impacting accessibility and convenience,** especially in areas with longer routes that have been restricted.

CAT's unlinked passenger trips (UPT) and passenger miles travelled (PMT) per capita are below peer averages, indicating lower service utilization and effectiveness. This suggests that **CAT may not be fully meeting the transit needs of its service area population, which could be due to service limitations or lower demand**



## Recommendations

- Frequency improvements
- Later service
- Realigning Routes
- New Service
- Mobility on Demand

Service  
Improvements



- Bus replacement
- Support Vehicles
- Park and Ride Facilities
- Intermodal Transfer Facilities
- Operations and Transfer Stations

Capital -  
Infrastructure



- Managed lanes study
- Corridor Service Studies
- Transfer Hub Study
- Beach Service
- Park & Ride Study
- Adopt Alt Fuels

Policy & other







## Recommendations Implementation Years

### Route Network and New Service

| Route Network and New Service                        | Years |
|------------------------------------------------------|-------|
| New Bayshore Shuttle                                 | 2027  |
| New Route 31 (Golden Gate Pkwy) (Split Route 25 E-W) | 2027  |
| New Route 33 (Immokalee Rd) (Split Route 27 E-W)     | 2031  |
| Realign Route 14 operate at 60 min. headway          | 2027  |
| Realign Route 23 headway 60 to 40 minutes            | 2028  |
| Route 30 (Goodlette Frank Rd) (Split Route 25 N-S)   | 2028  |
| Route 32 (Collier Blvd) (Split Route 27 N-S)         | 2029  |
| Express Premium Route to Lee County                  | 2029  |
| UF/IFAS and Lehigh Acres                             | 2031  |
| Realign Route 13 shorten to 40 min. headway          | 2029  |





## Recommendations Implementation Years

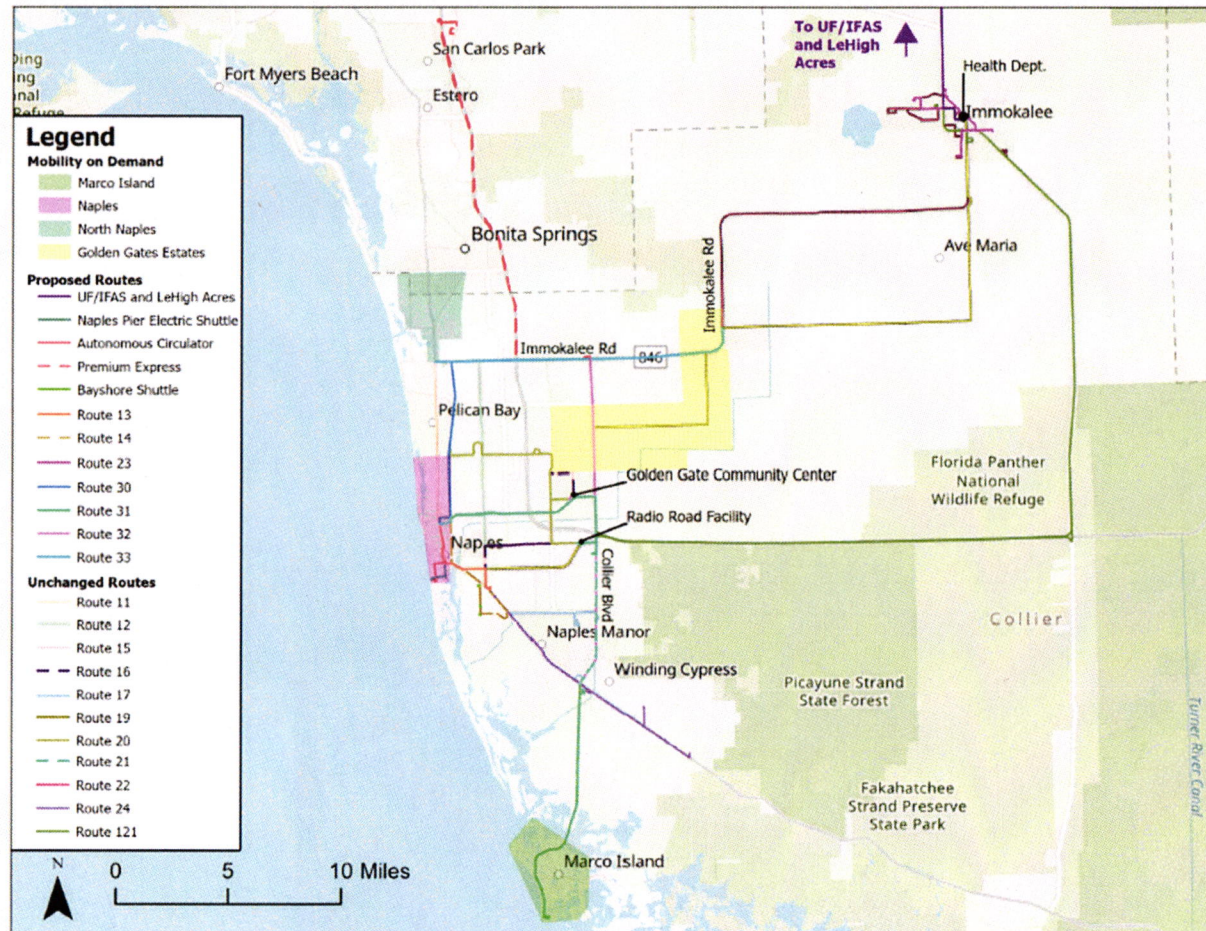
### Frequency Improvements and Later Service

| Frequency Improvements         | Years |
|--------------------------------|-------|
| Route 15 from 90 to 45 min     | 2027  |
| Route 121 - add one AM, one PM | 2027  |
| Route 11 from 30 to 20 mins    | 2027  |
| Route 12 from 90 to 45 mins    | 2027  |
| Route 13 from 40 to 30 min     | 2027  |
| Route 17 from 90 to 45 minutes | 2027  |
| Route 16 from 90 to 45 min     | 2029  |
| Route 14 from 60 to 30 min     | 2031  |

| Later Service                         | Years |
|---------------------------------------|-------|
| Route 11 - Extend to 10:00 PM         | 2031  |
| Route 14 - Extend to 10:00 PM         | 2031  |
| Route 19 - Extend to 10:00 PM         | 2029  |
| Route 24 - Extend to 10:00 PM         | 2031  |
| Route 15 - Extend to 10:00 PM         | 2031  |
| Route 17 - Extend to 10:00 PM         | 2031  |
| Study: I-75 Managed Lanes Express     | 2026  |
| Study: Santa Barbara Corridor Service | 2026  |
| Study: Immokalee Road Transfer Hub    | TBD   |
| Branding beach buses, other services  | TBD   |



# Recommendations Proposed Routes







## **Next Steps**

- Incorporate feedback from this meeting
- Refine recommendations
- Develop financial projections
- Align with the MPO's Long Range Transportation Plan
- Continue to engage riders, stakeholders, and partners.
- Present to MPO Board
- Present to Collier County Board of County Commissioners



## Please Provide Comments

- **Maps**
  - Sticky Notes to write questions, comments on the route map
- **Comment Sheets**
  - Asking specific questions to inform the Project Team
- **Implementation Plan**
  - Sticky Notes to write comments on the years we are implementing new routes, late services and more





## Contact Information

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Planner II

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Transportation Planner

Stantec Consulting

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M: 1 604-817-7590

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Stantec Consulting

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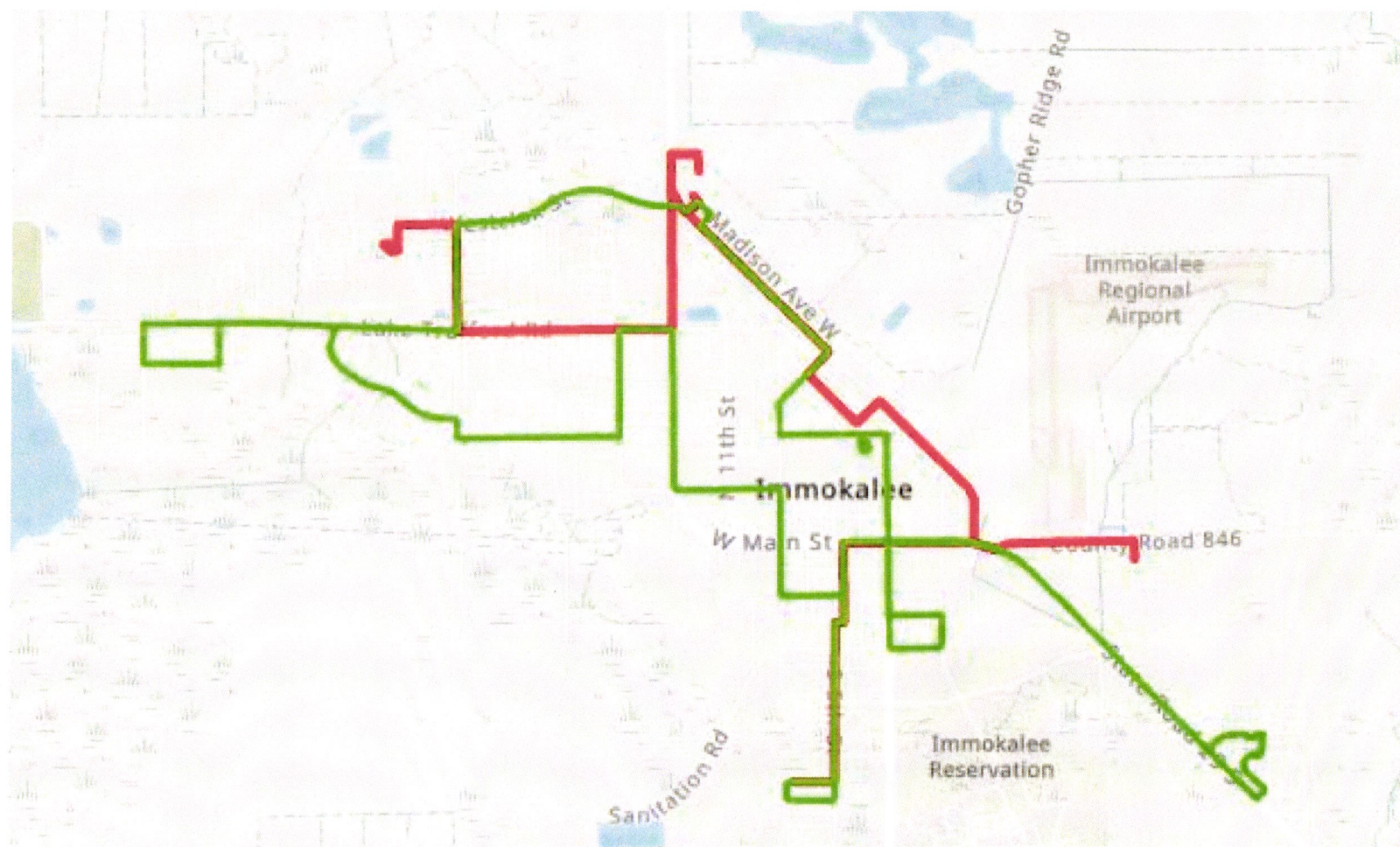


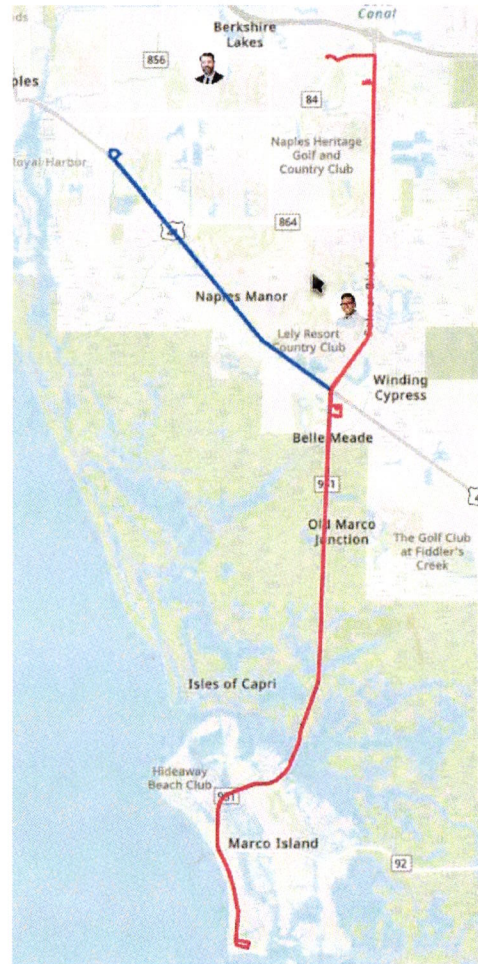
**Thank you**

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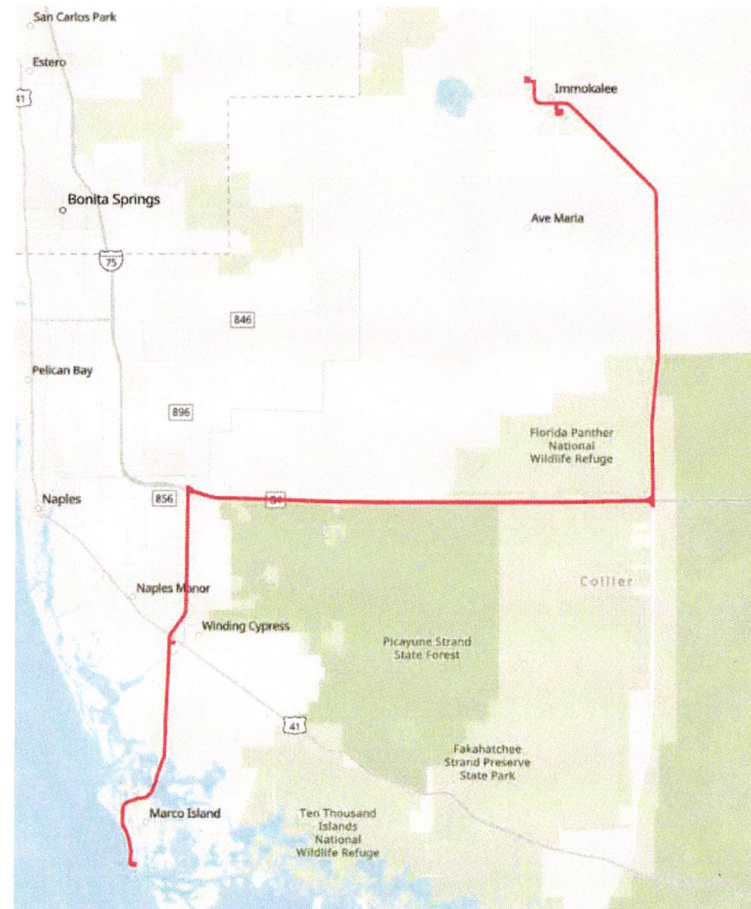












|                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Public Comments</b>                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>CAT TDP Public Meeting #1- Golden Gate Estates</b>                                                                                                                                                                                                                                                                                                                                                      |
| <b>February 6, 2025 5:30 p.m. to 7:00 p.m.</b>                                                                                                                                                                                                                                                                                                                                                             |
| Timing for implementation of route to Lehigh Acres? Looking at budgeting projections. Would like to be implemented sooner rather than later, there's a lot of demand                                                                                                                                                                                                                                       |
| Request to present information/ do a presentation at Immokalee meeting on March 19                                                                                                                                                                                                                                                                                                                         |
| MPO will have a pop up to gather feedback at the rodeo event in Immokalee in March                                                                                                                                                                                                                                                                                                                         |
| Support to extend service times later in the day                                                                                                                                                                                                                                                                                                                                                           |
| Amenity alternatives besides benches, because they attract homeless people who stay at the stops                                                                                                                                                                                                                                                                                                           |
| "Yes team" from Tampa is a good idea to implement in Immokalee to take care of homeless problem                                                                                                                                                                                                                                                                                                            |
| Tampa has a free shuttle that runs with a downtown partnership for funds. Very successful because it runs every 15 mins                                                                                                                                                                                                                                                                                    |
| Golf cart service where drivers get paid by tips and advertisement on the cars                                                                                                                                                                                                                                                                                                                             |
| Why not add advertising wraps on the CAT buses to increase budget?                                                                                                                                                                                                                                                                                                                                         |
| The new Lake Trafford bus stop is in coordination with transportation planning                                                                                                                                                                                                                                                                                                                             |
| An express service going to the airport would be good                                                                                                                                                                                                                                                                                                                                                      |
| Motorized bikes can go on bus racks as long as used can load it themselves and it fits on the rack                                                                                                                                                                                                                                                                                                         |
| E-bikes and e-scooters solve a gap in service so they should not be removed but they can be dangerous if they go too fast                                                                                                                                                                                                                                                                                  |
| <b>CAT TDP Public Meeting #2-Immokalee</b>                                                                                                                                                                                                                                                                                                                                                                 |
| <b>February 12, 2025 5:30 p.m. to 7:00 p.m.</b>                                                                                                                                                                                                                                                                                                                                                            |
| Lee and Sarasota are changing the fares (experimental increase)                                                                                                                                                                                                                                                                                                                                            |
| Immokalee station will be completed in March 2025, Lehigh acres station by end of year 2025                                                                                                                                                                                                                                                                                                                |
| Route 22 goes up to Immokalee (up to lake) and comes back down                                                                                                                                                                                                                                                                                                                                             |
| Add more buses to route 121, buses are crowded                                                                                                                                                                                                                                                                                                                                                             |
| Extending service is a good idea                                                                                                                                                                                                                                                                                                                                                                           |
| City of Naples is good place to set up autonomous vehicles, need grid-like layout                                                                                                                                                                                                                                                                                                                          |
| How to better serve Marco island?                                                                                                                                                                                                                                                                                                                                                                          |
| Employers in Marco island support expansion of services, residents not so much, they think more tourists will come                                                                                                                                                                                                                                                                                         |
| The parrot transit tracking for the buses is completely inaccurate                                                                                                                                                                                                                                                                                                                                         |
| Support in favor of route 11 frequency improvement                                                                                                                                                                                                                                                                                                                                                         |
| Support in favor of UF/IFAS and Lehigh Acres routes                                                                                                                                                                                                                                                                                                                                                        |
| Route 27- Park and ride in Immokalee Rd in Livingston, does not get used, maybe 1 person a day. In off season it does not get serviced. Carpoolers could use it.                                                                                                                                                                                                                                           |
| Managed lanes? Still looking at ways to connect Lee and Collier, maybe using I-75?                                                                                                                                                                                                                                                                                                                         |
| FDOT is trying to get 12ft lanes and shoulders implemented in I-75 to use as a bus lane with shoulder in the future. Collier Congestion Management Plan shows evidence that there's a lot of movement from Collier to Lee County                                                                                                                                                                           |
| Park and ride maybe will be used more if there's a route on Livingston                                                                                                                                                                                                                                                                                                                                     |
| Developers should be helping transit more (PNR)                                                                                                                                                                                                                                                                                                                                                            |
| <b>CAT On-Board Rider Survey</b>                                                                                                                                                                                                                                                                                                                                                                           |
| <b>January 2, 2025</b>                                                                                                                                                                                                                                                                                                                                                                                     |
| <b><i>Do you have any other comments or suggestions that would help CAT improve mobility services? Please explain:</i></b>                                                                                                                                                                                                                                                                                 |
| No one hardly ever answers customer service phone, and when they do, they just transfer you to a voicemail or nasty. Most drivers barely speak English and are unable to effectively communicate with all passengers. The majority of drivers drive too fast and break too hard, overall unsafe. Most drivers don't care about passengers connecting with other buses. The whole is completely mismanaged. |
| Para-transit improvements needed; difficult to get to work timely, especially if crossing county boarders, arrangement with Lee county should be considered to cross county lines for work                                                                                                                                                                                                                 |
| It needs to connect to Lehigh acres in Lee county                                                                                                                                                                                                                                                                                                                                                          |
| Trains would be revolutionary                                                                                                                                                                                                                                                                                                                                                                              |
| People who reside in Immokalee need rides to access care on the FSW campus                                                                                                                                                                                                                                                                                                                                 |



|                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No                                                                                                                                                                                                                                                                                                                                                                                                               |
| Route 19 must have more check points because it is a long trip.                                                                                                                                                                                                                                                                                                                                                  |
| Many who use the service go to their doctor, school, and other appointments that do require planning out how much longer their day will be. I believe it is important that we accommodate and expand these services to best serve those with disabilities or those who lack a vehicle to be able to access necessary appointments.                                                                               |
| Services to connect transportation more easily and frequently to nearby universities (such as FGCU) and other amenities.                                                                                                                                                                                                                                                                                         |
| Improve awareness, I don't even know how much it costs or where the routes are. I don't know how it works.                                                                                                                                                                                                                                                                                                       |
| Many people who reside outside of the City of Naples experience transportation barriers that are affecting the health and welfare of each family member. Many children are not able to receive the necessary dental care due to an inability to travel to Naples for the recommended care. Improved bus schedules and more advertisement of what is offered from Immokalee to Naples would help with this issue. |
| Multi-modal mobility is really important to a healthy community. Thank you to Collier County for offering this service. I would like to see it expanded in the future as we increase density and development                                                                                                                                                                                                     |
| Would love to see Collier County base its land use decisions on its transportation goals. Transit will never work with the way that we keep building sprawling suburbia.                                                                                                                                                                                                                                         |
| No.                                                                                                                                                                                                                                                                                                                                                                                                              |
| expanding operating hours should be considered                                                                                                                                                                                                                                                                                                                                                                   |
| Although I don't use the bus service, I may in the future. I see a lot of people using the buses without anywhere to sit and be protected. Especially in our rainy season. Seems to be with more and more people being forced to move to the neighborhood due to housing costs, there need to be more routes out further and longer hours.                                                                       |
| Shelters and benches are important. It is degrading to see someone standing in the rain at a POLE with a little sign. I would never let my mom ride the bus for that one reason. Poor people have to stand in the heat and rain at a POLE.                                                                                                                                                                       |
| I think too much is spent on this. It's more than enough for what collier has for people who ride the cat. It's mostly workers that don't even pay taxes.                                                                                                                                                                                                                                                        |
| no                                                                                                                                                                                                                                                                                                                                                                                                               |
| I work and route 12 has been cut off and the evening route was cancelled. Am I eligible for the door-to-door CAT CONNECT as I am a senior age 68??                                                                                                                                                                                                                                                               |



## Collier County Transit Development Plan

### LISTENING SESSION

January 28, 2025







## Agenda

1. Welcome and Introductions
2. Meeting Objectives
3. Collier Area Transit Mission
4. Collier MPO Partnership
5. CAT Transit Development Plan
6. Focus Group Outreach
7. Question & Answers
8. Next Steps



## Presenters



SKIP THE MAP GET THE APP!



transit

Download the Transit app to view routes, plan trips, and purchase passes.



Collier County



Stantec



## Meeting Objectives



### **Listen**

Engage our riders, customers, and partners to learn more about how we work together.



### **Discuss**

Examine planning strategies to improve public transportation in Collier.



### **Build**

Develop an **ACTION PLAN** for the next 10 years

Get  
**YOUR**  
input  
on  
transit

Listen  
for  
feed-  
back





## COLLIER COUNTY STRATEGIC PLAN 2024



### Values:

- Leadership
- Ethics
- Accountability
- Dedication
- Service

### Vision:

- To be the best community in America to live, work, and play

### Mission:

- To deliver high-quality and best-value public services, programs, and facilities to meet the needs of our residents, visitors, and businesses today and tomorrow

## STRATEGIC FOCUS AREAS

### Quality of Place

#### Objectives

- Support and enhance our commitment to robust public safety services
- Support access to health, wellness, and human services
- Preserve and enhance the character of our community
- Protect our natural resources
- Provide quality public amenities and recreational opportunities
- Promote Collier County as an exceptional tourism destination
- Maintain a fully responsive, best-in-class emergency management capability

### Infrastructure and Asset Management

#### Objectives

- Plan and build public infrastructure and facilities to effectively, efficiently, and sustainably meet the needs of our community
- Optimize the useful life of all public infrastructure and resources through proper planning and preventative maintenance
- Prepare for the impacts of natural disasters on our critical infrastructure and natural resources
- Use the Annual Update and Inventory Report (AUIR) and other planning tools to establish and implement plans that concurrently provide public infrastructure
- Develop and utilize partnerships to ensure that government facilities meet public expectations

### Community Development

#### Objectives

- Implement prudent and inclusive policy development through effective planning for transportation, land use, and growth management
- Design and maintain an effective transportation system to reduce traffic congestion and improve the mobility of our residents and visitors
- Encourage diverse economic opportunities by fostering a business-friendly environment
- Support comprehensive affordable housing opportunities
- Operate an efficient and customer-focused permitting process
- Develop integrated and sustainable plans to protect and manage water resources
- Provide services and programs that sustainably manage the County's waste

### Responsible Governance

#### Objectives

- Lead by example with positive and purpose-driven actions
- Promote data-driven decision-making through performance management, continuous improvement, and measurable results
- Safeguard taxpayer money by promoting fiscal stewardship and sound budget oversight
- Encourage active community engagement and participation
- Foster a high-performing work culture with transparency and accountability
- Recruit, develop, assess, and retain a high-quality workforce
- Support the Collier County Constitutional Officers in the execution of their responsibilities





## Collier Area Transit

Collier Area Transit (CAT) is committed to providing safe, accessible, and courteous public transportation services to its customers.





# Transit Development Plans - overview

## Planning, Development and Operational Guidance

- Strategic Blueprint for Transit
- Required for state funding
- 10-Year Plan
- Promotes transit
- Major updates every 5 years. Progress reports annually

## Plan Elements

- Operating Conditions
- Existing Services
- Public Input
- Situational Appraisal
- Goals
- Transit Demand & Needs Assessment
- Implementation and Financial Plan

## Stakeholders

- Riders
- Collier County Residents and Visitors
- Business Community
- Policy Makers
- FDOT
- CareerSource of SWFL (Workforce Development Board)
- **Partner Agencies**





## Stakeholder Involvement

- **Educate** – identify transit stakeholders and include them in the development of recommendations. Provide information on CAT's performance and they compare to other transit agencies with similar characteristics.
- **Solicit** – reach out and include stakeholders throughout the development process, providing lots of opportunities and different methods of participating.
- **Integrate** – use public feedback to develop recommendations. Show how stakeholder involvement comments, issues, and concerns were addressed. Build on the customer model of gap identification to build ridership, and meet needs.





## Collier MPO – planning & coordination



### MPO Board Representatives

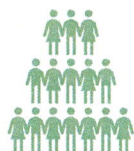
- City of Everglades
- City of Marco Island
- City of Naples
- Collier County
- Florida Department of Transportation

- ✓ The Collier MPO is responsible for the development and implementation of a balanced, integrated, and **multimodal** program which efficiently moves traffic.
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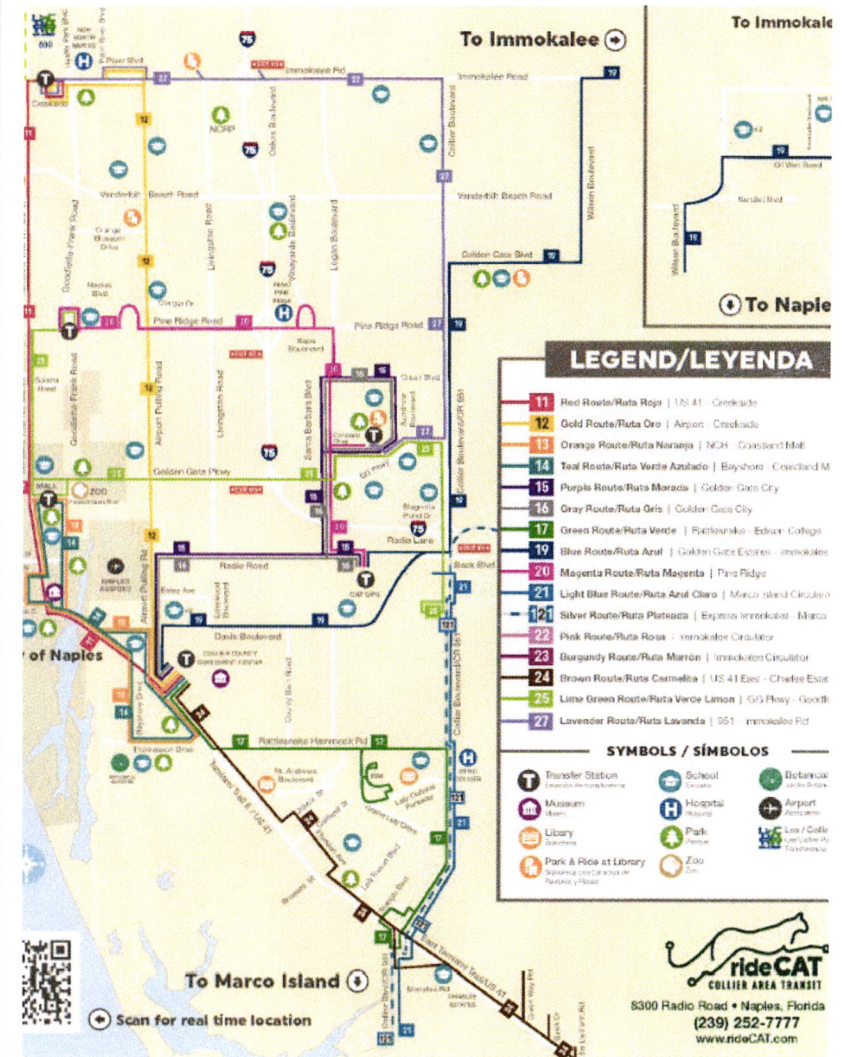
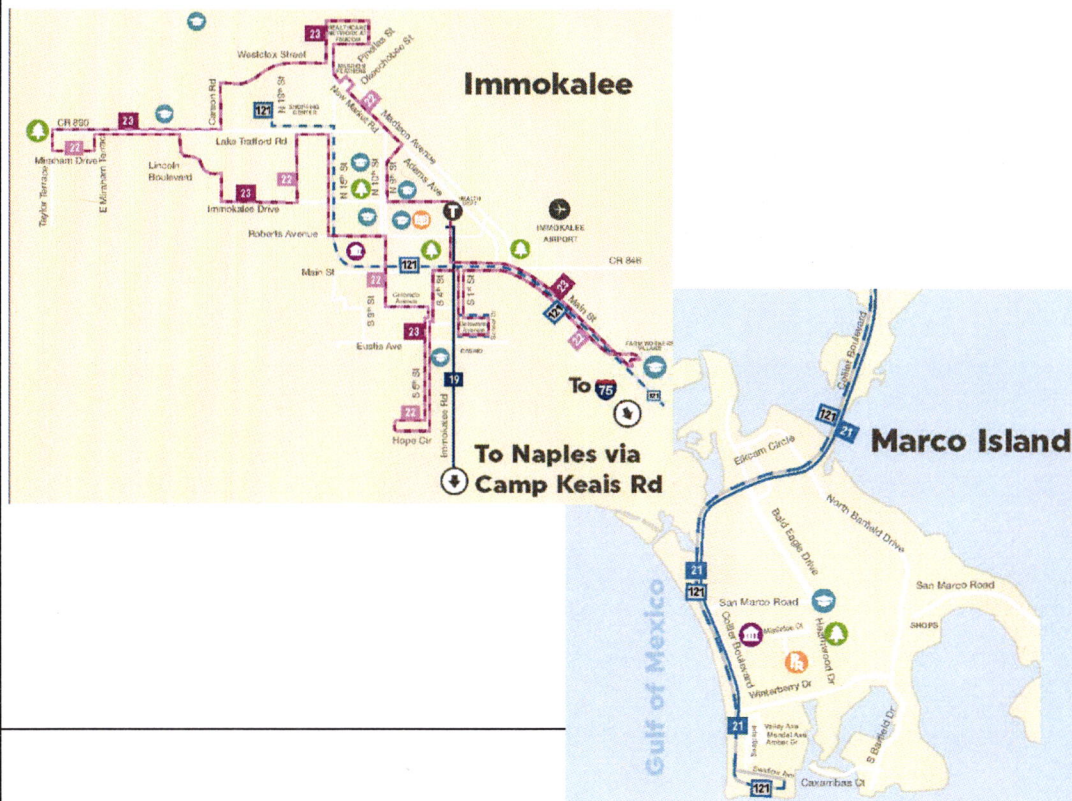
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- Later service
- Realigning Routes
- New Service
- Mobility on Demand

### Service Improvements



- Bus replacement
- Support Vehicles
- Park and Ride Facilities
- Intermodal Transfer Facilities
- Operations and Transfer Stations

### Capital - Infrastructure



- Managed lanes study
- Corridor Service Studies
- Transfer Hub Study
- Beach Service
- Park & Ride Study
- Adopt Alt Fuels

### Policy & other







## Questions

You can tell us  
more about  
yourself in the  
Chat

**Tell us about your yourself.**

Please select the option that best describes your relationship with CAT.

- A) We work closely with CAT.
- B) We know about transit in Collier County,  
and we occasionally work together.
- C) Nope – have not had the need to talk transit yet.



Raise your hand  
or tell us more in  
the Chat Box

## Questions

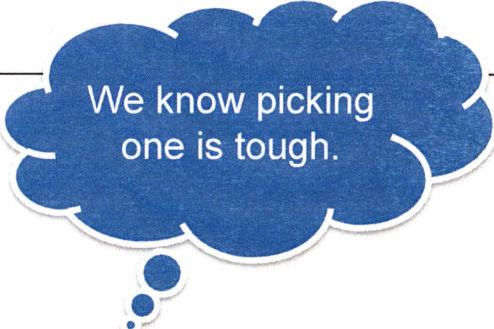
**Tell us about public transportation in Collier County.**

Please select the option that best describes public transit in Collier.

- A) Collier County has a **good network** of transportation options that includes public transit.
- B) Collier County's transit system is an option for some residents.
- C) Transit in Collier County services are limited to a few areas.



## Questions



We know picking one is tough.

**Tell us more about public transportation in Collier County.**

Please select the option that best describes which CAT's primary role.

- A) Transit should serve **tourists and visitors**
- B) Transit should serve **workers and commuters**
- C) Transit should help **relieve parking and congestion**
- D) Transit should serve people who **don't have cars or can't drive**



You can say more in the Chat





## Questions

Raise your hand  
or tell us more in  
the Chat Box

**Help us plan for the future.**

Please select the option that best describes which improvements are most needed.

- A) More bus service – new routes
- B) More hours for existing bus service – earlier and later service
- C) More service – bus comes more often
- D) More options – direct service to the airport or other destinations
- E) Mobility on demand – vehicles come when called or scheduled



Raise your hand  
or tell us more in  
the Chat Box

## Questions

**Help us plan for the future.**

Please select the option that best describes which improvements are most needed.

- A) More bus shelters
- B) More park and ride locations
- C) Better service for bicyclists and pedestrians (sidewalks, bike lanes)
- D) More transfer hubs (connections between routes)
- E) More options for micromobility users (e-bikes, ride-share)



Raise your hand  
or tell us more in  
the Chat Box

## Questions

**Help us plan for the future.**

What could CAT do to better inform or connect with people about available transit services and options?

- A) Increase advertising on TV, radio and online platforms
- B) Enhance social media presence and engagement
- C) Partner with local businesses, schools and community organizations
- D) Distribute informational materials (flyers, brochures) in public spaces
- E) Host community events to promote transit services





Raise your hand  
or tell us more in  
the Chat Box

## Questions

**Help us plan for the future.**

Are there any other improvements or changes you believe would greatly benefit transit services?

- A) Expand service hours
- B) Increase frequency of buses/ routes
- C) Improve reliability
- D) Provide technology for riders (real-time tracking, apps)
- E) Improve accessibility for all riders (wheelchair access, audio/ visual aids)



## Questions



Put your contact  
information in the  
Chat Box

**Help us plan for the future.**

Please let us know if we can build on this conversation.

- A) Yes – please reach out to me to schedule a call.
- B) Yes – I'll be in touch to talk more about CAT and our partnership.
- C) Sounds like a good idea for a future discussion.
- D) Great information but I'm good with the CAT website information.



## **Next Steps**

- Incorporate feedback from this meeting
- Coordinate with CareerSource Florida
- Refine recommendations
- Develop financial projections
- Align with the MPO's Long Range Transportation Plan
- Continue to engage riders, stakeholders, and partners.
- Present to MPO Board
- Present to Collier County Board of County Commissioners





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**Rachel Young**

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Stantec Consulting

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[Rachel.young2@stantec.com](mailto:Rachel.young2@stantec.com)



**Thank you**

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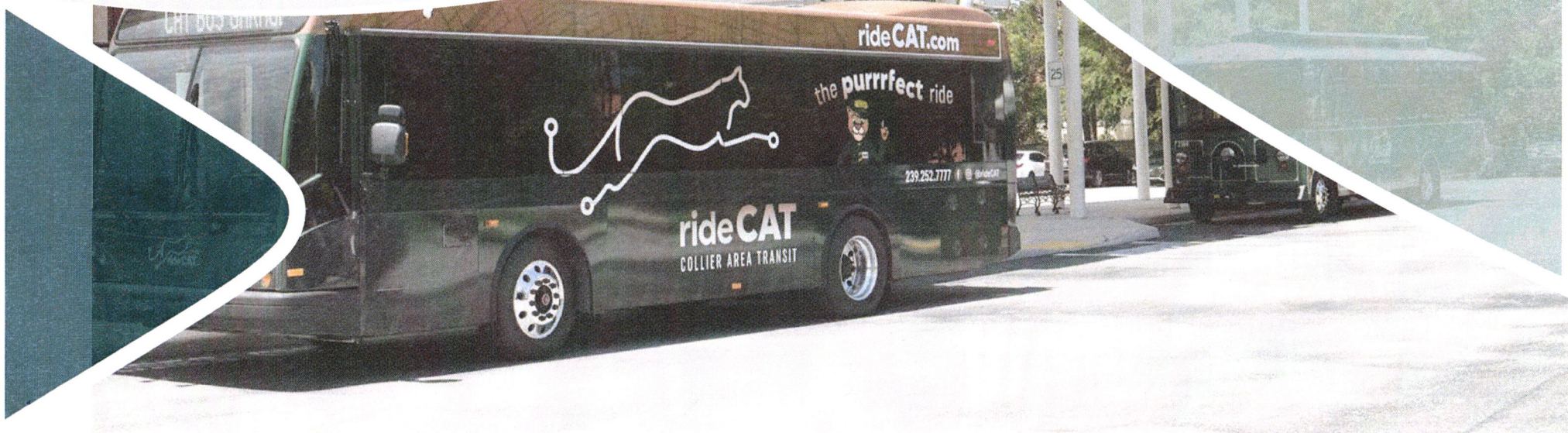




## Collier County Transit Development Plan

### LISTENING SESSION

January 31, 2025, 11 AM







## Agenda

1. Welcome and Introductions
2. Meeting Objectives
3. Collier Area Transit Mission
4. Collier MPO Partnership
5. CAT Transit Development Plan
6. Focus Group Outreach
7. Question & Answers
8. Next Steps



## Presenters



SKIP THE MAP GET THE APP!



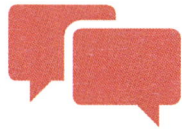
transit

Download the Transit app to view routes, plan trips, and purchase passes.





## Meeting Objectives



### **Listen**

Engage our riders, customers, and partners to learn more about how we work together.



### **Discuss**

Examine planning strategies to improve public transportation in Collier.



### **Build**

Develop an **ACTION PLAN** for the next 10 years

Get  
**YOUR**  
input  
on  
transit

Listen  
for  
feed-  
back





# COLLIER COUNTY STRATEGIC PLAN 2024



## Values:

- Leadership
- Ethics
- Accountability
- Dedication
- Service

## Vision:

- To be the best community in America to live, work, and play

## Mission:

- To deliver high-quality and best-value public services, programs, and facilities to meet the needs of our residents, visitors, and businesses today and tomorrow

## STRATEGIC FOCUS AREAS

### Quality of Place

#### Objectives

- Support and enhance our commitment to robust public safety services
- Support access to health, wellness, and human services
- Preserve and enhance the character of our community
- Protect our natural resources
- Provide quality public amenities and recreational opportunities
- Promote Collier County as an exceptional tourism destination
- Maintain a fully responsive, best-in-class emergency management capability

### Infrastructure and Asset Management

#### Objectives

- Plan and build public infrastructure and facilities to effectively, efficiently, and sustainably meet the needs of our community
- Optimize the useful life of all public infrastructure and resources through proper planning and preventative maintenance
- Prepare for the impacts of natural disasters on our critical infrastructure and natural resources
- Use the Annual Update and Inventory Report (AUIR) and other planning tools to establish and implement plans that concurrently provide public infrastructure
- Develop and utilize partnerships to ensure that government facilities meet public expectations

### Community Development

#### Objectives

- Implement prudent and inclusive policy development through effective planning for transportation, land use, and growth management
- Design and maintain an effective transportation system to reduce traffic congestion and improve the mobility of our residents and visitors
- Encourage diverse economic opportunities by fostering a business-friendly environment
- Support comprehensive affordable housing opportunities
- Operate an efficient and customer-focused permitting process
- Develop integrated and sustainable plans to protect and manage water resources
- Provide services and programs that sustainably manage the County's waste

### Responsible Governance

#### Objectives

- Lead by example with positive and purpose-driven actions
- Promote data-driven decision-making through performance management, continuous improvement, and measurable results
- Safeguard taxpayer money by promoting fiscal stewardship and sound budget oversight
- Encourage active community engagement and participation
- Foster a high-performing work culture with transparency and accountability
- Recruit, develop, assess, and retain a high-quality workforce
- Support the Collier County Constitutional Officers in the execution of their responsibilities





## Collier Area Transit

Collier Area Transit (CAT) is committed to providing safe, accessible, and courteous public transportation services to its customers.





# Transit Development Plans - overview

## Planning, Development and Operational Guidance

- Strategic Blueprint for Transit
- Required for state funding
- 10-Year Plan
- Promotes transit
- Major updates every 5 years. Progress reports annually

## Plan Elements

- Operating Conditions
- Existing Services
- Public Input
- Situational Appraisal
- Goals
- Transit Demand & Needs Assessment
- Implementation and Financial Plan

## Stakeholders

- Riders
- Collier County Residents and Visitors
- Business Community
- Policy Makers
- FDOT
- **CareerSource of SWFL (Workforce Development Board)**
- Partner Agencies





## Stakeholder Involvement

- **Educate** – identify transit stakeholders and include them in the development of recommendations. Provide information on CAT's performance and they compare to other transit agencies with similar characteristics.
- **Solicit** – reach out and include stakeholders throughout the development process, providing lots of opportunities and different methods of participating.
- **Integrate** – use public feedback to develop recommendations. Show how stakeholder involvement comments, issues, and concerns were addressed. Build on the customer model of gap identification to build ridership, and meet needs.





## Collier MPO – planning & coordination



### MPO Board Representatives

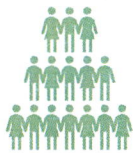
- City of Everglades
- City of Marco Island
- City of Naples
- Collier County
- Florida Department of Transportation

- ✓ The Collier MPO is responsible for the development and implementation of a balanced, integrated, and **multimodal** program which efficiently moves traffic.
- ✓ The MPO's goal is to ensure that a continuing, comprehensive and cooperative approach to **planning for transportation needs** is maintained and properly coordinated with other MPOs, FDOT and the Federal Highway Administration (FHWA), as well as MPO committee members and members of the public.
- ✓ As the agency designated by the Federal government to oversee planning processes, and with political representation from municipalities, the **MPO partners with Collier Area Transit** to support the TDP process and deliver actionable plans.
- ✓ As a funding partner, the Collier MPO benefits from coordinating, developing and prioritizing alternatives for the **10-year plan**.





# Collier County – Community Profile



## Population

- 380,221 people\*
- 17.5% growth in 10 years (2012-2022)\*



## Housing/Community

- 229,814 housing units\*
- 64% live within 30 minutes of work\*



## Demographics

- 32.8% of population over 64\*
- 31.6% minority population\*\*



## Income/Homeownership

- 10.4% living in poverty\*
- 4.3% zero vehicle households\*



0.7%  
walk\*



74% drive  
alone\*



10.9%  
carpool\*



0.5% use  
transit\*



0.3%  
Bike\*



1.7%  
Other\*



11.7%  
WFH\*

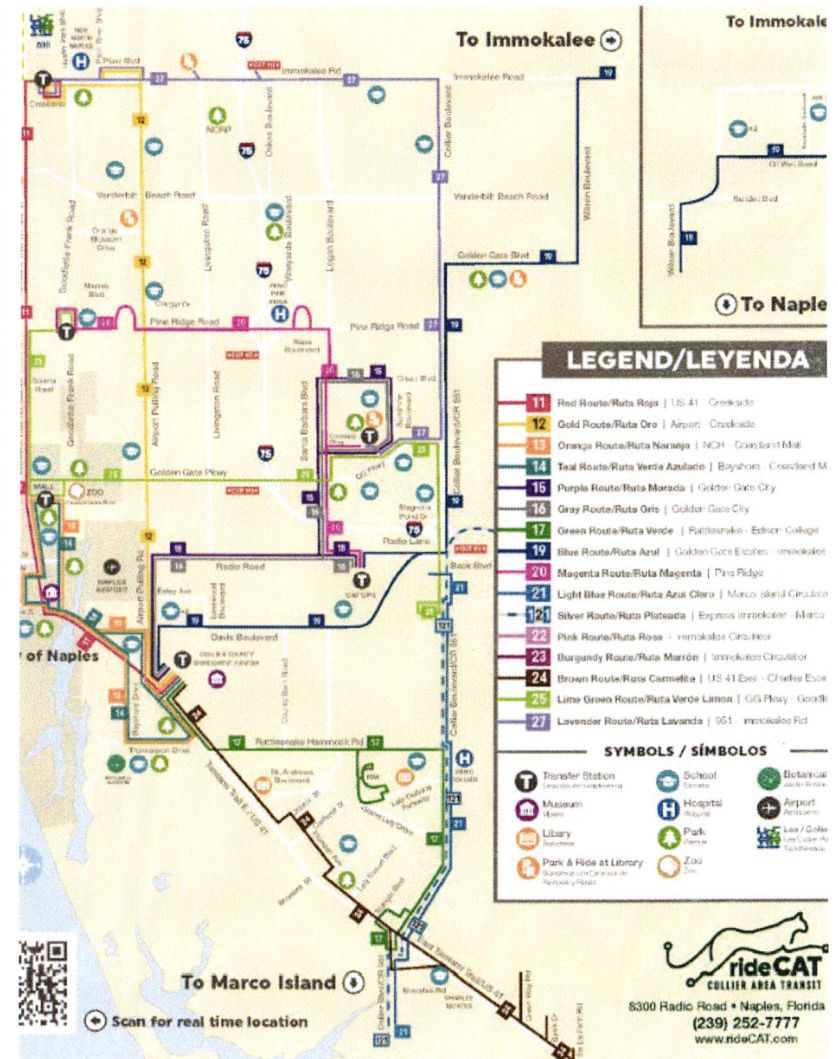
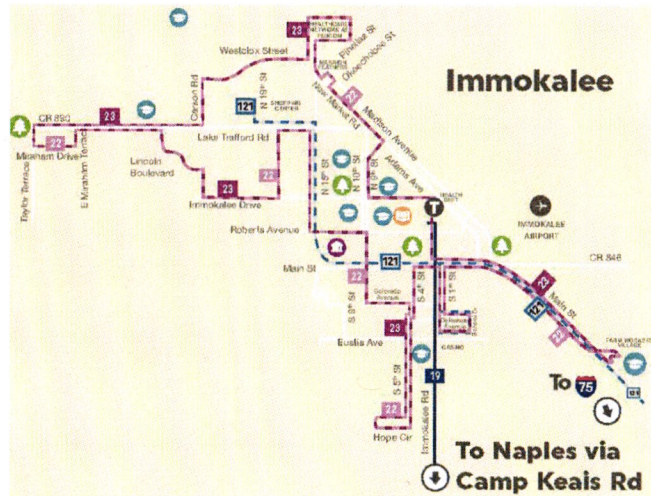
\*2022 5-Year ACS

\*\*2020 Decennial Census





# Collier Area Transit – Bus Maps





# Collier Area Transit – System Profile

## Systemwide Stats

- 746,338 unlinked trips\*
- 6,128,249 miles\*
- 124,701 revenue hours\*
- 2,371,843 revenue miles\*

## Hours of Service

- Operates 7 days a week:  
Monday to Sunday,  
6 a.m. to 8:45 p.m.

## Fares

- \$2 one-way fare
- \$3 day pass
- \$3 Marco Express
- \$20 15-day smart pass
- \$40 30-day smart pass
- \$1.29 average fare\*\*

## Routes (2023)

- Fixed Route
- Community Circulator
- Vanpools
- Special Services

\*2022 NTD Data

\*\*Calculated from 2022 NTD Data (total fare revenue over number of unlinked trips)





## CAT Highlights



CAT demonstrates **high vehicle utilization** with the highest VRM per vehicle value among peers.

Operating expenses per UPT, PMT, VRM, and VRH are below peer averages, indicating **efficient service delivery**

Despite the removal of the last loop for Routes 11, 12, 13, 14, and 17 and the merging of some routes, **ridership increased during the peak season between FY23 and FY24**

CAT's operating expenses have increased since 2018, primarily due to inflation, but remain below peer averages, **indicating cost-effectiveness**





## CAT Challenges

**The number of vehicles operating at maximum service (VOMS/VAMS) is below peer averages,** which may restrict the frequency and reliability of service. The withdrawal of certain services and routes, potentially leads to **gaps in coverage and further impacting ridership.**

CAT's 2022 farebox recovery ratio is approximately 8%, **indicating a heavy reliance on external funding sources to cover operating costs.**

CAT's vehicle revenue miles (VRM) and vehicle revenue hours (VRH) are below peer averages, indicating potential service supply limitations. The decrease in VRM suggests **service withdrawal, impacting accessibility and convenience,** especially in areas with longer routes that have been restricted.

CAT's unlinked passenger trips (UPT) and passenger miles travelled (PMT) per capita are below peer averages, indicating lower service utilization and effectiveness. This suggests that **CAT may not be fully meeting the transit needs of its service area population, which could be due to service limitations or lower demand**



# Recommendations

- Frequency improvements
- Later service
- Realigning Routes
- New Service
- Mobility on Demand

Service  
Improvements



- Bus replacement
- Support Vehicles
- Park and Ride Facilities
- Intermodal Transfer Facilities
- Operations and Transfer Stations

Capital -  
Infrastructure



- Managed lanes study
- Corridor Service Studies
- Transfer Hub Study
- Beach Service
- Park & Ride Study
- Adopt Alt Fuels

Policy & other





## Questions



You can tell us  
more about  
yourself in the  
Chat

**Tell us about your yourself.**

Please select the option that best describes your relationship with CAT.

- A) We work closely with CAT.
- B) We know about transit in Collier County,  
and we occasionally work together.
- C) Nope – have not had the need to talk transit yet.





Raise your hand  
or tell us more in  
the Chat Box

## Questions

**Tell us about public transportation in Collier County.**

Please select the option that best describes public transit in Collier.

- A) Collier County has a **good network** of transportation options that includes public transit.
- B) Collier County's transit system is an option for some residents.
- C) Transit in Collier County services are limited to a few areas.



## Questions

We know picking one is tough.

**Tell us more about public transportation in Collier County.**

Please select the option that best describes which CAT's primary role.

- A) Transit should serve **tourists and visitors**
- B) Transit should serve **workers and commuters**
- C) Transit should help **relieve parking and congestion**
- D) Transit should serve people who **don't have cars or can't drive**

You can say more in the Chat



## Questions

Raise your hand  
or tell us more in  
the Chat Box

**Help us plan for the future.**

Please select the option that best describes which improvements are most needed.

- A) More bus service – new routes
- B) More hours for existing bus service – earlier and later service
- C) More service – bus comes more often
- D) More options – direct service to the airport or other destinations
- E) Mobility on demand – vehicles come when called or scheduled





## Questions

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or tell us more in  
the Chat Box

**Help us plan for the future.**

Please select the option that best describes which improvements are most needed.

- A) More bus shelters
- B) More park and ride locations
- C) Better service for bicyclists and pedestrians (sidewalks, bike lanes)
- D) More transfer hubs (connections between routes)
- E) More options for micromobility users (e-bikes, ride-share)



Raise your hand  
or tell us more in  
the Chat Box

## Questions

**Help us plan for the future.**

What could CAT do to better inform or connect with people about available transit services and options?

- A) Increase advertising on TV, radio and online platforms
- B) Enhance social media presence and engagement
- C) Partner with local businesses, schools and community organizations
- D) Distribute informational materials (flyers, brochures) in public spaces
- E) Host community events to promote transit services



Raise your hand  
or tell us more in  
the Chat Box

## Questions

**Help us plan for the future.**

Are there any other improvements or changes you believe would greatly benefit transit services?

- A) Expand service hours
- B) Increase frequency of buses/ routes
- C) Improve reliability
- D) Provide technology for riders (real-time tracking, apps)
- E) Improve accessibility for all riders (wheelchair access, audio/ visual aids)





## Questions

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- A) Yes – please reach out to me to schedule a call.
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- C) Sounds like a good idea for a future discussion.
- D) Great information but I'm good with the CAT website information.



## **Next Steps**

- Incorporate feedback from this meeting
- Coordinate with CareerSource Florida
- Refine recommendations
- Develop financial projections
- Align with the MPO's Long Range Transportation Plan
- Continue to engage riders, stakeholders, and partners.
- Present to MPO Board
- Present to Collier County Board of County Commissioners



## Contact Information

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**Thank you**

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|       |                                                                                                |                      |                                                                              |
|-------|------------------------------------------------------------------------------------------------|----------------------|------------------------------------------------------------------------------|
| To:   | Anne McLaughlin, Collier MPO<br>Dusty Hansen, Collier MPO                                      | From:                | Frank Domingo, PE, Stantec, PM                                               |
| Copy: | Brian Wells, PTNE<br>Omar DeLeon, PTNE<br>Alexander Showalter, PTNE                            | Action<br>Requested: | ✓ Review meeting summary<br>✓ CAT to provide information requested via email |
| File: | Collier MPO – Collier Area Transit<br>TDP Listening Session Agency<br>Partners Social Services | Date:                | January 28, 2025                                                             |

---

**Reference:**    **Contract 18-7432 MP Professional Services Library – Metropolitan Planning Transit Development Plan (TDP) Major Update**  
                         **Purchase Order/Work Order No. 4500229353**  
                         **Project No. 33804.6.2.3**

### Listening Session.

The listening session call was held Tuesday January 28, 2025. The meeting invitation included an agenda of topics to be discussed.

#### Attendees:

|                           |                            |
|---------------------------|----------------------------|
| Dusty Hansen, MPO         | Frank Domingo, PE, Stantec |
| Brian Wells, PTNE         | Rachel Young, Stantec      |
| Alexander Showalter, PTNE |                            |
| Omar DeLeon, PTNE         |                            |

#### Social Services:

Karen LaFollette, Naples Church  
Tiffany Pellicier, United Way  
Rick Hart, Lighthouse Collier  
Robin Goldstone Garcia, CEO Lighthouse Collier  
Sarah Gualco, Area Agency on Aging in Southwest Florida  
Javier Fuller, Priority Marketing  
Daniela Gonzalez, Lighthouse Collier

Frank opened the meeting, welcoming the human services providers. Frank requested if presentation could be recorded.

## Agenda

### 1. Introductions

- Frank requested attendees introduce themselves.
- Representatives from Stantec, Collier County, and other participants introduced themselves.

### 2. Overview of the Listening Session

- Frank provided an overview of the session (from a 15 slide PowerPoint) and invited questions.
- No questions were raised.

### 3. Session Discussions

---

#### Tell Us About Yourself

Please select the option that best describes your relationship with CAT.

- A) We work closely with CAT.
- B) We know about transit in Collier County, and we occasionally work together.
- C) Nope – have not had the need to talk transit yet.

#### Rick Hart, Lighthouse Collier

- Works closely with CAT.

#### Robin Goldstone Garcia, CEO, Lighthouse Collier

- Provides para-transit services to clients.

#### Sarah Gualco, Area Agency on Aging in Southwest Florida

- Regularly hears feedback about transit needs and challenges.
  - Serves on the Local Coordinating Board for the Transportation Disadvantaged in Collier County.
- 

#### Tell Us About Public Transit in Collier County

- A) Collier County has a **good network** of transportation options that includes public transit.
- B) Collier County's transit system is an option for some residents.
- C) Transit in Collier County services are limited to a few areas.

#### Rick Hart

- Highlighted existing transit as an option for some residents but noted:
  - Gaps in fixed-route service, infrequency, and inadequate bus shelters.
  - Paratransit concerns include shortages of buses and drivers.
  - Suggested improvement at specific stops: Airport & Horseshoe and Immokalee & Airport.

#### Robin Goldstone Garcia

- Agreed with Rick's observations.
- Emphasized accessibility challenges for blind individuals, especially in busy areas like Golden Gate Estates.

#### Brian Wells

- Addressed improvements, including six new buses and additional hires. With new ones also coming in a couple of months

#### Frank



- Discussed transportation challenges related to affordability and hurricane impacts.

---

### Tell us more about public transit in Collier county

Please select the option that best describes which CAT's primary role.

- A) Transit should serve **tourists and visitors**
- B) Transit should serve **workers and commuters**
- C) Transit should help **relieve parking and congestion**
- D) Transit should serve people who **don't have cars or can't drive**

### Rick Hart, Lighthouse Collier

- D first then B

### Robin Goldstone Garcia, CEO Lighthouse Collier

- D first then B
- Focus should be the people that need to work and don't have cars rather than people that have the choice to go in a car but choose bus
- Can't drive and work or need to get to doctor

### Sarah Gualco, Area Agency on Aging in Southwest Florida

- D first then B
- D – can't drive or don't have cars – an ability barrier or accessibility barrier people that can drive but can't afford a vehicle.

### Frank

- Mentions how difficult it is to afford or own a car, after housing it is transportation are the next costliest living expense. Especially with hurricanes, automobile insurance and car purchases are more difficult.

---

### Preferred Transit Improvements

- A) **More bus service – new routes**
- B) **More hours for existing bus service – earlier and later service**
- C) **More service – bus comes more often**
- D) **More options – direct service to the airport or other destinations**
- E) **Mobility on demand – vehicles come when called or scheduled**

Participants prioritized the following options:

1. **Rick Hart:**
  - A (new routes) and C (more frequent service).
    - Mobility on Demand is promising but expensive.
2. **Robin Goldstone Garcia:**
  - A and C.
    - Mobility on Demand would help those with accessibility needs.
    - Expressed challenges in commuting between Collier and Lee counties.

### Brian Wells:

- Agreed that Mobility on Demand is costly.

---

### **Other Needed Improvements**

- A) More bus shelters**
- B) More park and ride locations**
- C) Better service for bicyclists and pedestrians (sidewalks, bike lanes)**
- D) More transfer hubs (connections between routes)**
- E) More options for micromobility users (e-bikes, ride-share)**

Participants prioritized:

**Rick Hart:**

- A (more bus shelters).

**Robin Goldstone Garcia:**

- A and D (more transfer hubs).
- Suggested prioritizing faster, more reliable stops.

**Brian Wells:**

- Wants to implement 20 bus stops a year if we could
- Believes current park-and-ride facilities are adequate.
- Stated that he does see a lot of bikes and that the facilities currently are functioning well
- Chooses D

---

### **Connecting with the Community**

- A) Increase advertising on TV, radio, and online platforms**
- B) Enhance social media presence and engagement**
- C) Partner with local businesses, schools, and community organizations**
- D) Distribute informational materials (flyers, brochures) in public spaces**
- E) Host community events to promote transit services**

Preferred outreach strategies:

**1. Rick Hart:**

- Acknowledged limited knowledge of marketing costs.

**2. Robin Goldstone Garcia:**

- C (partnering with agencies) to spread awareness.
- Praised CAT's existing communication with Lighthouse Collier.
- Raised concerns about educating riders on using paratransit.

**3. Brian Wells:**

- Described CAT's outreach efforts, including advertising via iHeartRadio, youth leadership initiatives, and training programs for paratransit riders.

---

### **Additional Suggestions**

- A) Expand service hours**
- B) Increase frequency of buses/ routes**
- C) Improve reliability**
- D) Provide technology for riders (real-time tracking, apps)**

**E) Improve accessibility for all riders (wheelchair access, audio/ visual aids)**

Participants suggested:

**1. Rick Hart:**

- B (increase bus frequency).
- Advocated for more funding to address broader transportation challenges.

**2. Robin Goldstone Garcia, CEO Lighthouse Collier**

- Robin Goldstone agrees with Rick

---

**Next Steps and Closing**

- Contacts were provided for follow-up discussions.
- Quick bullet points of next steps were reviewed.

Meeting adjourned at 11:00 AM EST.



---

|       |                                                                                                  |            |                                                  |
|-------|--------------------------------------------------------------------------------------------------|------------|--------------------------------------------------|
| To:   | Anne McLaughlin, Collier MPO<br>Dusty Hansen, Collier MPO                                        | From:      | Frank Domingo, PE, Stantec, PM                   |
| Copy: | Brian Wells, PTNE<br>Omar DeLeon, PTNE<br>Alexander Showalter, PTNE                              | Action     | ✓ Review meeting summary                         |
|       |                                                                                                  | Requested: | ✓ CAT to provide information requested via email |
| File: | Collier MPO – Collier Area Transit<br>TDP Listening Session Agency<br>Partners Employment Sector | Date:      | January 31, 2025                                 |

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**Reference: Contract 18-7432 MP Professional Services Library – Metropolitan Planning Transit Development Plan (TDP) Major Update  
Purchase Order/Work Order No. 4500229353  
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#### Attendees:

|                                                                          |                            |
|--------------------------------------------------------------------------|----------------------------|
| Dusty Hansen, MPO                                                        | Frank Domingo, PE, Stantec |
| Brian Wells, PTNE                                                        | Rachel Young, Stantec      |
| Alexander Showalter, PTNE                                                |                            |
| Omar DeLeon, PTNE                                                        |                            |
| Elena Ortiz Rosado, Communication and Public Outreach for Collier County |                            |

#### Agency Partners:

Beth Barger, Supervisor for Career Source Southwest Florida  
Edward Conard, Business service account executive for career source Southwest Florida in Collier County  
Kathleen Shelmerdine, Director of Human Resources at Ave Maria School of Law  
Peyton McLeod, Multimodal Transportation Planner at FDOT Statewide Transit Office  
Michelle S Peronto, Transit Administrator for District 1 FDOT  
Victoria Upthegrove, Transit Projects Coordinator for Collier County FDOT

Frank opened the meeting, welcoming the employment sector providers. Frank requested if presentation could be recorded.

## **Agenda**

### **1. Introductions**

- Frank requested attendees introduce themselves.
- Representatives from Stantec, Collier County, and other participants introduced themselves.

### **2. Overview of the Listening Session**

- Frank provided an overview of the session (from a 15 slide PowerPoint) and invited questions.
- No questions were raised.

### **3. Session Discussions**

---

#### **Tell Us About Yourself**

**A)** We work closely with CAT.

**B)** We know about transit in Collier County and occasionally work together.

**C)** No, we have not had the need to talk transit yet.

#### **Participants:**

- Beth Barger: **B**
- Edward Conard: **B**
- Peyton McLeod: **A**
- Michelle S Peronto: **A**
- Victoria Upthegrove: **A**

---

#### **Tell Us About Public Transit in Collier County**

**A)** Collier County has a good network of transportation options, including public transit.

**B)** Collier County's transit system is an option for some residents.

**C)** Transit in Collier County is limited to a few areas.

#### **Discussion:**

- Edward Conard: **C**
- Beth Barger highlighted that transit in Immokalee is extremely limited, making it difficult for residents to access work opportunities. A trip to Naples can take up to three hours round trip, limiting job choices. She emphasized the need for transit expansion as the area continues to grow.
- Frank mentioned MOD (mobility on demand) as an option that has been successful in Sarasota, where routes to suburbs became cost-effective alternatives to fixed routes.
- **Kathleen** Shelmerdine asked whether CAT runs back and forth to Ave Maria, FL.
  - A labor talent pool that's limited in Collier County. So, they're either living in Lee County or we have to import them. Or recruit them as they're moving down here.
  - **Alex:** Previously, but low ridership led to service adjustments. Now, the route passes adjacent corridors instead.
  - **Edward:** Does that include Kye? (This is asked to Kathleen's question)

- **Edward** noted that many North Naples candidates lack reliable transportation, making job accessibility difficult. High insurance costs also prevent many from owning cars. The same challenge exists in Immokalee.

---

#### **Tell Us More About Public Transit in Collier County**

- A)** Transit should serve tourists and visitors.
- B)** Transit should serve workers and commuters.
- C)** Transit should help relieve parking and congestion.
- D)** Transit should serve people who don't have cars or can't drive.

#### **Participants' Input:**

- Beth Barger: **B, D**
- Edward Conard: **B, D**
- Kathleen Shelmerdine: **B, D**
- Michelle S Peronto: **All**
- Victoria Upthegrove: **All (specifically C and B)**

#### **Discussion:**

- **Omar** emphasized the importance of considering various solutions, such as rerouting or adding service options. He mentioned the FDOT Commute Connector program, which could support employer vanpools and microtransit options.
- **Beth** stated that many customers struggle to access services due to limited transportation. She pointed out that larger employers might find it easier to support vanpools, but small businesses and nonprofits often cannot afford to provide transportation options.
- **Michelle** thanked Omar for mentioning Commute Connector ([Home - Commute Connector](#)) and shared a link to the program along with contact information for Dahlia Singer ([dahlia.singer@dot.state.fl.us](mailto:dahlia.singer@dot.state.fl.us)). She also emphasized the importance of carpooling but noted that it requires employee willingness.
- **Edward** asked if there were examples of existing carpools. Michelle responded that she does not manage the program directly but could connect him with the right contact.
- Kathleen noted that carpooling is difficult for single parents who need to drop off their children before work.

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#### **Preferred Transit Improvements**

- A)** More bus service – new routes.
- B)** More hours for existing bus service – earlier and later service.
- C)** More service – bus comes more often.
- D)** More options – direct service to the airport or other destinations.
- E)** Mobility on demand – vehicles come when called or scheduled.

#### **Participants' Input:**

- Beth Barger: **A (but all are needed)**
- Edward Conard: **A (but all are needed)**
- Peyton McLeod: **C (would be the most productive option out of these for both attracting new riders and making the service more viable/reliable for existing riders.)**
- Victoria Upthegrove: **E (would be easiest but not sure if it could be accommodated. Also, B to not limit when people can work on top of where.)**



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### **Other Needed Improvements**

- A)** More bus shelters.
- B)** More park-and-ride locations.
- C)** Better service for bicyclists and pedestrians (sidewalks, bike lanes).
- D)** More transfer hubs (connections between routes).
- E)** More options for micromobility users (e-bikes, ride-share).

### **Participants' Input:**

- Edward Conard: **D and B (top priorities for workforce needs).**
- Michelle S Peronto: **C and D.**
- Victoria Upthegrove: **C and E (when considering alternatives to fixed routes).**

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### **Connecting with the Community**

- A)** Increase advertising on TV, radio, and online platforms.
- B)** Enhance social media presence and engagement.
- C)** Partner with local businesses, schools, and community organizations.
- D)** Distribute informational materials (flyers, brochures) in public spaces.
- E)** Host community events to promote transit services.

### **Participants' Input:**

- Beth Barger: **C and D**
- Edward Conard: **All (C is the top priority).**
- Kathleen Shelmerdine: **B and C (to understand challenges).**
- Peyton McLeod: **C**
- Michelle S Peronto: **B and C**

### **Discussion:**

**Omar** discussed public outreach efforts, including fairs and public interactions.

- **Edward** noted that multiple job fairs occur regularly.
- **Michelle** requested information on job fairs (michelle.peronto@dot.state.fl.us).
- **Elena** provided her email for future events.

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### **Additional Suggestions**

- A)** Expand service hours.
- B)** Increase frequency of buses/routes.
- C)** Improve reliability.
- D)** Provide technology for riders (real-time tracking, apps).
- E)** Improve accessibility for all riders (wheelchair access, audio/visual aids).

### **Participants' Input:**

- Beth Barger: **A and B**
- Edward Conard: **A, B, E**
- Kathleen Shelmerdine: **A, C**
- Michelle S Peronto: **B, D, A**
- Victoria Upthegrove: **A, B, D**

### **Discussion:**

- **Kathleen** asked whether local businesses and schools are surveyed to understand their transit needs.

- **Omar** explained that CAT is always open to feedback and works with schools, businesses, and community organizations to coordinate service improvements.
  - It might be a matter of us kind of expanding our relationship with the Chamber. I know we've had. We've had a pretty good relationship with the Chamber and Marco (Island), there is also one out in the rural area and then there's the greater Naples Chamber. So that might be.
- **Alex** added that CAT's Public Transit Advisory Committee includes representatives from the school board and major employers like Arthrex.
- **Kathleen** suggested a more proactive approach, such as conducting an online survey for businesses.
  - **Beth** supported this idea.
  - **Edward** mentioned that he meets with small businesses weekly and could assist in outreach efforts.

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#### **Additional Input on Future Transit Planning**

- A)** Yes – please reach out to me to schedule a call
- B)** Yes – I'll be in touch to talk more about CAT and our partnership
- C)** Sounds like a good idea for a future discussion.
- D)** Great information, but I'm good with the CAT website.

#### **Participants' Input:**

- Beth Barger: **A**
- Edward Conard: **B**
- Michelle S Peronto: **The department is always willing to partner with CAT.**
- Victoria Upthegrove: **C**

Meeting adjourned at 12:10 PM EST.

# **Appendix D**

## **Stakeholder Interviews**



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**Date:** August 1, 2024

**Reference:** Contract 18-7432 MP Professional Services Library – Metropolitan Planning Transit Development Plan (TDP) Major Update  
Purchase Order/Work Order No. 4500229353  
Project No. 33804.6.2.3

**Document:** Stakeholder Interviews 1:1- Interim Analysis

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[This an early summary of the stakeholder interviews conducted to date. This information will be updated as the remainder of the interviews are conducted.](#)

Stakeholder interviews will begin with a brief introduction and explanation of the work being done on behalf of the Collier MPO and CAT. Interviewer will provide contact information and explain how the responses will be used in the Transit Development Plan. A summary of the interviews is provided to the stakeholder for review prior to being finalized.

The following stakeholders have been identified for personal interviews.

**Policy Makers:**

- Commissioner Rick LoCastro, District 1 ([August 12, 2024](#))
- Commissioner Chris Hall, District 2 ([declined](#))
- Commissioner Burt Sanders, Vice Chair, District 3 ([July 8, 2024](#))
- Commissioner Dan Kowal, District 4 ([July 2, 2024](#))
- Commissioners William McDaniel, District 5 ([July 10, 2024](#))
- Council Member Linda Penniman, City of Naples ([July 3, 2024](#))
- Councilman Berne Barton, City of Naples ([July 2, 2024](#))
- Council Member Greg Folley, City of Marco Island ([September 9, 2024](#))
- Council Member Tony Pernas, Everglades City ([August 22, 2024](#))
- Rich Blonna, Marco Island ([July 18, 2024](#))

**Community Partners:**

- Top private employers (Arthrex), NCH
- School Board, universities and education centers

## Interview Questionnaire

### Summary

**Introduction.** Collier Area Transit is updating its Transit Development Plan. This is a state requirement which requires a review of the transit agency's performance and development of goals and objectives. As a stakeholder and policymaker, your participation is greatly appreciated.

During this initial introduction, all the policymakers interviewed were advised of the TDP process underway and how their responses would be used to develop and support recommendations. All respondents were provided a draft of their interview notes for review and edit.

Below is a summary of the responses.

#### 1. How familiar are you with transit overall?

This question prompted respondents on their overall familiarity with transit. Overall, most respondents stated they were very familiar with transit and commented on using transit in other places. Two (2) respondents stated they considered themselves less familiar with transit than other areas and one respondent indicated they were somewhat familiar.

**The respondents overwhelmingly indicated they were familiar with transit services.**

#### 2. Do you have any specific discussion points about transit in Collier Area Transit you would like to raise.

This question asked if there are any identified issues or topics directly associated with CAT that needed to be addressed. Respondents overwhelmingly focused on transit service including addressing paratransit, connectivity with micromobility, reaching underserved areas and providing passenger amenities. Two respondents noted the need for improved communication.

**Respondents overwhelmingly identified issues related to challenges faced by CAT including providing service to underserved areas, operating challenges, along with coordination and communication.**

#### 3. How would you rate your awareness of CAT, are you familiar with how to use transit or where it operates?

Respondents were asked to rate their awareness specifically related to CAT.

Overall respondents acknowledged they were familiar with various aspects of CAT and transit services provided. Six respondents indicated they had a high level of familiarity with CAT through their roles in government and while serving on the MPO. Two (2) respondents indicated although familiar with CAT, they felt they did not have a significant understanding of CAT operations.

**All policymakers interviewed were familiar with CAT operations.**

4. What do you view as the role of transit in Collier? Connect workers with jobs? Primarily for persons without cars? Relief for limited parking, roadway congestion?

Respondents were asked to identify the primary role of transit in Collier County. The discussion point was meant to capture community fit and identify focus areas.

All respondents agreed all the identified roles were an important part of CAT's mission. Some respondents went on to clarify, stating connecting the workforce with areas of employment opportunity were particularly important for their economic impact.

**Respondents agreed CAT's role including a variety of services including connecting workers with jobs, serving the transit dependent, and addressing congestion were important.**

5. What would you consider transit priorities? Increase areas served? Increasing service frequency, adding bus shelters, introducing mobility-on-demand, connecting service with sidewalks, bicycles, and multi-use paths?

Respondents were asked to identify transit priorities and recommendation they would support.

Of respondents asked to identify what improvements should be prioritized, five (5) policymakers responded development of new services to underserved areas should be prioritized. This was followed by improving operational efficiency by adding more service hours. Two (2) respondents prioritized regional connectivity and overall improved connectivity between modes.

**Respondents overwhelmingly agreed adding new service to underserved areas was an identified priority.**

6. Who should transit target as primary customers? Persons without access to a vehicle, community, the environment, businesses, tourism?

This question asked respondents to identify the primary customer base.

Most of the respondents agreed all of CAT's customers, including transit dependent, businesses, and tourist, should be targeted as primary customers, without prioritizing any one group. Two (2) of the respondents stated transit-dependent persons should be prioritized.

**Respondents agreed all CAT's customers should be treated as primary customers, refusing to prioritize one group over another.**

7. How best do we pay for transit services? User fees? Including improvements through new developments, partnerships with major employers, businesses, institutions, and increased advertising? Is there an opportunity to consider innovative funding strategies to help fund transit?

This question asked respondents to identify and prioritize funding strategies and user groups which could be called on to finance transit in the future.

All respondents unanimously responded CAT should diversify its funding base, adding new financing strategies, rather than targeting or relying on any one area. This was the only question for which there was a unanimous answer.



**All respondents agreed CAT should diversify its funding base by developing new revenue streams. This included revisiting past decisions on advertising revenue.**

8. Would service expansion be considered if a municipality funded it?

This question looked to explore how policymakers may feel about some municipalities opting in for more services by funding it through CAT.

A majority of respondents agreed municipalities should be able to pursue funding additional transit service. Respondents cautioned against the unintended consequences of this approach including the challenge of determining cost-sharing, straining the core operations, and creating gaps or disjointed service. Two (2) of the respondents did not feel this was a viable option for every community. All the respondents express support for CAT to explore this funding option further.

**All of the respondents agreed, municipalities should be able to work with CAT to secure additional services. All of the respondents also cautioned, this option should be fully vetted to avoid impacts to the overall system.**

9. Can you comment on the outlook for transit?

This question sought to understand how policy makers felt about the future of transit.

Three (3) of the respondents stated the outlook for CAT and transit in Collier County was best described as “under pressure.” All of the respondents noted a variety of challenges including access to affordable housing, cost containment, and limited resources for needed expansion. Other policy makers characterized the outlook for transit as cautious, continued growth, transitioning, complicated, and promising.

**Policy makers provided an overall positive outlook for transit, tempered by the challenges of limited resources, continued growth in outlying areas, and increasing costs.**

**Policy makers also made reference to challenges.**

**Policy makers are too focused on cost-cutting and operating efficiency. CAT should be prepared to provide information that supports a careful business plan.**

**CAT should continue to develop operational efficiencies that facilitate use of transit by residents and visitors including developing transit hubs, increased use of technology, and improved regional connectivity with Lee County.**

**Policy makers recommended improved communication to promote transit as an option.**

**Policy makers stressed the need for connectivity between modes, accommodating the use of micromobility including e-bikes, shared use paths, and bicycle and pedestrian walkways as means of supporting transit, its users, and operational efficiency.**

**Date:** July 8, 2024

**Reference:** Contract 18-7432 MP Professional Services Library – Metropolitan Planning  
Transit Development Plan (TDP) Major Update  
Purchase Order/Work Order No. 4500229353  
Project No. 33804.6.2.3

**Document:** Stakeholder Interview – Collier County Commissioner Burt Saunders (Policy Maker)

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Commissioner Burt Saunders was interviewed via telephone on July 8, 2024. The interview began with a brief introduction of the Transit Development Plan and the CAT organization. This memo represents a summary of Commissioner Saunders's comments.

### Interview Questionnaire

1. How familiar are you with transit overall?

Commissioner Saunders stated the Board of County Commissioners has had several meetings where CATConnect Paratransit Service was discussed. He noted there had been concerns expressed, especially by persons from blind services who experienced trouble with scheduling and routing. Commissioner Saunders stated staff had acknowledged there were opportunities to improve the delivery of services.

Regarding Fixed Route services, Commissioner Saunders stated there is likely a need to expand services to meet growing areas of demand and growth. He noted there are people trying to access jobs at hotels and other service jobs that require a long commute. He observed most of those jobs are in areas away from where the workforce resides. He added many of those workers will rely on transit because it is significantly less expensive than driving a vehicle to those jobs.

Commissioner Saunders referenced FDOT's Commuter Services program as another option for connecting workers with jobs. He stated Commuter Services provides vanpools and carpools which could help meet those demands. He felt this area should be further developed as part of the transit system overall. He added the County could support some of those efforts to address congestion, commuter traffic, and connecting workers with jobs.

2. Do you have any specific discussion points about transit in Collier Area Transit you would like to raise.

Commissioner Saunders commented on CAT overall, stating although he was not familiar with the operational aspect of transit, he felt they were operating well. He noted he has received communications from constituents requesting bus shelters at various locations. He expressed concern over the heat and rain which make waiting for transit difficult on riders. Commissioner Saunders added bus shelters were important to CAT operations and more are needed for persons riding transit in Collier.

3. How would you rate your awareness of CAT, are you familiar with how to use transit or where it operates?

Commissioner Saunders stated he is not particularly familiar with CAT routes in the County. He stated he relies on staff to manage the program and bring forward policy issues. He added he has not ridden transit in Collier but is sufficiently aware of their operations.

4. What do you view as the role of transit in Collier? Connect workers with jobs? Primarily for persons without cars? Relief for limited parking, roadway congestion?

Commissioner Saunders stated CAT has a responsibility to fulfill all those roles including connecting workers with jobs, providing a service for persons without cars, and to address and reduce congestion. He felt all roles should be part of CAT's mission to address transportation needs in the County and it was not necessary to exclude one over another. He stated not one of those roles was more important than another.

Commissioner Saunders stated it was important for CAT to provide various services to relieve congestion, especially during commute times.

5. What would you consider transit priorities? Increase areas served? Increasing service frequency, adding bus shelters, introducing mobility-on-demand, connecting service with sidewalks, bicycles, and multi-use paths?

Commissioner Saunders stated he recognized CAT had several priorities. He noted more fixed route service reaching areas of new development, and adding more service during periods of heavy demand were important and should be prioritized. He added, operating efficiently and effectively were also transit priorities that should be tracked.

He added that there was recognition that Collier County was very spread out and this could be a challenge to provide more fixed route transit service to outlying areas. He felt the demands and challenges of transit need to consider all those priorities.

6. Who should transit target as primary customers? Persons without access to a vehicle, community, the environment, businesses, tourism?

Commissioner Saunders felt all of CAT's customers were important and thought it was not necessary to differentiate between them to provide good services. He stated serving the general public included all of those customers. He noted that the cost of transportation can be very high for some people and should be considered when developing transit services.

He added the benefits of transit extend beyond just the riders. When more people use public transit, it takes vehicles off the road addressing congestion. He noted when connecting people and jobs, both the employers and employees' benefit.

Commissioner Saunders commented on FDOT's Commuter Program as a potential solution for addressing some needs at large employers. He felt some employers such as hotels and service



industry jobs require transit outside regular commute times, noting nights and weekends or very early mornings. He noted these could be better served by vanpools or similar service.

Commissioner Saunders indicated there was an opportunity to tailor transit service to a community's needs. He was hopeful this would reduce the cost of transportation for users.

7. How best do we pay for transit services? User fees? Including improvements through new developments, partnerships with major employers, businesses, institutions, and increased advertising? Is there an opportunity to consider innovative funding strategies to help fund transit?

Commissioner Saunders did not object to exploring other options for funding transit. He felt there were models around the state that could be explored and studied and developed into options. He stated the State was successfully funding some transit services tied to employers that should be investigated.

8. Would service expansion be considered if a municipality funded it?

Commissioner Sauders stated that while he did not oppose looking into funding participation agreements, he felt this could impact operations. He noted that if some transit was subsidized it could impact the entire system. He stated transit's mission is to replace vehicles on the road and connecting people with jobs and services with reasonable user fees. He stated funding transit was part of funding local government functions.

9. Can you comment on the outlook for transit?

Commissioner Sauders commented that the current environment is focused on cost cutting and not sufficiently on operating efficiently. He stated some elected officials may be looking to eliminate programs that are not self-sustaining. He stated he would not be in favor of reducing transit, but the current climate may not be supportive of service expansion and increases.

He encouraged CAT to align with the business community and their goals.

**Date:** July 2, 2024

**Reference:** Contract 18-7432 MP Professional Services Library – Metropolitan Planning  
Transit Development Plan (TDP) Major Update  
Purchase Order/Work Order No. 4500229353  
Project No. 33804.6.2.3

**Document:** Stakeholder Interview Commissioner Dan Kowal (Policy Maker)

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Commissioner Kowal was interviewed on July 2, 2024, via Zoom. The interview began with a brief introduction of the Transit Development Plan and the CAT organization. This memo represents a summary of Commissioner Kowal's comments.

### **Interview Questionnaire**

**1. How familiar are you with transit overall?**

Commissioner Kowal stated he had no real experience using the CAT system in the 20+ years of living in Collier County. He noted however, he was familiar with transit and used it often growing up in Pittsburgh. He stated growing up transit was important to him and very valuable especially when he could not drive. He recalled transit being seamless as he traveled between towns, connecting at hubs. He felt it was convenient and a reliable form of transportation.

In Collier however, he felt the operating conditions were too varied, noting how big Collier County was and the mix of rural and urban conditions. He stated people are moving out to rural areas of the County where you are completely car dependent. He noted there are significant gaps where transit may not make sense.

Commissioner Kowal stated there were large swath of populated areas where we need to figure out how to provide resources. He stated CAT needed a targeted plan to get reach people who are very far out, so they do not have to drive everywhere. The County needs to plan for businesses that are relocating to the area to allow them to access more of the workforce. He stated CAT needs to connect centralized service areas and major employers. Commissioner Kowal expressed concern at the number of employers including Arthrex and other new companies that moving to the Ave Maria area with limited transit resources. He stated the economic growth compounded with 2 new towns and 2 more villages with over 9,000 new homes to be built in the area will result in increased demand for all services, including transit. Commissioner Kowal noted this is in addition to the 2 existing industrial parks which continue to grow. He noted, in addition the Great Wolf Lodge, Paradise Sports and a new soccer team franchise, and the numerous new hotels approved and already under construction – all will continue to put pressure on transit to address congestion and connect people, jobs, and places to live.

2. Do you have any specific discussion points about transit in Collier Area Transit you would like to raise.

Commissioner Kowal stated he had no general comments. He felt CAT was well managed.

He noted most recently CATConnect was before the Board. He stated some Lighthouse participants were not happy and had expressed concerns about CATConnect service. He stated some were concerned the routes were inefficient, passing drop off points only to turn around. He stated staff was able to explain the automation that programs trips and address their concerns.

He added that Lighthouse illustrates the future demand of paratransit services. They have approximately between 200 – 300 participants that require disability services and this continues to grow. He explained this creates a need to add more vehicles into service. Commissioner Kowal stated listening to the Lighthouse, he felt more could be done to help the customers understand trip information. He noted the vehicles already have a great deal of technology and he thought it could be used to provide some (audible or visual) queues for passengers to give them trip information while they are onboard.

3. How would you rate your awareness of CAT, are you familiar with how to use transit or where it operates?

Commissioner Kowal stated he generally knows where CAT operates, and he sees the CAT vehicles and bus stops. He felt CAT needs to do prepare for the developing transit in high growth areas. He stated the Board recognizes the opportunity transit provides to address growth and supported giving bonus densities for developments near places where transit is.

He noted on Marco Island, a hotel there had partnered with CAT to accommodate their staff that operated late. He stated this was a good example of an employer working with transit. He wanted to encourage staff to continue to work with employers to connect the workforce with employment opportunities. Commissioner Kowal suggested CAT survey large employers in the area to understand where their workforce is coming from use that data to create transit service that meets their needs.

Commissioner Kowal noted tourist should also use transit. He stated the bed tax collected by the Tourist Development Council could support the demand created in service industry jobs. He felt the funding of transit should be shared across industries that create some of the demand. He expressed concern that transit funding relies too heavily on ad valorem taxes. Commissioner Kowal stated there is an opportunity with all the new hotels (including boutique hotels), manufacturing, and industry coming to Collier to be creative in funding transit.

Commissioner Kowal noted that in his law enforcement background, he saw the opportunity to leverage growth to pursue grants. He felt transit could use grants to build relationships with the private sector to fund transit. He added grants could be used strategically to fund early needs and give programs time to fully develop. He stated a business approach to identifying funding opportunities, including grants would be needed to address growth and demand for transit.



4. What do you view as the role of transit in Collier? Connect workers with jobs? Primarily for persons without cars? Relief for limited parking, roadway congestion?

Commissioner Kowal stated one of transit's primary role should be connecting people with employment opportunities. He added it was important to also provide transit for life sustaining trips and needed community services. He felt this was an important to maintain the quality of life in Collier County.

5. What would you consider transit priorities? Increase areas served? Increasing service frequency, adding bus shelters, introducing mobility-on-demand, connecting service with sidewalks, bicycles, and multi-use paths?

Commissioner Kowal stated those all could be priorities. However, he was aware of the need for shared bike paths, sidewalks, and shared-use paths in areas to the east of the County. He stated there are people living near Naples that bicycle to work. He added, CAT needs to understand where the daily travelers are going and support as much of that as possible. He cautioned against trying to serve all areas in Collier County, especially where there is low ridership. He noted, with limited resources you need to address areas where you can serve the highest number of people and have the greatest impact – connecting people with jobs.

6. Who should transit target as primary customers? Persons without access to a vehicle, community, the environment, businesses, tourism?

Commissioner Kowal stated he recognized there are people in Collier County who depend on public transit for life sustaining trips. He felt this was an important service. He added service industry jobs rely that rely on transit including school workers, restaurant servers, and housekeepers are important people to serve.

7. How best do we pay for transit services? User fees? Including improvements through new developments, partnerships with major employers, businesses, institutions, and increased advertising? Is there an opportunity to consider innovative funding strategies to help fund transit?

Commissioner Kowal felt that diversifying how transit is funded was important. He felt connecting the demand, including with large employers, with providing the service needed to be addressed. He stated leveraging grants to offset some initial investment costs was a good business practice. He felt state and federal grants could be leveraged with public-private partnerships if they could be sustained. He felt the continued growth in the County would increase demand for transit, and that needed to be planned for.

8. Would service expansion be considered if a municipality funded it?

He felt that this warranted more discussion because municipalities represented a relatively small segment within county. He contrasted this with most of the Collier County being unincorporated citing Immokalee as an example. He stated Immokalee would benefit from more transit than most of the incorporated cities. He recognized Immokalee does not have a large tax base that could contribute so he questioned how effective that would be. He thought it should be vetted for future

consideration. He felt addressing how larger businesses that are creating demand for transit could contribute could be a better focus.

9. Can you comment on the outlook for transit?

Commissioner Kowal felt the outlook for transit included continued growth in the East and Northeast portions of the County. He felt that with this growth, transit should be preparing to address demand with transit hubs. He stated connecting new growth areas with services was important to addressing congestion.

**Date:** July 10, 2024

**Reference:** Contract 18-7432 MP Professional Services Library – Metropolitan Planning  
Transit Development Plan (TDP) Major Update  
Purchase Order/Work Order No. 4500229353  
Project No. 33804.6.2.3

**Document:** Stakeholder Interview Collier County Commissioner William McDaniel (Policy Maker)

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Commissioner William (Bill) McDaniel was interviewed via telephone on July 10, 2024. The interview began with a brief introduction of the Transit Development Plan and the CAT organization. This memo represents a summary of Commissioner McDaniel's comments.

### Interview Questionnaire

1. How familiar are you with transit overall?

Commissioner McDaniel indicated he is not too familiar with CAT operations in any detail. He knows it is an important community service. He noted there has not been a great deal of discussion about transit as in the past.

2. Do you have any specific discussion points about transit in Collier Area Transit you would like to raise.

Commissioner McDaniel stated he understood the constraints of transit operating in Collier County. He noted Collier's geography and widely disbursed population areas, lower density were challenges for transit. He compared more densely populated areas such as Miami and other large cities where the intensity of development and congestion make transit more viable.

Commissioner McDaniel provided an example, noting a resident who needs to take several buses with long connections when traveling in from Immokalee. He felt this use of transit in this case was cumbersome and difficult for people who rely on public transit. He felt there should be better, more efficient options, especially when considering the expense. He added there is a role for transportation companies such as Uber to meet some of those needs more efficiently.

3. How would you rate your awareness of CAT, are you familiar with how to use transit or where it operates?

Commissioner McDaniel stated CAT had good visibility. He noted, no operation is perfect working 100% of the time. He added they were performing as expected.

Commissioner McDaniel stated transit met a need for persons who cannot afford a car or cannot drive for a variety of reasons. He noted, especially for persons with limited mobility, the very elderly, and persons with developmental disabilities, transit is providing an important service.



He added overall as Collier County continues experience continued growth; he expects transit to help reduce the strain on roadways and other transportation infrastructure.

4. What do you view as the role of transit in Collier? Connect workers with jobs? Primarily for persons without cars? Relief for limited parking, roadway congestion?

Commissioner McDaniel felt all the above roles represented important considerations. He felt no one role should be prioritized, rather a rational business approach to meeting needs and demands should be developed and pursued. He noted each role has different needs and resources should be directed in an efficient manner.

5. What would you consider transit priorities? Increase areas served? Increasing service frequency, adding bus shelters, introducing mobility-on-demand, connecting service with sidewalks, bicycles, and multi-use paths?

Commissioner McDaniel noted it was difficult to prioritize one need over another. He stated these likely all represented an area that needed to be considered when budgeting and allocating resources. He noted the operational efficiency of transit including downtime, area covered (land mass), and frequency needs to be discussed.

He noted this question should consider the importance of regional coordination with Lee County. Speaking to church group in Immokalee, he was made aware of the need for additional connecting service between Lehigh Acres and Immokalee. He stated he would like to see an additional route connecting to Lee County where there is significantly more affordable housing. He added both communities would benefit greatly from more transportation options.

6. Who should transit target as primary customers? Persons without access to a vehicle, community, the environment, businesses, tourism?

Commissioner McDaniel commented, that just like the previous question, CAT needs to consider all customers in the development of its services. He stated while there are no one-size fits all, transit systems should have options and alternatives that serve demand with the appropriate size vehicle, service, and resources.

Commissioner McDaniel added the state has several programs including vanpools that he felt reflected the need for different options. He stated vanpools worked directly with employers to address their needs and their workforce. He noted this is an example where the service and vehicle met the need of the customer. He commented both the rider and the employer benefited from the service.

7. How best do we pay for transit services? User fees? Including improvements through new developments, partnerships with major employers, businesses, institutions, and increased advertising? Is there an opportunity to consider innovative funding strategies to help fund transit?

Commissioner McDaniel stated there was no “best” way to pay for transit. He felt transit was increasingly an expensive service that competed for other county needs. He recognized that user fees needed to be a part of providing service.

Commissioner McDaniel recognized there was an economic balance to be maintained. Transit services should be priced to encourage the use of public transit, making it more desirable than driving a single occupancy vehicle that adds to congestions, traffic, and pollution.

He added there was a financial benefit to transit relieving the demand and congestion on roads and potentially delaying costly investments in the construction of more transportation infrastructure.

Commissioner McDaniel stated there should be more discussion on transit financing, options, and the use of incentives to drive ridership. He added he would like to a more discussion surrounding equitable user fees rather than just a flat fee regardless of cost. He noted there did not appear to be any discussion regarding incentives. He stated he would not support a mandate that asked municipalities to contribute to transit funding.

**8. Would service expansion be considered if a municipality funded it?**

Commissioner McDaniel responded he could envision where a municipality may have a specialized need that they would want to fund. He mentioned how Marco Island as a barrier island could have a need related to the service industry jobs located there and the need to bring workers onto the island. He stressed this would have to be studied and a strong business case presented for it have support.

**9. Can you comment on the outlook for transit?**

Commissioner McDaniel felt the outlook for transit will focus on transitioning. He felt with the increasing use of artificial intelligence (AI) and connected and automated vehicles (AV), significant changes can be expected. He noted public transit needs to be on the forefront of technology to help build a more responsive and efficient system. He noted there had been some discussion regarding technology and the scheduling software, but he felt it was still developing.

Commissioner McDaniel expressed concern over the cost and expense of providing transit service. He felt there was insufficient information presented for policymakers to consider. He noted other areas discussion cost-benefit ratios that help to justify continued investments and expansion of services. He did not feel he had that information when discussing transit services.

He acknowledged, providing transit in Collier County was challenging with a population distribution that was cumbersome due to the layout of the county. He noted there weren't concentrated areas of high density that needed to be served by transit. Rather, he commented, Collier's population and even growth patterns appear to be disbursed throughout the County.

Commissioner McDaniel expressed frustration at how some studies were presented to the Board of County Commissioners. He referred to a regional fare study that did not concern operational perspective of charging fares. Rather, the study focused on rider sentiment which was biased.

He added, the Board has not seen a study where the cost benefit analysis for transit has been presented. He felt the Board needed to fully understand how the investments in transit were balanced against the services provided in a variety of areas. He noted there were some intrinsic fixed costs which should be balanced against benefits such as reducing congestion and pollution. He stated he has never seen an analysis of that kind.

Commissioner McDaniel added, the idea of employer contributions may be neutral. He noted employers can subsidize transit, but they will equally pay higher wages to attract talent. He stated businesses see this as a cost of doing business in place like Collier County.

Commissioner McDaniel gave an example, noting he did not know what the annual ridership of CAT was. He felt this information provided important context in decision making. He felt business metrics such as the rate of return on transit investments should be part of any recommendation. He felt discussions regarding route changes and timing needed to be considered as business decisions. He noted he could not recall ever having those discussions, adding as technology helps with operational efficiency, there was an opportunity to measure productivity and see improvements.

Overall, Commissioner McDaniel stated he was neither optimistic nor pessimistic about the future of transit. Rather, he stated he wanted to see more information with a stronger business model for evaluating performance.

**Date:** July 3, 2024

**Reference:** Contract 18-7432 MP Professional Services Library – Metropolitan Planning  
Transit Development Plan (TDP) Major Update  
Purchase Order/Work Order No. 4500229353  
Project No. 33804.6.2.3

**Document:** Stakeholder Interview Council Member Linda Penniman, City of Naples (Policy Maker)

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Council Member Linda Penniman was interviewed via telephone on July 3, 2024. The interview began with a brief introduction of the Transit Development Plan and the CAT organization. This memo represents a summary of Council Member Penniman's comments.

### **Interview Questionnaire**

**1. How familiar are you with transit overall?**

Council Member Penniman started the interview commenting on the evolving role of e-bikes. She wanted to stress that a discussion on e-bikes and their role within the transportation network and particularly within transit should be further explored. She noted that FDOT has a white paper on e-bikes and this information should be shared and discussed at the Collier MPO. She added that e-bikes can be a transportation alternative allowing the workforce to access more jobs, create more flexibility, and connect more people with jobs. She felt there had not been sufficient information and discussion on their emerging role.

Council Member Penniman stated her familiarity with CAT primarily came from her role at the MPO. She felt there had been a great deal of discussion on serving people with handicaps, limited mobility and with no other transportation options. She was somewhat familiar with CAT operations as a whole and she has observed CAT buses in circulation throughout the County. She stated she was familiar with transit, having grown up in an area with public transportation.

**2. Do you have any specific discussion points about transit in Collier Area Transit you would like to raise.**

Council Member Penniman stated she would like to see e-bikes further vetted and additional information should be provided to policymakers and other decisionmakers. She noted that e-bikes were growing in popularity and provide another transportation option. She added they allow users to travel farther and provide more flexibility and reliability than traditional fixed-route transit that operates on a schedule. She felt it was an excellent option for individual mobility.

Council Member Penniman commented the role of private transportation providers that are providing on-demand services. She felt there was a role for these private providers to supplement



transit service in some areas. She stated these options should be explored and discussed as part of developing plans for transit.

Council Member Penniman stated overall her impression of transit services was heavily influenced by her use of transit growing up. She stated many people who come from areas with robust transit systems and may have a bias when discussing transit in Collier. She stated places with robust transit evolved over many years with concentrated areas of populations to serve. She noted these conditions are very different from transit in the City of Naples and Collier County.

3. How would you rate your awareness of CAT, are you familiar with how to use transit or where it operates?

Council Member Penniman stated she is aware of CAT operations. Through her work on the MPO she was part of some discussions regarding transit and paratransit services. She noted that the MPO has been diligent in including transit in discussions and plans as part of a multimodal approach. She commented her work on the MPO was very important and had been reappointed. She felt being part of discussions at the MPO was important to the coordination between the city, the County and the MPO.

4. What do you view as the role of transit in Collier? Connect workers with jobs? Primarily for persons without cars? Relief for limited parking, roadway congestion?

Council Member Penniman stated CAT role must include getting people to work every day. She felt connecting people and jobs was critical to CAT's role in the County, as well as to the businesses that need workers.

She commented on her experience working in Immokalee. She noted that people in Immokalee are solving the transportation gap by organizing their own carpools and vanpools. She stated that this has become part of the culture where transportation options are very limited. She felt there should be a way to support these areas with dependable, safe, public transportation. She recognized this would be a significant challenge for CAT, noting the long travel distances, the hours of operations, and other constraints.

She stated providing public transit has its challenges everywhere, not just in Collier. She noted in places where it snows, people wait for buses in very cold conditions. Effective transit must account for all these operating conditions and still be extremely punctual for people to use it and rely on it.

Council Member Penniman expressed a desire to see the appropriate size vehicle in operation. She felt the larger buses were not appropriate for circulating on every route. She noted having appropriate size vehicles, vans, and other smaller vehicles could be shown to be more operationally effective. She was also concerned how empty buses may be perceived as an inefficient use of transit resources.

5. What would you consider transit priorities? Increase areas served? Increasing service frequency, adding bus shelters, introducing mobility-on-demand, connecting service with sidewalks, bicycles, and multi-use paths?

Council Member Penniman stated transit must be operationally efficient. It must be flexible, responsive, and light. She felt there should be a reasonable business approach to meeting demand. She added transit was an integral part of the whole transportation network in Collier County, adding CAT should foster confidence in the system.

In discussing the financing of transit, Council Member Penniman stated this is an area that needs to further be discussed. She noted that for a rider, a dollar may represent a significant amount of their budget or cost of getting to work. She felt transit has a role in facilitating access to jobs but there is also an opportunity to work with employers who are benefiting from the workforce to connect people and jobs.

Council Member Penniman stated CAT needs to study how transit is monetized in other places.

She noted the City of Naples has very limited land which is very expensive. She added it also has an ongoing demand for service workers and there are good paying jobs in Naples. She noted the high cost of living within the city means workforce and affordable housing are not located nearby. She stated this also applies to other areas of Collier County with over 54,000 vehicles traveling into Collier County on I-75 from Lee County almost daily. She felt there needed to be more coordination with Lee County policymakers.

Council Member Penniman stated there was nexus between available work, affordable/workforce housing, and areas where new jobs are coming. She added that nexus should be studied and addressed in upcoming plans. She felt supporting economic development, job creation, and transportation connections was important to the area.

Council Member Penniman stated CAT needs to identify opportunities and develop plans to capitalize on them. She noted she was part of a discussion at the MPO regarding the use of railroad tracks near Goodlett-Frank Road which could be used to connect trails with roads and transit to improve traffic circulation. She felt the use of e-bikes made this even more viable.

She added, when people are driving, they must focus on operating the vehicle. When people are riding in transit, either on a bus or rail, there is an opportunity to do other things and use that time productively. They can make calls, read, or do other things while someone else drives. She noted the time in a car is wasted.

6. Who should transit target as primary customers? Persons without access to a vehicle, community, the environment, businesses, tourism?

Council Member Penniman felt connecting people and work is critical to transit service in Collier. This should be a focus for CAT.

7. How best do we pay for transit services? User fees? Including improvements through new developments, partnerships with major employers, businesses, institutions, and increased advertising? Is there an opportunity to consider innovative funding strategies to help fund transit?

Council Member Penniman stated CAT needs to better monetized the transit system. She suggested transit approach the Chamber of Commerce and bring them into the discussion. Their

role in the business community will be helpful in connecting economic development activities with transit services that will support them.

She felt that employers like Arthrex are forward thinking and will support transit as part of their business model. She felt employers could support transit as an option.

Council Member Penniman stated she would like to see more information and discussion surrounding the penny-sales tax. She felt it was important to understand how much community support there was for transportation initiatives funded by the penny sales tax. She felt transit could be better supported by these initiatives. She felt people would be supportive of efforts that connect people with jobs and that included supporting transit.

She added, bringing the business community into the finance discussion would be helpful and important to getting them to participate in transit as a solution. She noted, transit cannot be funded by transit users who have limited transportation options and limited financial resources.

Council Member Penniman stated, ideally transit would be readily accessible and connect major activity centers. She added, providing transportation options for people who simply did not want to drive was an important goal. She felt older populations would benefit if there was a transportation option such as transit that meant they did not have to drive everywhere.

**8. Would service expansion be considered if a municipality funded it?**

Council Member Penniman did not see a problem with municipalities funding transit within their areas. She felt every community has to make decisions that address their constituents needs and concerns. She did note, there needed to be further discussion before CAT elects to pursue this and examine how the service would connect through the County. She felt there needs to be transparency in who is paying for the additional services and how that would work within the transit system.

She stated financing transit is important and should be carefully planned out and defensible. She felt the penny sales tax needs to be discussed as an option for transit.

**9. Can you comment on the outlook for transit?**

Council Member commented the outlook for transit, stating it was very complex. She noted she was reading “The Great Displacement: Climate Change and the Next American Migration” by Jake Bittle and considering the implication for Naples, Collier County and Southwest Florida. She felt while some growth will continue, but there is a movement of people who are relocating due to storms, the high cost of living, and other factors. She felt this trend should be discussed. She stated the community needed to be prepared for emerging trends.

She felt the need for affordable workforce housing was an important consideration for Collier overall impacting several areas. She added this included transportation and especially CAT as they work to support connecting people and jobs.

She noted she would like to see more cooperation and collaboration between Lee and Collier Counties. She expressed concern at the amount of people commuting into Collier because of

where affordable housing is located. She stated the coordination between Lee and Collier needed to focus on transportation impacts, facilitating connecting jobs and workforce housing as well as the congestion, traffic, and safety in the transportation network including I-75.

She stated she would like to see FDOT's white paper on e-bikes as she sees this as a continuing trend.

She concluded. there is a place for transit in Collier County as part of its transportation network that supports growth economic activity, building and construction. She felt there needs to be continued discussion on how CAT will connect with employment centers. She hoped that the issues she raised would be further discussed and fully vetted.



**Date:** July 2, 2024

**Reference:** Contract 18-7432 MP Professional Services Library – Metropolitan Planning  
Transit Development Plan (TDP) Major Update  
Purchase Order/Work Order No. 4500229353  
Project No. 33804.6.2.3

**Document:** Stakeholder Interview Councilman Berne Barton, City of Naples (Policy Maker)

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Councilman Barton was interviewed on July 2, 2024, in person at his offices in Naples, Florida. The interview began with a brief introduction of the Transit Development Plan and the CAT organization. This memo represents a summary of Councilman Barton's comments.

### Interview Questionnaire

1. How familiar are you with transit overall?
2. Do you have any specific discussion points about transit in Collier Area Transit you would like to raise.

Councilman Barton did not have any specific discussion points to raise. He stated his constituents had not raised any concerns regarding CAT service. He was confident if his constituents had experienced any problems with CAT service, they would have made them known to the city.

3. How would you rate your awareness of CAT, are you familiar with how to use transit or where it operates?

Overall, he felt CAT was an effective operation. He noted CAT operates within the city with no bus pull offs, but they manage not to significantly impede the flow of traffic, limiting how long they stay pulled over and holding traffic. He stated he see the CAT vehicles in operation and feels there is an appropriate level of service within the city.

4. What do you view as the role of transit in Collier? Connect workers with jobs? Primarily for persons without cars? Relief for limited parking, roadway congestion?

Councilman Barton noted he had limited personal experience with CAT, but overall, felt CAT provided a valuable service. He indicated connecting workers who live outside the area with jobs

within the City of Naples was an important objective for CAT. He added CAT provides options for a variety of Collier County residents and having alternatives/options is important.

5. What would you consider transit priorities? Increase areas served? Increasing service frequency, adding bus shelters, introducing mobility-on-demand, connecting service with sidewalks, bicycles, and multi-use paths?

Councilman Barton stated he had limited information with which to make a recommendation but felt the CAT service area was very large and growing. He noted the County was expanding considerably with growth in the North and Northeast corridors, citing Ave Maria as an example. He felt there was continued growth already approved in these areas, with more expected to come. He noted connecting the workforce that may reside further away from jobs will become increasingly important, especially given the cost of housing within the City of Naples.

Councilman Barton noted there could be some interest in premium services. He stated for example providing express service to the airport (RSW) and other major destinations could serve tourists and visitors. He felt CAT adequately evaluated service needs.

6. Who should transit target as primary customers? Persons without access to a vehicle, community, the environment, businesses, tourism?

Councilman Barton stated Collier County is experiencing a major affordable housing challenge. He stated trend continues to move the workforce away from jobs in the city and the County as a whole. He stated the City of Naples' economic needs surround the tourism industry and in the service industry sectors. He added filling these jobs creates traffic and congestion which could be helped with efficient transit service. He felt that the workforce continues to move further away from jobs in Collier County.

He stated although service workers primarily use transit, he felt there was an opportunity to provide transit service that appealed to tourists and visitors.

7. How best do we pay for transit services? User fees? Including improvements through new developments, partnerships with major employers, businesses, institutions, and increased advertising? Is there an opportunity to consider innovative funding strategies to help fund transit?

Councilman Barton expressed the responsibility to be a good steward of taxpayer's money. He expressed an interest in seeing some of the industries prospering from tourism contribute in some way to supporting transit. He stated part of the solution of funding transit should include those benefiting from the economic activity in Collier including tourism, lodging, airlines, and developers. He noted this should include efforts to provide affordable housing for workers.

8. Would service expansion be considered if a municipality funded it?

Councilman Barton felt municipalities could participate in the funding, noting those are discussions for those policymakers. He did not think this would apply to the City of Naples due to the relatively small size of the city.

9. Can you comment on the outlook for transit?

Councilman Barton felt the outlook for transit needed to consider the rapid growth in the County and the traffic congestion as a top issue. He stated a robust transit system was needed to alleviate commuter traffic, traffic congestion, and to help take vehicles off the road. He felt visitors and tourism to be part of the community and should be considered in any future plans.

He noted that preserving the City of Naples and Collier County's unique qualities including its pristine environment was critical to its continued success and economic competitiveness.

Councilman Barton was positive about embracing technology in general but wanted to see CAT take a business approach to its implementation and use. He stated the adoption of technology, including adoption of electrical vehicles should be fully vetted. The technology should be proven with documented results before CAT makes significant investments.

He added that maintaining a livable community and preserving Collier County's resources were important to its economic property and maintaining the current standard of living. He added it is the reason people continue to move here and we all have a responsibility to continue to safeguard resources, maintain a high standard of living, and make wise investment decisions.

**Date:** July 18, 2024

**Reference:** Contract 18-7432 MP Professional Services Library – Metropolitan Planning  
Transit Development Plan (TDP) Major Update  
Purchase Order/Work Order No. 4500229353  
Project No. 33804.6.2.3

Document: Stakeholder Interview Councilman Rich Blonna, City of Marco Island (Policy Maker)

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Councilman Rich Blonna was interviewed via telephone on July 18, 2024. The interview began with a brief introduction of the Transit Development Plan and the CAT organization. This memo represents a summary of Councilman Blonna's comments.

### Interview Questionnaire

1. How familiar are you with transit overall?

Councilman Blonna stated he has been working closely with CAT to bring enhanced transit service to Marco Island during the winter tourist season. He stated he has been looking at the feasibility of trolley service with a loop route to service the most heavily visited areas on Marco Island. He added this work had led to a better understanding of the constraints and challenges of providing transit.

He noted there are significant challenges to cost sharing and operations which have made it difficult.

Overall, he noted while his interactions with CAT have been focused on the trolley service he has a high-level understanding of transit operations in Collier County. He noted he is also involved with Conservation Collier and as a liaison to various committees which keep him very busy.

He added he had recently become aware of the Public Transit Advisory Committee (PTAC).

2. Do you have any specific discussion points about transit in Collier Area Transit you would like to raise.

Councilman Blonna stated his work trying to implement transit on Marco Island is a clear example of how transit solutions are difficult to implement. He stated public funding, and the state and federal grant restrictions offer little opportunity to tailor services to a community's needs, be creative, or partner to fund transit solutions.

Councilman Blonna stated he would like to address the congestion and safety concerns during the peak winter season. He noted 2 trolleys in operation in a loop configuration could allow visitors on Marco Island to travel between the most frequented areas along 4 connected roadways. Ideally visitors could come on to the island and park their car and not move it until they left. He added or better yet, they could take a taxi or Uber and not bring any more cars onto the island.

Initially, he proposed a shared funding model where the business community through advertising revenue could be used along with fares and a discounted rate from CAT to fund a pilot. He stated after speaking with CAT, it was obvious the bureaucracy is inflexible. He added, Marco Island cannot create a separate pool of resources specific to its needs. It is all part of the larger county-wide system.

Councilman Blonna noted CAT staff had been very helpful and he appreciated working closely with them. He stated CAT staff is bound by bureaucracy and the service request for Marco Island is an outlier, making the service a challenge to implement. He noted this was in addition to some



hesitancy with the City Council. He stated there was a clear contrast between public and private initiatives. He added, he was confident the pilot project would work.

Councilman Blonna explained he is a supporter of transit solutions and visited Anna Maria Island to observe the trolley system there. He said it was a great experience and helped him develop some of his approach. He stated they arrived at Anna Maria, stayed in a beach front cottage and took the trolley everywhere without ever moving his car. He added he is still researching how the service was started by Manatee County and then transferred to their Chamber of Commerce. Councilman Blonna said he is interested in learning more, especially the lessons learned from implementing the service.

He concluded, noting there is potential to connect other parts of the county. He pointed to Donna Fiala Eagle Lakes Community Park and the opportunity to connect with bicycle paths. He expressed support for transit connections with bicycles, putting bicycle racks on buses. He stated connecting these modes was important.

3. How would you rate your awareness of CAT, are you familiar with how to use transit or where it operates?

Councilman Blonna expressed he had a high level of awareness of CAT. He noted he took part in a free ride day and rode Route 21 to Marco Island. He felt it was important to experience the service firsthand. He stated that riding transit provided a beautiful perspective where you can see over cars into the distance and see the natural areas. It provided a wider view of the natural resources surrounding the area.

He added, there are some misconceptions about who is riding transit and the fear of overcrowding. He stated the positive impact of transit, reducing the number of cars on the roadway, eliminating the need to find parking at popular destinations, and the comfort and ease of riding transit are consistently understated. He stated, there is also an important opportunity for people coming to work in Marco Island. He added, employers and the workforce, visitors and residents can all benefit from transit service on Marco Island.

4. What do you view as the role of transit in Collier? Connect workers with jobs? Primarily for persons without cars? Relief for limited parking, roadway congestion?

Councilman Blonna responded transit can have a role in all the options presented with the proposed trolley service. He stated he is focused on Marco Island, but this pilot provides an example of how transit can meet community needs.

He stated Marco Island and the trolley pilot could operate over just a few blocks in a loop, connecting riders with shopping, dining, and even City Hall.

Councilman Blonna commented on the area's demographics which show an aging population which will become depend on transit. He noted right now, this demographic may be hesitant about implementing transit solutions, but trends support developing transit. He added, Marco Island is attracting younger residents and more cosmopolitan people who travel and are familiar with transit, including international visitors. He stated even work patterns are changing, where some workers can choose to work from home and given an option may not want to drive. He added

multiuse development is also changing how much people depend on cars. Councilman Blonna stated he understood transit was not the solution for everything, but he added it needed to be part of the mix of solutions.

He added Marco Island needs to develop different transportation options.

5. What would you consider transit priorities? Increase areas served? Increasing service frequency, adding bus shelters, introducing mobility-on-demand, connecting service with sidewalks, bicycles, and multi-use paths?

Councilman Blonna agreed all the options listed where areas where CAT needed to develop. He stated mobility on demand was not popular on Marco Island and he stated it may have limited application.

He stated the hotels and condo would likely not use the traditional fixed route bus service or the larger buses, but they would support branded, smaller vehicles that reflected the local character.

Councilman Blonna stated temporary service, which is aimed at tourists and temporary, such as during the winter season, would make sense and help with congestion.

Councilman Blonna was confident the beach trolley will be well supported once it is implemented which is why a pilot project is so important. It will demonstrate how transit can relieve congestion, demand for limited parking, and allow people to get around Marco Island without a vehicle.

6. Who should transit target as primary customers? Persons without access to a vehicle, community, the environment, businesses, tourism?

Councilman Blonna agreed all the customers mentioned should be fully explored.

He stated visitors have needs very different from the workforce that may be accessing jobs on the island. Marco Island is removed and difficult to access. He noted workforce traveling in from Golden Gate, Immokalee, and other outlying areas can find Marco Island too far. He added professional staff, government workers, fire, and police – he did not see them using public transit based on their profession.

Councilman Blonna was confident CAT was looking at all their customers and trying to make sure to connect the service with the riders. He noted, this was not always possible.

7. How best do we pay for transit services? User fees? Including improvements through new developments, partnerships with major employers, businesses, institutions, and increased advertising? Is there an opportunity to consider innovative funding strategies to help fund transit?

Councilman Blonna stated the finance side of transit was complicated. He felt that advertising revenue could be increased to reflect market rates. He noted the current rates are substantially lower than they should be. He added fares appeared to be flat across the board, rather than reflecting the service. He stated this was an area that could also be updated to better reflect a market approach. Councilman Blonna suggested improved business relationships with government agencies, businesses, and other groups could help to underwrite some of the costs.

Councilman Blonna stated Marco Island has lowered taxes the past few years resulting in less funding for projects such as the trolley. He stated he would continue to advocate for transit on Marco Island during season.

8. Would service expansion be considered if a municipality funded it?

Councilman Blonna stated Marco Island would likely not fund service expansion without some incentive. He stated there was an opportunity to engage the business community. And while he did not think the business community would agree to outright fund transit service, he felt if they could underwrite the cost through advertising.

He noted sharing costs brings stakeholders together.

9. Can you comment on the outlook for transit?

Councilman Blonna stated the outlook for transit is greatly dependent on who is moving along the 951-Corridor. He felt the growth in the eastern part of Collier County will continue to drive growth and that growth will look for alternatives to just driving.

He added the lack of parking will also impact how people visit and frequent popular destinations. If people find it too difficult to park and there is no transit option, they are likely to go elsewhere.

Councilman Blonna was confident newer residents to Collier County will have an impact on the demand for transit. He stated people will want options to driving and the added benefits of reduced congestion, impacts to the environment, and time savings will make transit more desirable. He stated this would be bolstered by new residents who come from places with lots of transit. He stated as long as the transit service matches the demand and character of the location, he was positive on the outlook for transit.

**Date:** August 12, 2024

**Reference:** Contract 18-7432 MP Professional Services Library – Metropolitan Planning  
Transit Development Plan (TDP) Major Update  
Purchase Order/Work Order No. 4500229353  
Project No. 33804.6.2.3

**Document:** Stakeholder Interview Collier County Commissioner Rick LoCastro (Policy Maker)

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Commissioner Rick LoCastro was interviewed in person on August 12, 2024. The interview began with a brief introduction of the Transit Development Plan and the CAT organization. This memo represents a summary of Commissioner LoCastro's comments.

### **Interview Questionnaire**

**1. How familiar are you with transit overall?**

Commissioner LoCastro stated he was very familiar with transit operations. He previously served as a Senior Commander over several military bases that included transportation services. From that perspective he understood not only logistics and operations, but ongoing maintenance, service and budgetary needs. From the Collier side, when he first became a commissioner, he toured the transit facility on Radio Road to become familiar with county operations. Since then, he has been out to see new vehicles when invited. He noted the Radio Road facility is in his district. He stated he has been following several board items that focused on CAT operations.

He added, transit is an expensive service provided by the County and it often competes with other needs. He stated there is always careful consideration given to transit requests because the Board needs to balance the expenditure with the benefit provided. He referenced connecting people with work and reducing congestion, safety, and increased access.

**2. Do you have any specific discussion points about transit in Collier Area Transit you would like to raise.**

Commissioner LoCastro stated he was aware of some of the amazing programs CAT has managed although he felt they were not well known or publicized. He recalled a time when CAT hosted a meeting at the JW Marriott to talk to the business community about some of the different services CAT provided. He stated it was important to communicate with the business community and other customers about what services CAT can offer. He added it was also important for CAT to understand the business community's needs, referencing hours of operation as an example. He recalled one business owner stated how bus service hours did not match up with his staffing needs. CAT had responded they could look at making adjustments to the schedule to meet that business owner needs. He stated this was an example of how communication with customers was important and something CAT should be doing regularly.

Commissioner LoCastro noted he has good communication with Trinity Scott, especially related to constituent concerns and complaints.

He felt often the complaints brought to the Board dealt with miscommunication, or the customer was not fully informed about situations. He recalled one complaint where a constituent complained about being told a program was being closed on the day of, with no notice. Commissioner LoCastro recognized CAT cannot do or be everything for everyone, but they must communicate clearly with their customers, especially those that depend on the services they provide. He stated there is a clear expectation changes in programs that affect customers, especially terminating programs must be brought to the Board's attention. Commissioner LoCastro stated ending programs are policy decisions and the Board must consider not just cost-effectiveness but the impact to the community.



Commissioner LoCastro stated he hoped that the bus drivers understand how important their communication with the customer is. He often hears during constituent complaints how riders get information from bus drivers. He wants bus drivers to understand they represent all of Collier County when they are talking to customers and it's not ok to blame anyone for difficult decisions that need to be made. He stated while it may be easy to agree with a customer when they say things are terrible or being negative, he wanted to remind drivers that agreeing with negative comments creates negative sentiments. Customers should be given the opportunity to offer feedback instead.

3. How would you rate your awareness of CAT, are you familiar with how to use transit or where it operates?

Commissioner LoCastro stated he is aware of CAT and transit operations generally. He understands the constraints and the balance of capital needs and the accompanying maintenance costs associated with heavy duty vehicles and logistics.

He has been following the transit discussion in Marco Island and their attempts to address congestion on the island with a trolley circulator. He stated he was disappointed he could not dispel wrong information regarding implementing a transit circulator on Marco Island. He stated the misinformation about how the trolley would operate was difficult to dispel. Ultimately, he noted these were community decisions and those resources could be used elsewhere.

He expressed concern over the use and location of bus shelters. He stated there were areas that were in need of bus shelters. Some areas had lots of riders who often stood in the rain with no shelter. Commissioner LoCastro stated he wanted to make sure those areas were identified and prioritized for a shelter. He suggested CAT should look at relocating low-use shelters to those areas of high need. He recognized the cost of shelters had continued to increase and was hopeful CAT was looking at repurposing, recycling, and looking for any means of mitigating those costs. He cautioned; he was not sure how reasonable it was to move shelters but was hopeful CAT would look into it.

4. What do you view as the role of transit in Collier? Connect workers with jobs? Primarily for persons without cars? Relief for limited parking, roadway congestion?

Commissioner LoCastro stated all of those are the role of transit. He recognized there is a balance between need and what can be accomplished. He stated CAT needs to carefully assess how effective service is and make those recommendations.

He noted, the Board was supportive of transit overall and was prepared to allocate additional resources to CAT if there was proper justification and it was reasonable request. He noted, CAT cannot operate in a vacuum and the County has a great deal of needs. CAT needs to bring data and information to the Board that demonstrates they are being efficient with resources and leveraging other benefits in the community.

Commissioner LoCastro stated he expected CAT to be proactive and gave referenced new developments. He stated there was an opportunity to anticipate demand with new housing developments and work with other County staff to identify new potential riders. He noted CAT staff should be prepared to work with new developments to potentially connect them with transit.

5. What would you consider transit priorities? Increase areas served? Increasing service frequency, adding bus shelters, introducing mobility-on-demand, connecting service with sidewalks, bicycles, and multi-use paths?

Commissioner LoCastro started by stating CAT cannot meet every transportation need in Collier County. He stated CAT cannot be expected to be UBER to everyone. He added CAT must prioritize its services by matching service to need. The County is looking at being more efficient and possibly relocating resources across departments. He stated CAT could use additional resources.

6. Who should transit target as primary customers? Persons without access to a vehicle, community, the environment, businesses, tourism?

Commissioner LoCastro stated CAT should have a variety of customers and a primary customer did not seem to align with their service goals. He stated CAT should analyze utilization and make decisions based on how effectively they can meet those needs.

7. How best do we pay for transit services? User fees? Including improvements through new developments, partnerships with major employers, businesses, institutions, and increased advertising? Is there an opportunity to consider innovative funding strategies to help fund transit?

Commissioner LoCastro stated a strong operation looks at all available resources and opportunities. He added this includes revisiting prior decisions. He stated just because a previous Board rejected some strategy, which did not mean that conditions may have changed sufficiently that the Board could reconsider. He used the example of advertising. He knows some bus wraps and outdoor advertising had been rejected but he felt there needed to be a closer look at interior bus advertising. He referenced the model of Disney World. He stated Disney buses are all wrapped and communicate a sense of place, but the interior of the buses advertise restaurants, shows, and other attractions.

Commissioner LoCastro stated the Board has limited ways to address needs. The Board can reallocate resources from other programs or try to raise taxes. He noted both solutions can hurt people and create gaps. This is why he hoped CAT was looking at alternatives and innovative ways of increasing revenue.

Commissioner LoCastro expressed concern about raising user fees. He cautioned about raising fees to the point where it did not make sense for people to take transit. He added CAT wants to increase ridership and there should be care consideration of the impacts before raising fees.

8. Would service expansion be considered if a municipality funded it?

Commissioner LoCastro stated yes, if a municipality would like additional services and was willing to pay for it, it made sense for CAT to provide that service. There were efficiencies that could be captured by CAT providing and connecting transit services.

Commissioner LoCastro referenced the Marco Island trolley. He felt communication needed to be strengthened. He referenced the fear that transit would be bringing more congestion onto Marco Island was raised by citizens.

He felt the benefits of reducing congestion, minimizing traffic crashes, and making visiting Marco more pleasant were not well communicated. He felt there was a similar discussion now.

Commissioner LoCastro noted he had attended a conference at the JW Marriot with the previous director. He stated several businesses, including hotels participated. One business spoke to the use of vanpools and how that was not really promoted. He hoped that these transit services that offer a variety of solutions be more visible and promoted as alternatives.

9. Can you comment on the outlook for transit?

Commissioner LoCastro stated the outlook on transit depended on how effective transit is. He noted transit operations will continue to cost more with increases in fuel, continual operating expenses from wear and tear on vehicles, and the demand for expanding services. CAT will need to demonstrate they are spending money wisely. He recognized adding capital equipment such as a bus comes with paying for fuel, a driver, and maintenance. He added this is often not recognized when a new vehicle is acquired. He noted transit vehicles in particular need ongoing maintenance due to the heavy utilization, stop and go driving, and the miles they drive. Commissioner LoCastro wanted to make sure resources and vehicles are allocated and deployed correctly. Transit needs to demonstrate real efficiency.

He noted public perception of empty vehicles and making sure the correct vehicle is in operation on routes was discussed. He hoped CAT was communicating with its ridership and the community to demonstrate how they are meeting needs. He added this included where shelters are placed.

Commissioner LoCastro noted his concern with the reliance on grants. He stated one-time grants cannot be relied upon as they represent a one-time injection of cash and often do not cover ongoing maintenance costs. He felt these could be problematic for determining costs needed to operate the vehicle. He noted transit is an expensive service to provide and there is every indication to support that it will continue to escalate in costs.

**Date:** August 22, 2024

**Reference:** Contract 18-7432 MP Professional Services Library – Metropolitan Planning  
Transit Development Plan (TDP) Major Update  
Purchase Order/Work Order No. 4500229353  
Project No. 33804.6.2.3

**Document:** Stakeholder Interview Council Member Tony Pernas, City of Everglades (Policy Maker)

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Council Member Tony Pernas was interviewed via telephone on August 22, 2024. The interview began with a brief introduction of the Transit Development Plan and the CAT organization. This memo represents a summary of Council Member Penniman's comments.

### Interview Questionnaire

1. How familiar are you with transit overall?

Councilman Pernas stated that serving on the City Council and the Collier MPO has given him the opportunity to become familiar with the challenges and opportunities of transit. He said there is no public transportation in Everglades City, and for smaller communities that is a significant concern.

He noted, for example, that Everglades City has a population of only 352 people. However, during the winter tourist season, the population in Everglades City jumps to over 1,500. He said most of the properties are second homes, with tourism playing a vital economic role. He added that Everglades City has restaurants, museums, historic properties, and a significant ecotourism industry. He stated that Everglades City is the gateway to Everglades National Park and as a result the city has around a million visitors annually.

He added that the challenge is Everglades City is far removed, and the only transportation is by individual car. The nearest grocery store is over 35 miles away, and access to services, jobs, healthcare, and shopping requires quite a bit of travel. He stated he understood that there is challenges to providing transit service to small communities in outlying areas.

He added that there is still a need in his community to provide some type of service, even if it is just a connection to life-sustaining shopping or services several times a week.

2. Do you have any specific discussion points about transit in Collier Area Transit you would like to raise.

Councilman Pernas stated that even small towns should have some transit. For persons with no vehicles, who can't drive, or are too elderly, they should have some way of accessing jobs, medical services, and doctor appointments, food, and other areas. He added he did not think regular bus service would work in these outlying areas the same as in more populated areas, nor would he expect significant transit services.



He stated Everglades City is at a disadvantage when accessing jobs and other resources without some type of public transportation in place.

3. How would you rate your awareness of CAT, are you familiar with how to use transit or where it operates?

Councilman Pernas stated that before serving on the MPO, he had limited understanding of CAT. He noted that since serving on the MPO and chairing the Local Coordinating Board, he has gained a better understanding of CAT and its operations.

He added there is limited information, however, for the general public. He noted that CAT did not have a significant public profile on social media and did not openly advertise their services (routes, schedules) in local newspapers etc. He stated regular users and transit riders may have a better understanding of transit because they communicate directly with drivers and interact with the system. He added that unless you actively seek out information about changes or services provided, you are not likely to know about them.

Councilman Pernas stated CAT services should be promoted.

4. What do you view as the role of transit in Collier? Connect workers with jobs? Primarily for persons without cars? Relief for limited parking, roadway congestion?

Councilman Pernas stated that all of the roles mentioned are essential to public transit. He stated connecting workers with jobs is essential to economic growth.

He noted the list should have also included supporting tourism. He added that if public transit were available visitors can use public transportation to visit Everglades National Park, Everglades City and, Big Cypress National Preserve. He noted public transit has an opportunity to increase visitation and reduce the problems associated with parking access. He added, public transportation can also be utilized for beach access. Tourists do not want to fight traffic on the beach and pay for parking. It would be much better for visitors, businesses, and our facilities if transit just picked people up from their hotels and took them to the places they wanted to visit.

Councilman Pernas noted congestion could also be alleviated by transit, especially where the jobs are not close to where people are living.

5. What would you consider transit priorities? Increase areas served? Increasing service frequency, adding bus shelters, introducing mobility-on-demand, connecting service with sidewalks, bicycles, and multi-use paths?

Councilman Pernas noted those were all important priorities for CAT, and he understood those were options for improving service.

He stated that from his perspective in Everglades City, CAT needed to prioritize underserved areas. He noted that although Immokalee is also far out, but at least they have some service. Residents of

Everglades City, Chokoloskee, Copeland, Jerome and Plantation Island have no transit services, and are at a disadvantage.

Councilman Pernas acknowledged the need for bus shelters and other amenities for transit riders. He added that Florida's environment is hard on people who have to wait for the bus. He stated shelter from the rain, heat, and other elements is just as important as the service.

Councilman Pernas stated a great deal is being done to connect bicycle paths and multimodal transportation corridors, noting this was very encouraging. He hoped transportation would become more of an interconnected, integrated system.

6. Who should transit target as primary customers? Persons without access to a vehicle, community, the environment, businesses, tourism?

Councilman Pernas stated all of the customers mentioned should be targeted for better delivery of services and to understand their needs. He felt, however, CAT should prioritize senior citizens and low-income workers who are disproportionately affected by the lack of transit.

He added in order for CAT to be successful, they need to reach out to people with no other means of transportation.

7. How best do we pay for transit services? User fees? Including improvements through new developments, partnerships with major employers, businesses, institutions, and increased advertising? Is there an opportunity to consider innovative funding strategies to help fund transit?

Councilman Pernas noted all financing options were important. He noted in some cases there may be an opportunity to partner with businesses and private companies. He added there were companies using vanpools, which were a great tool in places like the hotels along the beaches. He noted those workers are not likely to be the highest-salaried workers; therefore, user fees can only cover so much of the cost.

He noted state and federal grants should be leveraged to bring more transit to Collier. There should be better coordination between businesses who need workers and areas of the community that may not be able to access those opportunities.

Councilman Pernas stated he understood transit was expensive. He noted, however, it has the potential to create more economic activity when it connects workers with jobs. You cannot just look at the cost of providing transit. You must also consider how it improves the quality of life for persons and how it connects people with opportunities.

8. Would service expansion be considered if a municipality funded it?

Councilman Pernas noted this would not work for a community like Everglades City with a population of 352 people as it does not have an adequate tax base. For larger municipalities like Marco Island with a much larger tax base it may work.

Councilman Pernas stated he would not discount this way of funding transit service, but it has to recognize this will not work for every community.

9. Can you comment on the outlook for transit?

Councilman Pernas stated the outlook for transit was promising in spite of all of the challenges. He stated Collier County cannot continue to widen roads indefinitely. He stated traffic continues to get worse, and the solution is not to continue to build new roads either. Transit can alleviate traffic congestion and should be considered a solution.

He added even when widening roads, transit should be considered. As an example, he stated when widening US 41, there should be transit lanes added.

He was optimistic about light rail. He stated that light rail has already been implemented and ridership is steadily increasing (Orlando to Tampa, Miami to Orlando). Councilman Pernas stated he expected the next 20 years to see more light rail as Florida becomes better connected and starts addressing congestion.

**Date:** September 9, 2024

**Reference:** Contract 18-7432 MP Professional Services Library – Metropolitan Planning  
Transit Development Plan (TDP) Major Update  
Purchase Order/Work Order No. 4500229353  
Project No. 33804.6.2.3

**Document:** Stakeholder Interview Council Member Greg Folley, City of Marco Island (Policy Maker)

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Council Member Tony Pernas was interviewed via telephone on September 9, 2024. The interview began with a brief introduction of the Transit Development Plan and the CAT organization. This memo represents a summary of Council Member Folley’s comments.

### Interview Questionnaire

1. How familiar are you with transit overall?

Councilman Folley stated he had some experience with transit. He noted his previous experience working with a large engine manufacturer and how that added to his understanding of large vehicle maintenance and operation. He stated his knowledge of CAT directly was somewhat tangential. He noted his experience serving on the Marco Island Council provided some reference, which included being familiar with the routes servicing Marco Island.

2. Do you have any specific discussion points about transit in Collier Area Transit you would like to raise.

Councilman Folley provided his most recent discussion regarding CAT and the proposal to conduct a 3-month trial run of circulator service on Marco Island. He stated the proposal would likely be heard today at the Marco Island City Council meeting. He added the Council likely had sufficient votes in favor of the transit service demonstration project.

Councilman Folley stated he would likely not vote in favor of the trolley service. He referenced previous efforts where proposed service was to span two (2) weekends. This initiative did not pass due to extensive public comments against the proposal. Councilman Folley stated, there is similar opposition in the community.

Councilman Folley indicated the City Council has changed and it is possible, the proposal now has sufficient support to pass. Referring to the trolley proposal, Councilman Folley stated there needs to be clear performance objectives and measures to demonstrate success. He expressed concern that the proposal did not adequately address measures of success or have a well-crafted plan that identified the goals for services, i.e. reduce congestion or reduce demand for parking. He noted there could be unintended consequences such as increased congestion, demand, and capacity issues. He noted there is significant new development coming to Collier Boulevard and east Collier County, with the closest beach being Marco Island.

Councilman Folley noted overall, one hot item continues to be the focus on connecting the available workforce with employment opportunities.



3. How would you rate your awareness of CAT, are you familiar with how to use transit or where it operates?

Councilman Folley stated he was aware of CAT at a high level. He noted a significant part of the working population relies on transit. He is also aware of the elderly and disabled who use the service. He added, he is familiar with CAT on Marco Island and although he has not personally used the service.

4. What do you view as the role of transit in Collier? Connect workers with jobs? Primarily for persons without cars? Relief for limited parking, roadway congestion?

Councilman Folley acknowledged all the roles as important, however he prioritized connecting the available workforce with employment opportunities. He noted many people who do not have vehicles rely on the transit system to access jobs and services and for those with their own vehicles, it can be a sizeable expense.

He recognized the importance of providing access to employment on Marco Island also benefited employers.

5. What would you consider transit priorities? Increase areas served? Increasing service frequency, adding bus shelters, introducing mobility-on-demand, connecting service with sidewalks, bicycles, and multi-use paths?

Councilman Folley encouraged CAT to consider the perspective of business owners and the local chamber of commerce. He noted an assessment of their needs and coordination with employers was critical to meeting those needs throughout the county.

He noted the need for more bus shelters, especially on Marco Island. He added, the Florida climate including rain and heat can also discourage people from taking transit.

Councilman Folley commented on service reliability. He stated in order for the workforce to use transit, it must be reliable and on-time.

Councilman Folley expressed concern that transit is not discussing the amount of growth coming to the area, especially along Collier Boulevard and East Collier County where much of the affordable housing is located. He stated transit should be talking about how those areas will be served.

6. Who should transit target as primary customers? Persons without access to a vehicle, community, the environment, businesses, tourism?

Councilman Folley stated CAT should work to assist persons with no other means of travel such as persons without vehicles and the disabled.

7. How best do we pay for transit services? User fees? Including improvements through new developments, partnerships with major employers, businesses, institutions, and increased advertising? Is there an opportunity to consider innovative funding strategies to help fund transit?

Councilman Folley noted advertising revenue should be looked at. He noted this is an opt-in service where a variety of employers could access.

Councilman Folley cautioned against making any services free of charge. He noted everyone should buy in, even if it is a small amount to create ownership.

8. Would service expansion be considered if a municipality funded it?

Councilman Folley stated there was not enough information provided to make a recommendation. He felt financing models for transit have not been fully discussed and he would be open to learning more about financials. He noted there was always an opportunity to include the private sector in developing solutions since they are a partner.

9. Can you comment on the outlook for transit?

Councilman Folley commented on the explosive growth he is seeing in Collier County. He noted it will be difficult to keep up with the demand for services, especially for transit. He stated there was an ongoing challenge with the lack of affordable housing resulting the working class being forced to live further and further away from jobs in Collier.

He encouraged the continue planning for growth and the needs of the county.

## **Appendix E**

# **TDP Project Review Committee Meeting Documents**

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|       |                                                                     |                   |                                                   |
|-------|---------------------------------------------------------------------|-------------------|---------------------------------------------------|
| To:   | Anne McLaughlin, Collier MPO<br>Dusty Hansen, Collier MPO           | From:             | Frank Domingo, PM                                 |
| Copy: | Brian Wells, PTNE<br>Omar DeLeon, PTNE<br>Alexander Showalter, PTNE | Action Requested: | ✓ Review meeting summary<br>✓ Review Action Items |
| File: | Collier MPO – Collier Area Transit<br>TDP Major Update              | Date:             | August 30, 2024                                   |

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**Reference: Contract 18-7432 MP Professional Services Library – Metropolitan Planning Transit Development Plan (TDP) Major Update  
Purchase Order/Work Order No. 4500229353  
Project No. 33804.6.2.3**

### Workforce Development Board – CareerSource Meeting

The working group met with representatives from CareerSource, the workforce development board representatives in Collier County. Also in attendance were representatives from FDOT. The virtual meeting was held on August 30, 2024.

#### Collier County TDP Major Update



#### Attendees:

|                             |                           |                        |
|-----------------------------|---------------------------|------------------------|
| Ed Conrad, Career Source    | Omar DeLeon, PTNE         | Michelle Peronto, FDOT |
| Alicia Tocto, Career Source | Elena Ortiz Rosado, PTNE  | Peyton McLeod, FDOT    |
| Dusty Hansen, MPO           | Alexander Showalter, PTNE | Rohan Sadhai, FDOT     |
| Brian Wells, PTNE (invited) | Carmen Monroy, Stantec    |                        |



Carmen opened the meeting with a review of the meeting objectives, agenda, and a brief overview of the Transit Development Plan development. A PowerPoint presentation guided the discussion. A copy was attached to the meeting invitation for future reference.

Carmen advised participants the meeting was being recorded to assist with note taking and the development of the meeting summary.

|                                                                                   |                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <h3>Agenda</h3> <ol style="list-style-type: none"><li>1. Welcome and Introductions</li><li>2. CAT Transit Development Plan</li><li>3. Collier MPO Partnership</li><li>4. Workforce Development Board Coordination</li><li>5. Collier Area Transit – System Performance</li><li>6. Recommendations</li><li>7. Q &amp; A</li></ol> |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

The meeting began with introductions. The group introduced themselves and spoke to their role in this update of the TDP.

|                                                                                                                                                                                                                                                                          |                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| <h3>Introductions</h3> <ul style="list-style-type: none"><li>• Collier Area Transit</li><li>• Collier MPO</li><li>• FDOT</li><li>• Workforce Development</li><li>• Stantec</li></ul> <p><small>* This meeting is being recorded to facilitate meeting notes.</small></p> |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|

Ed noted there had been considerable discussion about transit services and he welcomed the opportunity to learn more.

Carmen presented the Stantec moment which defined micromobility and explained how different modes of transit help to bridge the gap between first and last mile. Carmen presented the FDOT Safety moment, recognizing FDOT's continued commitment to safety.

The County Manager commitment to the Collier County Strategic Plan for 2024 was presented. It was noted the planning work done with this update of the TDP and CAT's mission is grounded in this strategic plan.

| COLLIER COUNTY STRATEGIC PLAN 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Values:</b> <ul style="list-style-type: none"> <li>Leadership</li> <li>Ethics</li> <li>Accountability</li> <li>Dedication</li> <li>Service</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Vision:</b> <ul style="list-style-type: none"> <li>To be the best community in America to live, work, and play</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Mission:</b> <ul style="list-style-type: none"> <li>To deliver high-quality and best-value public services, programs, and facilities to meet the needs of our residents, visitors, and businesses today and tomorrow</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>STRATEGIC FOCUS AREAS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Quality of Place Objectives</b> <ul style="list-style-type: none"> <li>Support and enhance our commitment to robust public safety services</li> <li>Support access to health, wellness, and human services</li> <li>Preserve and enhance the character of our community</li> <li>Protect our natural resources</li> <li>Provide quality public amenities and recreational opportunities</li> <li>Promote Collier County as an exceptional tourism destination</li> <li>Maintain a fully responsive, best-in-class emergency management capability</li> </ul> | <b>Infrastructure and Asset Management Objectives</b> <ul style="list-style-type: none"> <li>Plan and build public infrastructure and facilities to effectively, efficiently, and sustainably meet the needs of our community</li> <li>Optimize the useful life of all public infrastructure and resources through proper planning and preventative maintenance</li> <li>Prepare for the impacts of natural disasters on our critical infrastructure and natural resources</li> <li>Use the Annual Update and Inventory Report (AUIR) and other planning tools to establish and implement plans that concurrently provide public infrastructure</li> <li>Develop and utilize partnerships to ensure that government facilities meet public expectations</li> </ul> | <b>Community Development Objectives</b> <ul style="list-style-type: none"> <li>Implement prudent and inclusive policy development through effective planning for transportation, land use, and growth management</li> <li>Design and maintain an effective transportation system to reduce traffic congestion and improve the mobility of our residents and visitors</li> <li>Encourage diverse economic opportunities by fostering a business-friendly environment</li> <li>Support comprehensive affordable housing opportunities</li> <li>Operate an efficient and customer-focused permitting process</li> <li>Develop integrated and sustainable plans to protect and manage water resources</li> <li>Provide services and programs that sustainably manage the County's waste</li> </ul> | <b>Responsible Governance Objectives</b> <ul style="list-style-type: none"> <li>Lead by example with positive and purpose-driven actions</li> <li>Promote data-driven decision-making through performance management, continuous improvement, and measurable results</li> <li>Safeguard taxpayer money by promoting fiscal stewardship and sound budget oversight</li> <li>Encourage active community engagement and participation</li> <li>Foster a high-performing work culture with transparency and accountability</li> <li>Recruit, develop, assess, and retain a high-quality workforce</li> <li>Support the Collier County Constitutional Officers in the execution of their responsibilities</li> </ul> |

An overview of the Transit Development Plan update process was presented. The role of the workforce development board and Career Source Florida has highlighted.

| Transit Development Plans - overview                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Planning, Development and Operational Guidance                                                                                                                                                                                        | Plan Elements                                                                                                                                                                                                                                                   | Stakeholders                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>Strategic Blueprint for Transit</li> <li>Required for state funding</li> <li>10-Year Plan</li> <li>Promotes transit</li> <li>Major updates every 5 years. Progress reports annually</li> </ul> | <ul style="list-style-type: none"> <li>Operating Conditions</li> <li>Existing Services</li> <li>Public Input</li> <li>Situational Appraisal</li> <li>Goals</li> <li>Transit Demand &amp; Needs Assessment</li> <li>Implementation and Financial Plan</li> </ul> | <ul style="list-style-type: none"> <li>Riders</li> <li>Collier County Residents and Visitors</li> <li>Business Community</li> <li>Policy Makers</li> <li>FDOT</li> <li>CareerSource of SWFL (Workforce Dev Board)</li> <li>Partner Agencies</li> </ul> |

The overall goals and objectives and mission of the Work Force Development Board was presented. There was a discussion of how CAT's goals and CareerSource Florida overlap and compliment each other.



### Supporting Career Seekers

- Disability Services
- Migrant Seasonal Farmworkers
- Professional Career Networks
- Veterans
- Welfare Transition Programs
- Youth Summer Jobs

## Workforce Development Board - partnering

- CareerSource Southwest Florida's mission is to initiate and **support effective strategies** through collaboration with business, education, and social services to facilitate the development of programs, activities that reduce dependency, encourage personal growth, and provide economic benefits to individuals, business, and communities in Southwest Florida.
- Career Development Professionals at CareerSource Southwest Florida **assist individuals and businesses** in identifying cost-saving employment programs that provide tax credits, employee bonding, on-the-job training, skill gap education, and more.
- CareerSource Southwest Florida is the **direct service provider** for various workforce programs which are supported by the US Department of Labor, Health and Human Services, and Agriculture.

The updates to the Transit Development Plan Rule were discussed. It was noted, the revised TDP rule went into effect July 9, 2024 and included strengthening partnerships with the local MPO and the Workforce Development Boards. The TDP Rule – Florida Administrative Code 14-73.001 and where to find the full rule was provided.

There was a discussion regarding the role of the Collier MPO and how the MPO is supporting this major update to CAT's TDP. It was recognized the Collier MPO has coordinated closely with CAT on an ongoing basis. The Collier MPO's role, the representation on the MPO Board and its mission was discussed.



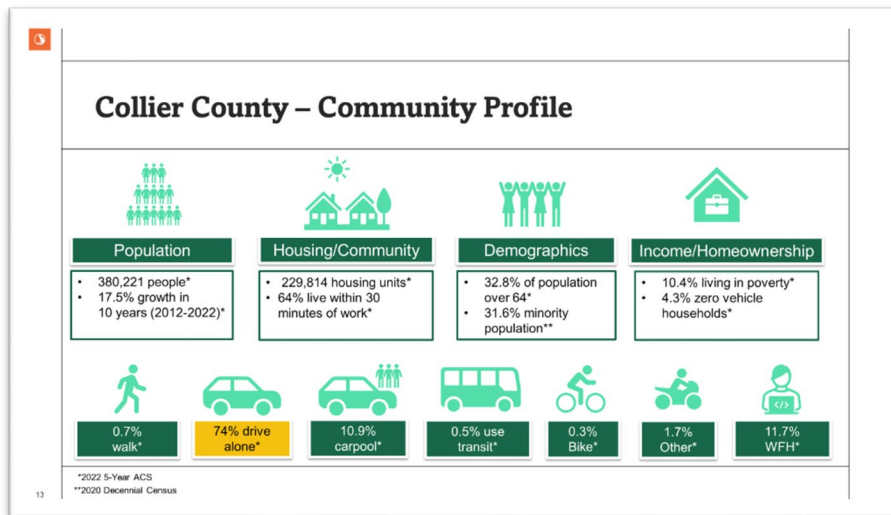
### MPO Board Representatives

- City of Everglades
- City of Marco Island
- City of Naples
- Collier County
- Florida Department of Transportation

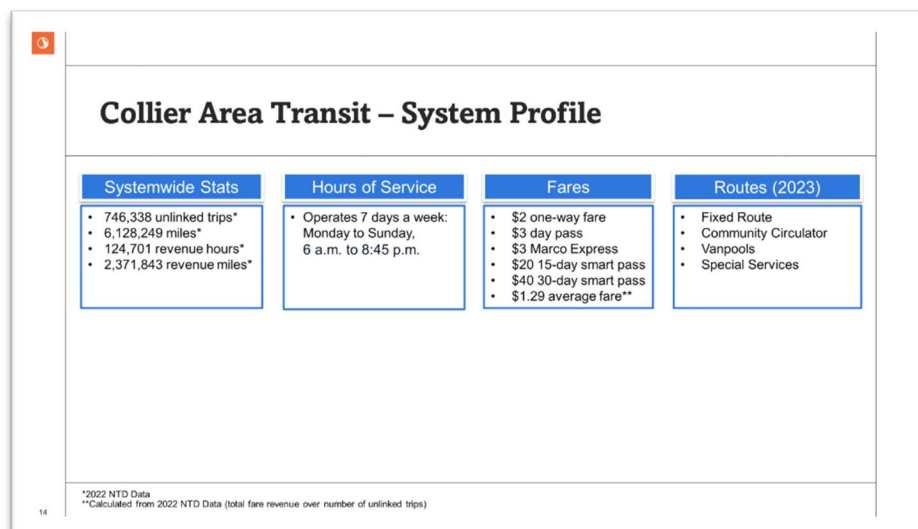
## Collier MPO – planning & coordination

- ✓ The Collier MPO is responsible for the development and implementation of a balanced, integrated, and **multimodal** program which efficiently moves traffic.
- ✓ The MPO's goal is to ensure that a continuing, comprehensive and cooperative approach to **planning for transportation needs** is maintained and properly coordinated with other MPOs, FDOT and the Federal Highway Administration (FHWA), as well as MPO committee members and members of the public.
- ✓ As the agency designated by the Federal government to oversee planning processes, and with political representation from municipalities, the **MPO partners with Collier Area Transit** to support the TDP process and deliver actionable plans.
- ✓ As a funding partner, the Collier MPO benefits from coordinating, developing and prioritizing alternatives for the **10-year plan**.

A discussion regarding the role of public involvement and how input received from various stakeholders shapes and directs the TDP was presented. It was noted as a critical element of the TDP and an important way of identifying gaps, trends, and opportunities to better serve the public.



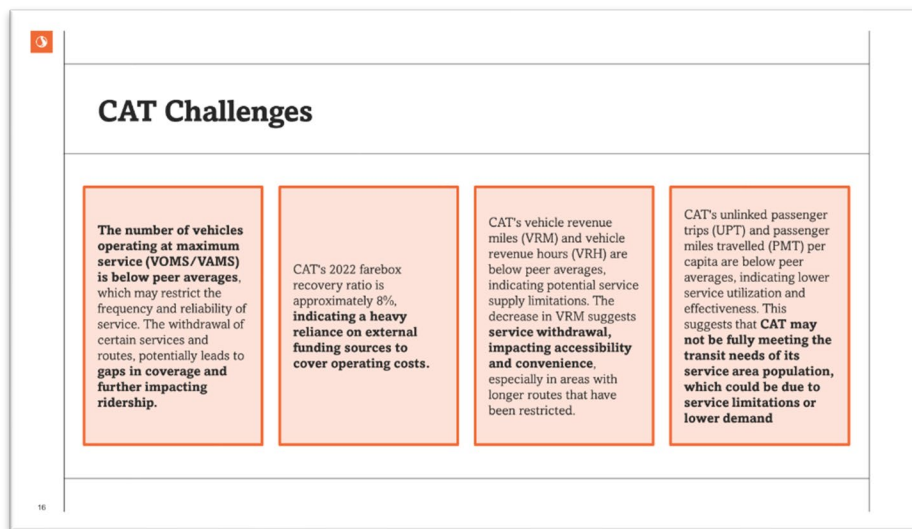
There was a discussion of the unique aspects of Collier County and how that shapes the provision of transit services. A high-level assessment of Collier County's community profile was presented and discussed. It was particularly noted that 74% of commuters in Collier County drive by themselves. It was explained this is generally seen as an opportunity for transit to provide an alternative, either through improved transit service or through other commuter services such as vanpool or carpool.



For reference, some of CAT's statistics, hours of service, fares, and routes were discussed. Review CAT's operation provides some context for how transit service is meeting needs in Collier County. It was noted, a review of CAT's performance was used to plan for future needs.



A high-level assessment of CAT's performance was presented. The assessment included comparing CAT's performance with other high-achieving transit systems. It was noted CAT demonstrated a high vehicle utilization, ranking well among peer agencies and resulting in a highly efficient service delivery. It was also noted ridership continues to increase even with some reductions and merging of service resulting from the removal of the last loop for Routes 11, 12, 13, 14, and 17. While CAT's operating expenses increased since 2018, primarily due to inflationary factors, it remained below peer averages indicating cost-effectiveness.

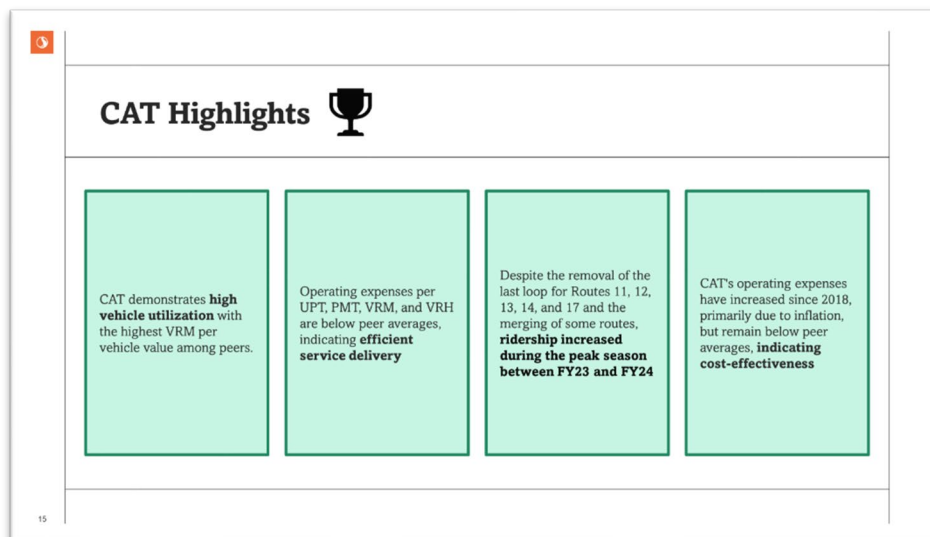


**CAT Challenges**

- The number of vehicles operating at maximum service (VOMS/VAMS) is below peer averages,** which may restrict the frequency and reliability of service. The withdrawal of certain services and routes, potentially leads to **gaps in coverage and further impacting ridership.**
- CAT's 2022 farebox recovery ratio is approximately 8%, **indicating a heavy reliance on external funding sources to cover operating costs.**
- CAT's vehicle revenue miles (VRM) and vehicle revenue hours (VRH) are below peer averages, indicating potential service supply limitations. The decrease in VRM suggests **service withdrawal, impacting accessibility and convenience,** especially in areas with longer routes that have been restricted.
- CAT's unlinked passenger trips (UPT) and passenger miles travelled (PMT) per capita are below peer averages, indicating lower service utilization and effectiveness. This suggests that **CAT may not be fully meeting the transit needs of its service area population, which could be due to service limitations or lower demand**

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The assessment included some discussion of the challenges faced by CAT. The most significant finding, CAT may not be fully meeting the transit needs of its service area population.

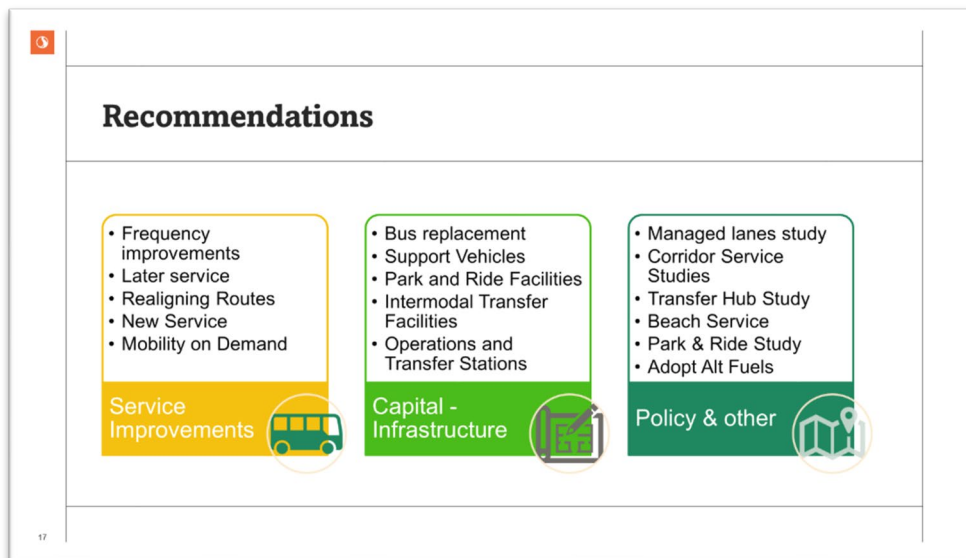


**CAT Highlights** 

- CAT demonstrates **high vehicle utilization** with the highest VRM per vehicle value among peers.
- Operating expenses per UPT, PMT, VRM, and VRH are below peer averages, indicating **efficient service delivery**
- Despite the removal of the last loop for Routes 11, 12, 13, 14, and 17 and the merging of some routes, **ridership increased during the peak season between FY23 and FY24**
- CAT's operating expenses have increased since 2018, primarily due to inflation, but remain below peer averages, indicating **cost-effectiveness**

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The group discussed the outcome of the assessments and the proposed recommendations. The recommendations were grouped into three (3) major groups including service improvements, capital-infrastructure, and policy considerations. It was noted, more specific recommendations would be presented for public feedback and ranked for funding and implementation.



The following questions were then posed to the group:

- Are there any questions about Collier Area Transit services?
- Are there any questions about the Transit Development Plan process?
- Policymakers have overwhelmingly identified connecting Collier County's workforce with employment opportunities as a priority for CAT. How does this align with CareerSource?
- What do we need from CareerSource?
- Are there new opportunities to coordinate transit services with CareerSource?

Ed inquired about transit along the I-75 corridor noting this is an integral connection for accessing jobs in Collier County.

Carmen recognized I-75 as an important transportation asset and noted FDOT had conducted a BRT study which proposed looking closer at that as a transit route. Brian added although there are not current routes on I-75, it may be an option in the future.

Ed inquired about service to Ave Maria or Immokalee. He added these are areas of high demand and also high growth.

Brian responded there is currently service to those areas. More service will likely be need to respond to growth in the area.

Ed stated most large employer have programs to address there needs. He expressed concern for most small businesses who struggle with maintaining a workforce. Ed asked if there were any resources he could share with those small businesses.

Brian stated he can provide some handouts and other information.

Omar added CAT can follow up with a meeting to discuss routes and services in more detail. He also noted travel training, how to use transit, different services available and other information can be provided. Omar also provided there were opportunities to offset the cost of bus passes through discount programs.

Michelle added Commuter Connect is also a resource. Michelle offered to attend a follow up meeting and provide information on vanpools, carpools, and other resources available.

Dusty spoke to the MPO's role and the LRTP. She noted areas of growth where future transit may be necessary.

Peyton spoke to the regional fare study and the work being done in that area.

Omar added the regional fare study looked at different travel patterns for commuting between Collier and Lee. The study identified as the connection between Lehigh Acres (Lee County) and Immokalee (Collier County). Omar commented on the construction of a transfer station in Immokalee to meet some of that need. Omar commented on other routes between Lee and Collier on US41 and connections at Creekside.

Ed commented the connection between Lee and Collier is invisible to most people. He noted the regional connection was important. Ed noted CareerSource is a non-profit organization funded by the State of Florida. He noted a group of small businesses meet weekly at Seed-to-Table to network. He felt there was an opportunity to discuss transit with this group.

Brian added the website and the mobile app are good sources of information for the public. He also noted inquiries can be sent via the website.

Ed commented the opportunity provided by the Chambers of Commerce. He noted these organizations play a critical role in supporting small businesses and they would benefit from understanding how transit can work with them. He noted there is the Immokalee Chamber of Commerce, Marco Island Chamber of Commerce, Naples Chamber of Commerce and Eastern Collier/Ave Maria. Ed also commented on the new employment centers coming to Ave Maria.

Peyton asked if there were any technical memos completed ready for review.

Carmen responded, the technical memos have been presented to the MPO and CAT for review. There comments are being addressed and they will be presented to management for comment. After that review, they will be provided to FDOT for review and compliance checks.

Michelle offered to follow up with CareerSource to make sure FDOT's programs and Commuter Connection share resources.

Dusty commented on the unique nature of Collier County. She stated the MPO works closely with FDOT and CAT to make sure transit is part of all transportation discussions. She noted CAT is part of the Technical Advisory Committee, the Congestion Management Committee, and works closely with the MPO on the Local Coordinating Board for the Transportation Disadvantaged, and other committees.

*From the chat:* Michelle asked: Ed please drop your contact information here and I can have our Commute Connector program manager reach out to you.

*From the chat:* Dusty provided his contact information.

Edward Conrad, Business Services Account Executive at CareerSource Southwest Florida, 3050 Horseshoe Drive North, Suite 110, Naples, Florida, 34104, phone 239-436-4301 extension, cell phone 239-355-2717, [econrad@careersourcesouthwestflorida.com](mailto:econrad@careersourcesouthwestflorida.com)

The following next steps were discussed:

- Incorporate feedback from this meeting into the TDP.
- Continue to coordinate with CareerSource Florida.
- Refine recommendations.
- Develop financial projections.
- Align with the MPO's Long Range Transportation Plan.
- Present to various stakeholder groups.
- Present to the MPO Board.
- Present to Collier County Board of County Commissioners.

The meeting lasted one hour and 15 minutes. A full recording of the meeting is available. The notes presented here capture the main points of the discussion and not meant to be a full transcript of the call.



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|       |                                                                                 |            |                                                  |
|-------|---------------------------------------------------------------------------------|------------|--------------------------------------------------|
| To:   | Anne McLaughlin, Collier MPO<br>Dusty Hansen, Collier MPO                       | From:      | Frank Domingo, PE, Stantec, PM                   |
| Copy: | Brian Wells, PTNE<br>Omar DeLeon, PTNE<br>Alexander Showalter, PTNE             | Action     | ✓ Review meeting summary                         |
|       |                                                                                 | Requested: | ✓ CAT to provide information requested via email |
| File: | Collier MPO – Collier Area<br>Transit TDP Project Review<br>Committee Meeting 2 | Date:      | April 17, 2025                                   |

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**Reference: Contract 18-7432 MP Professional Services Library – Metropolitan Planning Transit Development Plan (TDP) Major Update  
Purchase Order/Work Order No. 4500229353  
Project No. 33804.6.2.3**

## Collier County TDP Major Update - Workforce Development Board and FDOT

The second TDP Project Review Committee virtual meeting was held Thursday April 17, 2025. The meeting invitation included the Situational Appraisal and the Alternatives Analysis.

### Attendees:

|                               |                            |
|-------------------------------|----------------------------|
| Dusty Hansen, MPO             | Frank Domingo, PE, Stantec |
| Brian Wells, PTNE             | Rachel Young, Stantec      |
| Alexander Showalter, PTNE     |                            |
| Omar DeLeon, PTNE             |                            |
| Anne McLaughlin, MPO Director |                            |

### Workers:

Beth Barger, Career Source  
Edward Conrad, Career Source  
Michelle Peronto, District transit administrator  
Victoria Upthegrove, Florida Department Transportation

Frank opened the meeting, welcoming the human services providers.

## **Agenda**

### **1. Introduction**

- Frank requested attendees introduce themselves.
- Representatives from Stantec, Collier County, and other participants introduced themselves.

### **2. Review of TDP Objectives**

### **3. Highlights of Stakeholder Interviews**

### **4. Situational Appraisal**

### **5. Alternative Analysis**

### **6. Next Steps**

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## **Presentation Overview**

Frank presented the project slides, providing an overview of key initiatives and progress updates.

## **Q&A Session**

- Dusty noted that Lee County is currently undergoing their Transit Development Plan (TDP) process. She also highlighted that Collier Area Transit (CAT) is working in coordination with Lee County to align and plan for future projects collaboratively.

## **Mobility on Demand Discussion**

- Edward inquired about the specific location of the Immokalee Mobility on Demand project.
  - Frank directed the question to Omar, who confirmed that the project is planned near the health center in Immokalee.
- Frank elaborated on the overall concept of Mobility on Demand, emphasizing its role in improving service flexibility and accessibility.
- Dusty presented the proposed Mobility on Demand service areas.
- Edward requested a copy of the map showing the proposed areas.
  - Dusty responded that the map had already been shared previously via the Teams meeting link.

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## **Next Steps and Closing**

- Contacts were provided for follow-up discussions.

Meeting adjourned at 10:15 AM EST.

## Collier MPO – CAT TDP – Project Review Committee

**To:** CAT TDP Update – Project Review Committee

**Date:** September 11, 2025

### Meeting Objectives

- ✓ Provide updates on the TDP Major Update
- ✓ Review the final draft TDP
- ✓ Solicit comments

### Agenda

- Welcome and Introductions
- TDP Overview
- Review of Methodology and Recommendations Developed
- Discuss 10-year Implementation Plan
- Long-Range Transportation Plan Coordination
- Working Group Comments

A meeting of the Project Review Committee was held on September 11, 2025, at 2:00 pm. Attendees participated virtually. The following committee members were invited to attend.

Dusty Hansen, Collier MPO  
Omar De Leon, Collier Area Transit  
Conrad Edward (Career Source)  
C Williams, Career Source South Florida (invited)  
B Barger, Career Source South Florida (invited)  
Marcellus Evans  
Rohan Sadhai (invited)

Frank Domingo, Stantec  
Anne McLaughlin, Collier MPO  
Michelle Peronto, FDOT  
Peyton McLeod, FDOT Consultant  
Victoria Upthegrove, FDOT (invited)  
Carmen Monroy, CTS Engineering

Dusty Hansen (Collier MPO) welcomed the working group and advised the meeting was being recorded to facilitate the completion of a meeting summary and notes. The participants on the call were welcomed and Dusty introduced Carmen Monroy who provided a presentation.

Carmen Monroy (Consulting Team) provided an overview of the agenda items to be covered. She noted the meeting would cover an overview of the TDP draft document which had been provided in a prior email with the meeting invitation.

Carmen thanked the participants for their participation and stated their comments and feedback were welcome throughout the presentation. She added that if participants had comments after this meeting, they were also welcomed and could be provided to CAT staff, the Collier MPO, or the consultant team. She noted all comments received regarding the TDP would be provided in a summary document for proper action.



A slide on the TDP major components was discussed. Carmen stated the TDP followed FDOT guidance contained in the TDP Handbook (Guidance for Preparing and Reviewing Transit Development Plans, May 2025). She noted the requirements for the grant program recipients in Section 341.052 were followed, recognizing the statute had been updated during the development of the plan. She pointed out the TDP was updated from previous plan, leveraging more data, incorporating public involvement processes from both CAT and the Collier MPO alongside TDP public engagements, and coordinated closely with other planning documents.



The result was a business plan approach that responded to comments received from stakeholders, riders, the business community, and policy makers. The methodology for evaluating the recommendations was presented.



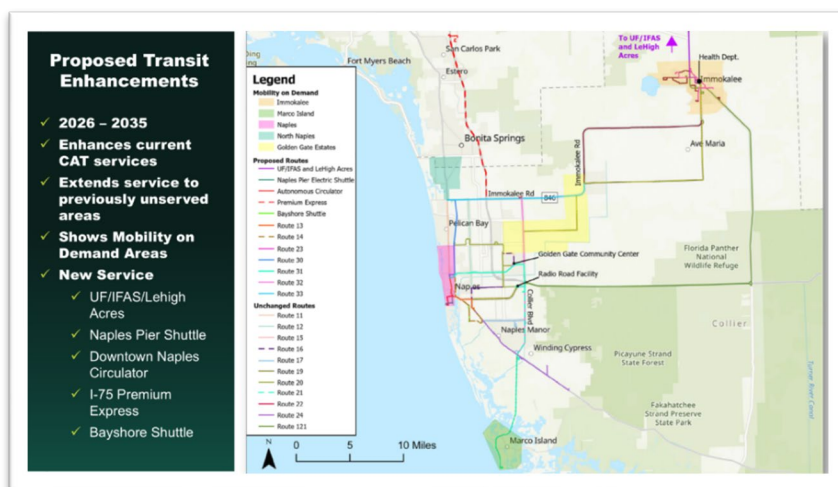
## Evaluation Methodology

- ✓ Evaluated route alignments, route patterns, bus stop locations, service spans, existing service frequency
- ✓ Assessment of current demand and expected demand
- ✓ Assessment of Transit Markets
  - ✓ Traditional – percent serving poverty communities
  - ✓ Employment – percent of countywide employment market served
- ✓ Assessment of Productivity/Efficiency
  - ✓ Productivity – trips per hour (TBEST software)
  - ✓ Cost Efficiency – Cost per trip
- ✓ Considered public comment and policy directives
- ✓ Recommendations developed based on assessments, policy directives and evaluation criteria



The recommendations included an evaluation of existing route alignments, route patterns, and bus stop locations to identify opportunities for efficiencies. The TDP researched and collected data to complete a thorough assessment, developing projections for future demand, identifying market trends, reviewing performance data, and considering public comment received.

The recommendations were prioritized according to objective criteria and factors which weighed public outreach, transit markets, productivity and cost effectiveness to develop an implementation plan. Careful attention was paid to comments such as the ones received referencing access and proximity to employment markets and in particular the opportunity to address gaps in the system.



The CAT system map with the proposed transit enhancements was shared and referenced in the TDP document. It was noted the improvements could be placed into a few broad categories. These included service enhancements, service extensions, Mobility on Demand, new services, and miscellaneous, which includes studies, bus shelters improvements and other.

Proposed new routes for Route 30, Route 31 and Route 32 were discussed. Proposed new route splits for Route 33 and new service for the UF/IFAS and Lehigh Acres route (from Immokalee Health Department Transfer Facility to Lehigh Acres Park-and-Ride facility) was discussed. It was noted the UF/IFAS route resulted from a regional study with Lee County, conducted by the Collier MPO. Proposed new service for a regional connector along I-75 and a new shuttle proposed by the CRA to serve Bayshore Drive are included in the recommendations; along with a new downtown Naples circulator and a shuttle to serve the Naples Pier.

Mobility on Demand (MOD) for key zones including Naples, Immokalee, Marco Island, North Naples, and Golden Gate Estates are among the recommendations. It was noted both Sarasota and Lee Counties have implemented MOD type service which provides a learning opportunity for CAT. It was noted MOD could be used to address gaps in the system where providing traditional transit services may not be feasible.

Later service and frequency improvements were discussed for several routes including Routes 11, 14, 15, 17, 19, and 24. Reduced headways and increased frequency are proposed for Routes 11, 12, 15, 16, 17, and 121. Realignment of routes 13, 14, and 23 are also recommended.

Several other Miscellaneous improvements were recommended including supplementing CAT's existing bus shelter program, continuing to implement new technology, expanding and improving CAT's park-and-ride system and completing various studies.

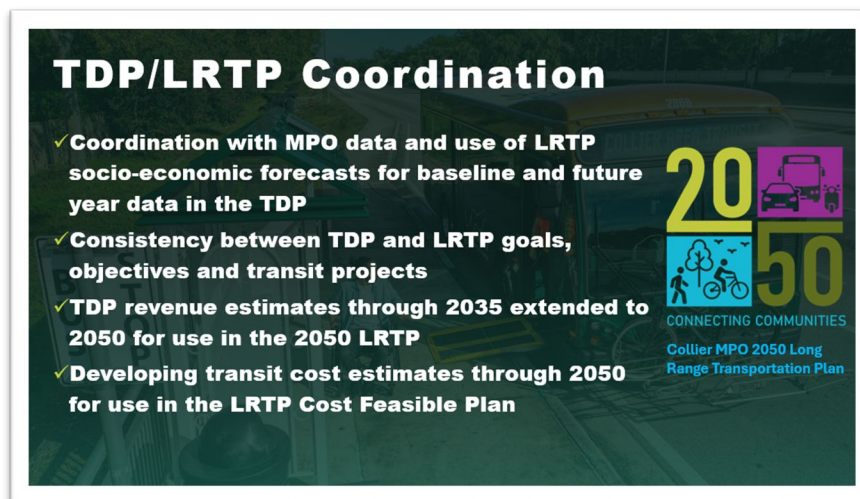
**10-Year Implementation Plan  
Cost Estimate Overview**

*CAT receives grant revenues that offset costs.*

| Maintain Existing Services                                                                                              | Route Network & New Service                                                                 | Frequency Improvements                                                  | Later Service                              | Other Improvements                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|--------------------------------------------|------------------------------------------------------------------------------------------------------------|
| Constrained/Existing Funds                                                                                              | Unfunded                                                                                    | Unfunded                                                                | Unfunded                                   | Mostly Funded                                                                                              |
| Maintain existing services, replace aging vehicles, bus shelter rehab, safety/security program, critical infrastructure | Bayshore shuttle service, New Split Routes and New Routes, Immokalee MOD - Regional Service | Frequency improvements to reduce headways to no greater than 45 minutes | Extend service on select routes to 10 p.m. | Studies, facility improvements, new bus shelters, downtown Naples circulator, Pier Shuttle, pilot projects |
| Operating                                                                                                               | \$185 M                                                                                     | \$ 41 M                                                                 | \$49 M                                     | \$4 M                                                                                                      |
| Capital                                                                                                                 | \$36 M                                                                                      | \$3 M                                                                   | \$0                                        | \$36 M                                                                                                     |
| Total                                                                                                                   | \$221 M                                                                                     | \$44 M                                                                  | \$52 M                                     | \$4 M                                                                                                      |
| Annual Cost                                                                                                             | \$22 M                                                                                      | \$4.4 M                                                                 | \$5.2 M                                    | \$0.4 M                                                                                                    |
|                                                                                                                         |                                                                                             |                                                                         |                                            | \$4.1 M                                                                                                    |

The estimated costs of the improvements and recommendations were discussed. It was noted; the slide shown provided a high-level overview of all costs and additional details were available in the TDP document. It was noted that the costs shown are unconstrained.

The following slide discussed coordination between the TDP development and the 2050 Long-Range Transportation Plan currently underway.



The presenter asked for comments and feedback on the TDP.

**P. McLeod (FDOT Consultant) commented on the I-75 recommendation and asked if managed lanes had been addressed since the preliminary draft he reviewed had contained reference to them.**

Dusty Hansen (Collier MPO) responded that there is a recommendation for a general I-75 study (in the outer years) and a recommendation for an I-75 Express route. The reference to managed lanes was removed from the draft TDP. The I-75 study recommendation may coordinate with I-75 construction already planned for around 2031. There is still time to coordinate and adjust the scope of an I-75 study.

**M. Peronto (FDOT) commented on the role of the MPO in the development of the TDP and coordination with the LRTP. She asked if there were any issues or concerns raised.**

Anne McLaughlin (Collier MPO) stated both plans were progressing along similar timelines so there was opportunity to coordinate.

Dusty Hansen (Collier MPO) agreed, noting the coordination had been written into the scope of the TDP, providing details on the coordination and alignment needed between the plans.

O. DeLeon (CAT) concurred, stating the process was much improved from previous years. Coordination from the onset was prioritized.

**E. Conrad (Career Source) stated he was excited to see Immokalee called out for improvements. He stated this was needed. He asked about the extension connecting Collier Boulevard to Immokalee and asked if this was being considered.**

O. DeLeon (CAT) responded that information was contained in the regional service and regional fare study, which recommended the Immokalee to Lehigh Acres route (which is also a recommendation in the TDP).

Anne McLaughlin (Collier MPO) noted there is ongoing collaboration between the Lee County MPO and Collier County to strengthen connections.

**E. Conrad (Career Source) stated he looks at how transit impacts employer's ability to retain workers. He stated small businesses are especially concerned with accessing talent, especially in areas more dependent on transit. He added some of the new opportunities are moving towards Eastern Collier County where there is limited public transportation.**

There was some discussion about improvements along I-75. The Collier MPO noted there are planned improvements for an I-75 expansion from Golden Gate Parkway up through Corkscrew Road.

**E. Conrad (Career Source) stated he is echoing the overall state plan to connect second-chance job seekers and people with disabilities.**

It was agreed that there was strong alignment with Career Source goals and the plans. Overall, the TDP strengthens the connection between people and access to opportunities.

Dusty Hansen (Collier MPO) thanked the participants and reminded them; comments and feedback are welcome and can be submitted directly to CAT at [www.ridecat.com](http://www.ridecat.com) or at CAT's main customer service number. One-on-ones could also be scheduled with either Mr. De Leon or Ms. Hansen. It was noted that all comments on the TDP plan will be included in a summary document and included as part of the TDP final document.

Next steps were discussed including presentations at CAT's Public Transit Advisory Committee, at various Collier MPO committees and the MPO Board, prior to presenting to the Collier Board of County Commissioners for approval.

The meeting was adjourned.

*This meeting summary is a concise document that captures key discussion points and action items from the Project Review Committee Meeting held September 11, 2025. Any comments, corrections, or questions should be directed to Collier Area Transit at [www.ridecat.com](http://www.ridecat.com) or CAT Customer Care 239.252.7777.*

*Note – slides shown were selected for reference. The PowerPoint presentation in its entirety is available upon request to Collier MPO.*



## **Appendix F**

# **TDP/LRTP Coordination Memoranda**

To: Dusty Hansen, Senior Planner  
Collier County, MPO

From: Frank Domingo, PE  
Sarasota

Project/File: 215811425

Date: April 21, 2025

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**Reference: Information for LRTP**

# **1 Existing Transit Service Summary**

As of 2024, Collier Area Transit (CAT) operates 16 existing fixed bus routes services that operate throughout Collier County. CAT's service area largely consists of the urbanized part of Collier County, including the City of Naples and the City of Marco Island. Service is provided 7 days a week, all year round except for 6 holidays. Daily service typically begins between 5:30 AM and 6:00 AM and ends later in the evening between 7:30 PM and 8:00 PM for most routes. In addition to fixed-route services, CAT operates the Paradise Beach Trolley and paratransit services through the CATConnect program.

## **1.1 Key Trends**

Key trends between 2020 and 2022 included:

- Performance measures:
  - Passenger trips, passenger miles, and vehicle revenue hours, vehicles operating at max service, and operating expense all declined in 2021 but increased in 2022.
  - Vehicles available at max service increased in 2021 and decreased in 2022.
  - Vehicle revenue miles decreased.
  - Fare revenue increased.
  - CAT was just below the peer average for passenger miles and vehicle revenue miles in 2022, and fairly below the average for the remaining performance measures above.
- Effectiveness measures
  - Passenger trips per capita, passenger miles per capita, and passenger trips per revenue hour also declined in 2021 but increased in 2022.
  - Vehicle revenue miles per capita decreased.
  - Passenger trips per vehicle revenue mile stayed steady.

Reference: Information for LRTP

- CAT is at the peer average for passenger trips per revenue hour, just below average for the passenger miles per capita and vehicle revenue miles per capita, and below average for the remaining effectiveness measures above.
- Efficiency measures
  - Operating expense per passenger trip and operating expense per passenger mile both decreased.
  - Operating expense per capita, operating expense per vehicle revenue mile, operating expense per vehicle revenue hour, and vehicle revenue miles per vehicle also declined in 2021 but increased in 2022.
  - Farebox recovery ratio and average fare increased in 2021 and decreased in 2022.
  - CAT is above the peer average for vehicle revenue miles per vehicle, at average for average fare, and below average for the remaining efficiency measures above.

## 1.2 Ridership Projections Summary

Transit demand and mobility needs were evaluated for the CAT fixed-route system using the FTA's ridership forecasting tool TBEST. The model was based on the assumption that population and employment, travel demand, technology, and transit routes are the same as today. **Table 1** provides the ridership forecast by route in the years 2026 and 2035. The model projected a nearly 12 percent increase in transit ridership for all routes by 2035. Routes 121, 21, and 27 are forecasted to experience the highest growth. The transit plan suggests the highest ridership increases are possible by expanding service in areas with high population density and growth.

**Table 1: Ridership and Growth Rates with No Improvements, 2026–2035**

| Route | 2026 Average Annual Ridership | 2035 Average Annual Ridership | 2026–2035 Absolute Change | 2026–2035 Average Growth Rate |
|-------|-------------------------------|-------------------------------|---------------------------|-------------------------------|
| 11    | 133,083                       | 149,106                       | 16,023                    | 12.00%                        |
| 12    | 71,636                        | 78,108                        | 6,472                     | 9.00%                         |
| 13    | 53,944                        | 60,451                        | 6,507                     | 12.10%                        |
| 14    | 45,155                        | 50,810                        | 5,655                     | 12.50%                        |

Reference: Information for LRTP

|               |                |                  |                |               |
|---------------|----------------|------------------|----------------|---------------|
| 15            | 87,628         | 95,448           | 7,820          | 8.90%         |
| 16            | 50,935         | 55,304           | 4,369          | 8.60%         |
| 17            | 28,256         | 31,430           | 3,174          | 11.20%        |
| 19            | 112,352        | 126,605          | 14,253         | 12.70%        |
| 20            | 23,402         | 25,700           | 2,298          | 9.80%         |
| 21            | 13,261         | 15,289           | 2,028          | 15.30%        |
| 22            | 35,986         | 40,281           | 4,295          | 11.90%        |
| 23            | 27,832         | 31,491           | 3,659          | 13.10%        |
| 24            | 97,743         | 109,635          | 11,892         | 12.20%        |
| 25            | 22,957         | 25,820           | 2,863          | 12.50%        |
| 27            | 39,467         | 45,354           | 5,887          | 14.90%        |
| 29            | 25,696         | 29,195           | 3,499          | 13.60%        |
| 121           | 26,731         | 32,181           | 5,450          | 20.40%        |
| <b>Totals</b> | <b>896,064</b> | <b>1,002,208</b> | <b>106,144</b> | <b>11.80%</b> |



Reference: Information for LRTP

## 1.3 Gap Analysis

The gap analysis from the TDP revealed that the areas that have potential for being underserved are located west and east of US 41, 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.

Major evaluation categories utilized to prioritize the service enhancements include Public Outreach, Transit Markets, and Productivity/Efficiency. Scored criteria comprise each broader category, each of which measures an enhancement's effectiveness or ability to serve an identified demand market.

**Table 2: Transit Needs Evaluation Measures**

| Category                    | Criteria                       | Measure of Effectiveness                                                       | Relative Weighting | Overall Category Weight |
|-----------------------------|--------------------------------|--------------------------------------------------------------------------------|--------------------|-------------------------|
| Public Outreach             | Public Input                   | Level of interest in specific alternatives<br>(Very High, High, Moderate, Low) | 40%                | 40%                     |
| Transit Markets             | Traditional Market             | Percent serving poverty                                                        | 15%                | 30%                     |
|                             | Proximity to Employment Market | Percent of countywide employment<br>market served                              | 15%                |                         |
| Productivity and Efficiency | Productivity                   | Trips per hour (T-BEST-generated trips<br>and revenue hours of service)        | 15%                | 30%                     |
|                             | Cost Efficiency                | Cost per trip (including new trips)                                            | 15%                |                         |

Reference: Information for LRTP

|       |      |      |
|-------|------|------|
| Total | 100% | 100% |
|-------|------|------|

### 1.4 Additional Program Recommendations

Additionally, the TDP noted program recommendations that include policy considerations and other improvements for CAT’s transit service:

- Potential service along I-75 and potential transfer hubs along Immokalee Road require further study.
- A MOD demand and operations requirements pilot study is recommended.
- Marketing and branding to increase awareness of and use of CAT services, such as express routes, and neighborhood and MOD services.
- Explore smart card and mobile pay technology that would allow for improved rider tracking and service improvement planning. This could also allow merchants and employers to provide reduced fares for patrons and employees.
- Explore opportunities to implement artificial intelligence (AI) for improved rider experience, such as predictive scheduling to reduce wait times, detailed recommendations for multi-modal trip planning, reduce trip booking times, demand forecasting, fuel efficiency, and predictive maintenance.
- Implement end-to-end trip planning software allowing riders to plan trips using all types of CAT services and connect to third-party applications for “first and last mile” including park-and-ride, ride share, microtransit, and micromobility.
- Consider recommendations from the recently completed park-and-ride study and implement new lots and improvements as opportunities arise.

Table 3: Transit Needs Summary

| Route Location                | Rank | Improvement Description                                                                                                                                                                                                                             |
|-------------------------------|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Route Network and New Service |      |                                                                                                                                                                                                                                                     |
| New Bayshore Shuttle          | 1    | The Bayshore Community Redevelopment Agency (CRA) has requested that CAT help mitigate parking needs by operating two shuttles within the Bayshore CRA. The route would require one vehicle but would likely need two vehicles to provide 15-minute |

Reference: Information for LRTP

|                                                      |   |                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                      |   | headways from Weeks Avenue to the Naples Botanical Garden from 11:00 a.m. to 9:00 p.m.                                                                                                                                                                                                       |
| New Route 31 (Golden Gate Pkwy) (Split Route 25 E-W) | 1 | Split and keep east-west alignment the same while changing the north-south alignment.                                                                                                                                                                                                        |
| New Route 33 (Immokalee Rd) (Split Route 27 E-W)     | 2 | Extend the east-west alignment east to provide provide service along Immokalee Road from Walmart on Tamiami Trail to the Publix at the intersection of Immokalee Road and Randall Boulevard.                                                                                                 |
| Realign Route 14 operate at 60 min. headway          | 3 | Realign Routes 13 and 14 from a one-way pair to two bidirectional routes, with Route 14 operating along Goodlette-Frank Rd.                                                                                                                                                                  |
| Realign Route 23 headway 60 to 40 minutes            | 3 | Realign Route 23 to provide direct connections to the westernmost residential cluster on Lake Trafford Road, the County Health Department, several packing houses along New Harvest Road, and the easternmost residential cluster on Farm Workers Way. Reduce headway from 60 to 40 minutes. |
| Route 30 (Goodlette Frank Rd) (Split Route 25 N-S)   | 3 | Split and extend the north-south alignment this alignment would provide service along Goodlette-Frank Road from Immokalee Road to the Coastland Center Mall.                                                                                                                                 |
| Route 32 (Collier Blvd) (Split Route 27 N-S)         | 3 | Extend the north-south alignment this alignment 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.                                                                              |
| Express Premium Route to Lee County                  | 4 | Would operate as an express commuter service beginning at the Government Center and ending at the Florida Gulf Coast Town Center. Route would require one vehicle to provide 90-minute headway service from 6 a.m. to 8 p.m.                                                                 |
| Realign Route 13 shorten to 40 min. headway          | 4 | Reduce headway time to 40 minutes                                                                                                                                                                                                                                                            |
| <b>Frequency Improvements</b>                        |   |                                                                                                                                                                                                                                                                                              |

Reference: Information for LRTP

|                                   |   |                                                           |
|-----------------------------------|---|-----------------------------------------------------------|
| Route 15 from 90 to 45 min        | 1 | Reduce headway time from 90 minutes to 45 minutes         |
| Route 121 - add one AM, one PM    | 1 | Add one morning and one evening trips during peak periods |
| Route 11 from 30 to 20 mins       | 1 | Reduce headway time from 30-minutes to 20-minutes         |
| Route 12 from 90 to 45 mins       | 1 | Reduce headway time from 90 to 45 mins                    |
| Route 13 from 40 to 30 min        | 1 | Reduce headway time from 40 minutes to 30 minutes.        |
| Route 17 from 90 to 45 minutes    | 2 | Reduce headway time from 90 to 45 mins                    |
| Route 16 from 90 to 45 min        | 3 | Reduce headway time from 90 to 45 mins                    |
| Route 14 from 60 to 30 min        | 3 | Reduce headway time from 60 to 30 mins                    |
| <b>Proposed Span Improvements</b> |   |                                                           |
| Route 11 - Extend to 10:00 PM     | 1 | Extend service to 10:00 p.m.                              |
| Route 14 - Extend to 10:00 PM     | 1 | Extend service to 10:00 p.m.                              |
| Route 19 - Extend to 10:00 PM     | 2 | Extend service to 10:00 p.m.                              |
| Route 24 - Extend to 10:00 PM     | 2 | Extend service to 10:00 p.m.                              |
| Route 15 - Extend to 10:00 PM     | 3 | Extend service to 10:00 p.m.                              |



Reference: Information for LRTP

|                                                               |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Route 17 - Extend to 10:00 PM                                 | 4 | Extend service to 10:00 p.m.                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Capital Infrastructure Needs Identified but Not Ranked</b> |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Mobility-On-Demand                                            | - | Uses on-demand information, real-time data, and predictive analytics that provides travelers the best transportation choice for their needs. Service can be requested via a mobile app, website, or by calling CAT. Helps solve the 'first/last mile' problem associated with limited access to transit. Five MOD Zones identified: Immokalee, Golden Gate Estates, North Naples, Naples Zone, and Marco Island. Further study is recommended. |
| New Autonomous Circulator                                     | - | This circulator would address the parking shortage in downtown and would begin on S. 4th Ave. from S. 9th St. to S. 3rd St. and go south along S. 3rd St. to S. 13th Ave.                                                                                                                                                                                                                                                                      |
| New Naples Pier Electric Shuttle                              | - | This shuttle would make stops at the Naples Pier, Crayton Cove, as well as shops and restaurants within the area south of S 6th Avenue.                                                                                                                                                                                                                                                                                                        |
| Route from UF/IFAS to Lehigh Acres                            | - | Would connect Immokalee to the University of Florida/IFAS satellite campus and Lehigh Acres.                                                                                                                                                                                                                                                                                                                                                   |
| Regionwide Technology                                         | - | CAT has recently completed technology upgrades including Automated Vehicle Location (AVL) replacement, Automated Passenger Counters (APCs), on-board annunciators, and on-board information media. A farebox replacement project is currently underway.                                                                                                                                                                                        |
| Park-and-Ride Lots                                            | - | Improve transit access through the development of park-and-ride lots.                                                                                                                                                                                                                                                                                                                                                                          |
| Bus Stop Infrastructure                                       | - | Continue to improve and add additional benches, shelters, bicycle storage facilities, and other infrastructure at bus stops to enhance the rider experience and potentially attract new riders.                                                                                                                                                                                                                                                |

Reference: Information for LRTP

|                                                             |   |                                                                                            |
|-------------------------------------------------------------|---|--------------------------------------------------------------------------------------------|
| Improve Americans with Disabilities Act (ADA) Accessibility | - | Improve bus stop safety and ADA accessibility throughout the entire system for all riders. |
| Replace and Add New Vehicles                                | - | Continue to replace existing fleet and add new vehicles to provide new service.            |

## 1.5 Additional Service Needs Through 2050

- Brand buses on the beach and those associated with proposed MOD services.
- Establish a coordinating committee with the region's local planning departments to review transportation needs and ensure funding and strategies are in place for implementation.
- Establish transit service policies to adopt in Collier County's land development regulations.
- Modify the Land Development Code and Development Review processes to include recommendations from the 2020 Transit Impact Analysis by coordinating with Collier County and local municipalities.
- Continue coordination with LeeTran to explore a seamless fare system between LeeTran and CAT.

## 1.6 Anticipated Revenue Projections through 2050

### 1.6.1 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 are from the CAT FY 2024 TDP Annual Progress Report, the Collier County Government FY 2025 adopted budget, FDOT's Work Program for FY2025-2029, FDOT's draft tentative Work Program for FY2026-2030, and the CAT maintenance and operational facility funding document.
- Local revenues for CAT are anticipated to increase at an annual inflation rate of 2.28% starting in 2026 tracking with the inflation rate.

The transit estimated projected revenues through 2050 are summarized in the table below.

**Table 5: Transit Revenue Projections 2026- 2050**

Reference: Information for LRTP

| <u>Jurisdiction</u>                            | <u>Funding Source</u>                                                                           | <u>Total 2026-2050 (YOE)</u> |
|------------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------|
| Revenues Dedicated to Transit Operations       |                                                                                                 |                              |
| State                                          | Transit Formula: Transit Block Grant & Transportation Disadvantaged                             | \$ 69,429,492.12             |
| Federal                                        | Transit Operating                                                                               | \$ 149,641,238.82            |
| State                                          | Transit Operating                                                                               | \$ 12,288,250.00             |
| Local                                          | Transit Operating                                                                               | \$ 58,994,108.87             |
| Local                                          | Fare Revenues and Other Revenues                                                                | \$ 34,809,154.87             |
| Local                                          | Collier County General Fund Contributions for CAT Enhancements and Transportation Disadvantaged | \$ 177,502,221.43            |
|                                                | <b>Subtotal – Transit Operations</b>                                                            | \$ 502,664,466.11            |
| Revenues Dedicated to Transit Capital Projects |                                                                                                 |                              |
| Federal                                        | Transit Capital                                                                                 | \$ 85,548,682.25             |
| State                                          | Transit Infrastructure Grants-Community Project Funding/Congressionally Directed Spending       | \$ 4,285,532.00              |
| State                                          | Transit Capital                                                                                 | \$ 3,577,617.75              |
| Local                                          | Transit Capital                                                                                 | \$ 12,296,296.37             |
|                                                | <b>Subtotal – Transit Capital</b>                                                               | \$ 105,708,128.37            |

Reference: Information for LRTP

| <u>Jurisdiction</u> | Funding Source                | Total 2026-2050 (YOE) |
|---------------------|-------------------------------|-----------------------|
|                     | <b>TOTAL TRANSIT REVENUES</b> | \$ 608,372,594.48     |

Regards,

**Stantec Consulting Services Inc.**

**Frank Domingo, PE**

Senior Transportation Manager  
Phone: (941) 225-6182

[frank.domingo@stantec.com](mailto:frank.domingo@stantec.com)



## Dusty Hansen

---

**From:** Dusty Hansen  
**Sent:** Monday, September 15, 2025 11:47 AM  
**To:** Ross, Colleen; Dodia, Sonal  
**Cc:** Baker, Michael; Bill Gramer (bill.gramer@jacobs.com); Grubel, Robert; Anne McLaughlin; Sean Kingston  
**Subject:** Collier MPO 2050 LRTP - transit CFP calculations  
**Attachments:** Spreadsheet for Transit CFP for LRTP from Stantec COMPLETED.xlsx

Good Morning,

Attached is a spreadsheet prepared by our TDP Consultant, Stantec Consulting, extending the TDP transit cost estimates for funded needs/maintenance of existing services through 2050, for use in the 2050 LRTP CFP.

Respectfully,

Dusty May Hansen  
Senior Planner  
Collier MPO  
2885 S. Horseshoe Drive  
Naples, FL, 34104  
O: 239-252-5850  
M: 239-315-1019  
[Dusty.Hansen@colliercountyfl.gov](mailto:Dusty.Hansen@colliercountyfl.gov)



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Under Florida Law, e-mail addresses are public records. If you do not want your e-mail address released in response to a public records request, do not send electronic mail to this entity. Instead, contact this office by telephone or in writing.

## TDP Major Cost Estimates for Existing Services Extended Through 2050 for MPO's LRTP

Prepared by Stantec Consulting-Francisco B. Domigo, PE

| <b>OPERATING Funded Need</b>          | <b>2026-2030</b>        | <b>2031-2035</b>        | <b>2036-2040</b>         | <b>2041-2045</b>         | <b>2046-2050</b>         | <b>TOTALS</b>            |
|---------------------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Maintain Existing Fixed Route Service | \$ 49,589,477.58        | \$ 55,506,408.79        | \$ 62,129,338.07         | \$ 69,542,503.88         | \$ 77,840,195.89         | <b>\$ 314,607,924.21</b> |
| Maintain Existing Paratransit Service | \$ 37,552,604.19        | \$ 42,033,316.37        | \$ 47,048,659.42         | \$ 52,662,424.57         | \$ 58,946,014.54         | <b>\$ 238,243,019.09</b> |
| <b>TOTALS:</b>                        | <b>\$ 87,142,081.78</b> | <b>\$ 97,539,725.16</b> | <b>\$ 109,177,997.48</b> | <b>\$ 122,204,928.45</b> | <b>\$ 136,786,210.42</b> | <b>\$ 552,850,943.30</b> |

| <b>CAPITAL Funded Need</b>            | <b>2026-2030</b>        | <b>2031-2035</b>        | <b>2036-2040</b>        | <b>2041-2045</b>        | <b>2046-2050</b>        | <b>TOTALS</b>            |
|---------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|
| Maintain Existing Fixed Route Service | \$ 9,301,801.89         | \$ 12,581,388.90        | \$ 9,164,279.35         | \$ 6,791,406.83         | \$ 18,991,127.08        | <b>\$ 56,830,004.05</b>  |
| Maintain Existing Paratransit Service | \$ 5,791,361.66         | \$ 6,845,641.82         | \$ 7,255,843.05         | \$ 7,888,846.92         | \$ 8,272,627.79         | <b>\$ 36,054,321.24</b>  |
| Replacement of Support Vehicles       | \$ 149,985.15           | \$ 164,276.35           | \$ 178,283.26           | \$ 409,820.08           | \$ 235,430.46           | <b>\$ 1,137,795.29</b>   |
| Bus Shelter Rehab                     | \$ 218,985.68           | \$ 245,114.67           | \$ 274,361.33           | \$ 307,097.66           | \$ 343,740.02           | <b>\$ 1,389,299.36</b>   |
| Safety & Security Program             | \$ 523,325.79           | \$ 585,768.13           | \$ 655,660.97           | \$ 733,893.31           | \$ 821,460.20           | <b>\$ 3,320,108.41</b>   |
| Facilities Improvements               | \$ 29,437,469.00        | \$ -                    | \$ -                    | \$ -                    | \$ -                    | <b>\$ 29,437,469.00</b>  |
| New Bus Shelters                      | \$ 2,635,955.39         | \$ 2,950,473.05         | \$ 3,302,518.43         | \$ 3,696,569.25         | \$ 4,137,637.53         | <b>\$ 16,723,153.65</b>  |
| I-75 Study                            | \$ -                    | \$ 50,000.00            | \$ -                    | \$ -                    | \$ -                    | <b>\$ 50,000.00</b>      |
| Immokalee Road Corridor Study         | \$ 75,000.00            | \$ -                    | \$ -                    | \$ -                    | \$ -                    | <b>\$ 75,000.00</b>      |
| MOD Demand/Operations Requirements    |                         |                         |                         |                         |                         |                          |
| Pilot Projects                        | \$ -                    | \$ 50,000.00            | \$ -                    | \$ -                    | \$ -                    | <b>\$ 50,000.00</b>      |
| <b>TOTALS:</b>                        | <b>\$ 48,133,884.56</b> | <b>\$ 23,472,662.92</b> | <b>\$ 20,830,946.40</b> | <b>\$ 19,827,634.04</b> | <b>\$ 32,802,023.09</b> | <b>\$ 145,067,151.00</b> |

Note that it is anticipated that the MPO will provide funding assistance for transit studies identified in the LRTP and the TDP.

## **Appendix G**

# **Notice of Opportunity to Comment and of TDP Public Meetings**

**From:** [Dusty Hansen](mailto:Dusty.Hansen@colliercountyfl.gov)  
**To:** ["dusty.hansen@colliercountyfl.gov"](mailto:dusty.hansen@colliercountyfl.gov)  
**Cc:** [DeleonOmar \(Omar.Deleon@colliercountyfl.gov\)](mailto:DeleonOmar@colliercountyfl.gov); [Alexander Showalter \(Alexander.Showalter@colliercountyfl.gov\)](mailto:Alexander.Showalter@colliercountyfl.gov); [Anne McLaughlin](mailto:Anne.McLaughlin@colliercountyfl.gov)  
**Bcc:** [Frank B. Domingo \(Frank.Domingo@stancetec.com\)](mailto:Frank.B.Domingo@stancetec.com); [monroy@ctseinc.com](mailto:monroy@ctseinc.com); [Peronto, Michelle S; "Upthegrove, Victoria"](mailto:Peronto,Michelle.S@upthegrove.victoria); [Evans, Marcellus; bbarger@careersourcesouthwestflorida.com](mailto:Evans,Marcellus@careersourcesouthwestflorida.com); [Edward Conrad; cwilliams@careersourcesouthwestflorida.com](mailto:Edward.Conrad@williams@careersourcesouthwestflorida.com); [Lorraine Lantz; Katherine Eastley; Michael Bosi; James.French@colliercountyfl.gov](mailto:Lorraine.Lantz@colliercountyfl.gov); [Christopher Mason@colliercountyfl.gov](mailto:Christopher.Mason@colliercountyfl.gov); [Bert Miller@colliercountyfl.gov](mailto:Bert.Miller@colliercountyfl.gov); [Cormac.Giblin@colliercountyfl.gov](mailto:Cormac.Giblin@colliercountyfl.gov); [Tsmellwood@cityofeverglades.org](mailto:Tsmellwood@cityofeverglades.org); [tmholden@cityofmarcoisland.com](mailto:tmholden@cityofmarcoisland.com); [emartin@naplesgov.com](mailto:emartin@naplesgov.com); [PlanningEmail@naplesgov.com](mailto:PlanningEmail@naplesgov.com); [Don Scott](mailto:Don.Scott@naplesgov.com); [Ryan.Suarez@kimley-horn.com](mailto:Ryan.Suarez@kimley-horn.com); [DCemelli@leegov.com](mailto:DCemelli@leegov.com); [Christie Betancourt; John.dunnuck@colliercountyfl.gov](mailto:Christie.Betancourt@colliercountyfl.gov); [Trinity Scott; Jeanne Marcella; Ellen Sheffey](mailto:Trinity.Scott@colliercountyfl.gov)  
**Subject:** Collier Area Transit - 10-Year Transit Development Plan Draft  
**Date:** Tuesday, September 2, 2025 11:47:00 AM

Greetings,

Many of you have coordinated with Collier Area Transit (CAT) and/or Collier MPO on development of the major update to CAT's Transit Development Plan (TDP). Thank you for your participation. A draft TDP has been prepared, and the documents are available to view at the following links:

[2025 Executive Summary TDP Major](#)  
[TDP Major Draft](#)  
[Appendix to TDP Major Draft](#)

The TDP is a 10-year plan for transit needs, cost and revenue projections, and recommendations for improvement. The TDP serves as CAT's planning, development, and operational guidance document, and the major update is developed in coordination with Collier MPO's Long-Range Transportation Plan.

As a valued planning partner, your feedback on the draft TDP is welcome and encouraged. **If you have any comments on the draft TDP, please email them to [rideCAT@colliercountyfl.gov](mailto:rideCAT@colliercountyfl.gov). If you have any questions or would like to discuss the draft TDP, please contact CAT at 239-252-5849.**

The anticipated presentation schedule for the TDP at public meetings is as follows:

| Committee/Board Name                                                                | Date & Time                       | Location                                                                                                               | Link to CAT/MPO website agenda tab                                   |
|-------------------------------------------------------------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| CAT's Public Transit Advisory Committee (PTAC)                                      | Wed., Sept. 17, 2025<br>1 p.m.    | Collier County Government Center, Human Resources Training Room, Building B, 3303 Tamiami Trail East, Naples, FL 34112 | <a href="#">PTAC webpage</a>                                         |
| MPO's Technical Advisory Committee (TAC)                                            | Mon., Sept. 22, 2025<br>9:30 a.m. | Collier County Transportation Management Services Bldg., 2885 South Horseshoe Drive, Naples, FL 34104                  | <a href="#">Agendas – Collier Metropolitan Planning Organization</a> |
| MPO's Citizens Advisory Committee (CAC)                                             | Mon., Sept. 22, 2025<br>2 p.m.    | Collier County Transportation Management Services Bldg., 2885 South Horseshoe Drive, Naples, FL 34104                  | <a href="#">Agendas – Collier Metropolitan Planning Organization</a> |
| Collier MPO Board                                                                   | Fri., Oct. 10, 2025<br>9:30 a.m.  | Collier County Government Center, BCC Chambers, Admin. Bldg. F Third Floor, 3299 Tamiami Trail East, Naples, FL 34112  | <a href="#">Agendas – Collier Metropolitan Planning Organization</a> |
| Collier Board of County Commissioners (BCC)<br><br><i>Tentative Adoption of TDP</i> | Tues., Dec. 9, 2025<br>9 a.m.     | Collier County Government Center, BCC Chambers, Admin. Bldg. F Third Floor, 3299 Tamiami Trail East, Naples, FL 34112  | <a href="#">Events • Agendas &amp; Minutes • CivicClerk</a>          |

Thank you for your time and attention in this matter.

**This Notice complies with 14-73.001(3)(a), Florida Administrative Code.**

Service List:

|                                                                                                                              |                                                                                                                                    |                                                                                                                                             |                                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Michelle S. Peronto</b><br>FDOT<br><a href="mailto:Michelle.Peronto@dot.state.fl.us">Michelle.Peronto@dot.state.fl.us</a> | <b>Victoria Upthegrove</b><br>FDOT<br><a href="mailto:Victoria.Upthegrove@dot.state.fl.us">Victoria.Upthegrove@dot.state.fl.us</a> | <b>Marcellus Evans</b><br>FDOT D1 Community Liaison<br><a href="mailto:Marcellus.Evans@dot.state.fl.us">Marcellus.Evans@dot.state.fl.us</a> | <b>Beth Barger</b><br>SWFL Workforce Dev. Board<br><a href="mailto:bbarger@careersourcesouthwestflorida.com">bbarger@careersourcesouthwestflorida.com</a> |
| <b>Edward Conrad</b><br>SWFL Workforce Dev. Board                                                                            | <b>Carol Williams</b><br>SWFL Workforce Dev. Board                                                                                 | <b>Lorraine Lantz</b><br>Collier Transp. Planning                                                                                           | <b>Katherine Eastley</b><br>Collier Transp. Planning                                                                                                      |



|                                                                                                                                                   |                                                                                                                                            |                                                                                                                                                             |                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <a href="mailto:econrad@careersourcesouthwestflorida.com">econrad@careersourcesouthwestflorida.com</a>                                            | <a href="mailto:cwilliams@careersourcesouthwestflorida.com">cwilliams@careersourcesouthwestflorida.com</a>                                 | <a href="mailto:Lorraine.Lantz@colliercountyfl.gov">Lorraine.Lantz@colliercountyfl.gov</a>                                                                  | <a href="mailto:Katherine.Eastley@colliercountyfl.gov">Katherine.Eastley@colliercountyfl.gov</a>                                                                                                 |
| <b>Mike Bosi</b><br>Collier Zoning Division<br><a href="mailto:Michael.Bosi@colliercountyfl.gov">Michael.Bosi@colliercountyfl.gov</a>             | <b>James French</b><br>Collier Growth Mgmt.<br><a href="mailto:James.French@colliercountyfl.gov">James.French@colliercountyfl.gov</a>      | <b>Christopher Mason</b><br>Collier Resiliency Planning<br><a href="mailto:Christopher.Mason@colliercountyfl.gov">Christopher.Mason@colliercountyfl.gov</a> | <b>Bert Miller</b><br>Collier Resiliency Planning<br><a href="mailto:Bert.Miller@colliercountyfl.gov">Bert.Miller@colliercountyfl.gov</a>                                                        |
| <b>Cormac Giblin</b><br>Collier Housing/Economic Dev.<br><a href="mailto:Cormac.Giblin@colliercountyfl.gov">Cormac.Giblin@colliercountyfl.gov</a> | <b>Terry Smallwood</b><br>Everglades City Planning<br><a href="mailto:Tsmallwood@CityofEverglades.org">Tsmallwood@CityofEverglades.org</a> | <b>Mary Holden</b><br>Marco Island Growth Mgmt.<br><a href="mailto:mholden@cityofmarcoisland.com">mholden@cityofmarcoisland.com</a>                         | <b>Erica Martin</b><br>Naples Planning Dept.<br><a href="mailto:emartin@naplesgov.com">emartin@naplesgov.com</a><br><a href="mailto:PlanningEmail@naplesgov.com">PlanningEmail@naplesgov.com</a> |
| <b>Don Scott</b><br>Lee MPO<br><a href="mailto:dscott@leempo.com">dscott@leempo.com</a>                                                           | <b>Ryan Suarez</b><br>LeeTran's TDP Consultant<br><a href="mailto:ryan.suarez@kimley-horn.com">ryan.suarez@kimley-horn.com</a>             | <b>Dominic Gemelli</b><br>Director, LeeTran<br><a href="mailto:DGemelli@leegov.com">DGemelli@leegov.com</a>                                                 | <b>Christie Betancourt</b><br>Immokalee CRA<br><a href="mailto:Christie.Betancourt@colliercountyfl.gov">Christie.Betancourt@colliercountyfl.gov</a>                                              |
| <b>John Dunnuck</b><br>Bayshore Gateway CRA<br><a href="mailto:john.dunnuck@colliercountyfl.gov">john.dunnuck@colliercountyfl.gov</a>             |                                                                                                                                            |                                                                                                                                                             |                                                                                                                                                                                                  |

Courtesy Copies to:

Anne McLaughlin, Executive Director, Collier MPO ([Anne.McLaughlin@colliercountyfl.gov](mailto:Anne.McLaughlin@colliercountyfl.gov))

Trinity Scott, Department Head, Collier County Transportation Management Services ([Trinity.Scott@colliercountyfl.gov](mailto:Trinity.Scott@colliercountyfl.gov))

Ellen Sheffey, Interim Director, Collier County Public Transit & Neighborhood Enhancement ([Ellen.Sheffey@colliercountyfl.gov](mailto:Ellen.Sheffey@colliercountyfl.gov))

Omar De Leon, Public Transit Manger, Collier County Public Transit & Neighborhood Enhancement ([Omar.Deleon@colliercountyfl.gov](mailto:Omar.Deleon@colliercountyfl.gov))

Alexander Showalter, Planner II, Collier County Public Transit & Neighborhood Enhancement ([Alexander.Showalter@colliercountyfl.gov](mailto:Alexander.Showalter@colliercountyfl.gov))

Respectfully,

Dusty May Hansen  
Senior Planner  
Collier MPO  
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## **Appendix H**

# **TDP Public Comment Period Notice Documentation**

## **APPENDIX PLACEHOLDER**

### **TDP Public Comment Period Notice Documents**

- **Legal Advertisement**
  - **Email blasts**
- **Flyers distributed to public agency locations**
  - **Website Articles/Newsletters**

## **Appendix I**

# **TDP Public Comment Log**



# APPENDIX PLACEHOLDER

## TDP Public Comment Log

| REF. NO.            | PUBLIC COMMENT | RESPONSE | KEY WORDS – ACTION AREA | RESULTING ACTION |
|---------------------|----------------|----------|-------------------------|------------------|
| The table is blank. |                |          |                         |                  |