LEE COUNTY TRANSIT

Transit Development Plan
FY 2012 - 2021
Draft Final Report

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LEE COUNTY TRANSIT

Transit Development Plan
FY 2012 – FY 2021

DRAFT

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Section 1
INTRODUCTION

The Ten-Year Transit Development Plan (TDP) is the strategic guide for public transportation in Lee County over the next ten years. Development of the TDP includes a number of activities. Those activities include a review of transit planning and policy documents, a documentation of study area conditions and demographic characteristics, an evaluation of existing LeeTran services, market research and public involvement efforts, the development of a situation appraisal and needs assessment, and the preparation of a ten-year transit development plan that provides guidance during the ten-year planning horizon of the plan.

The State of Florida Public Transit Block Grant Program was enacted by the Florida Legislature to provide a stable source of funding for public transit. The Block Grant Program requires public transit service providers to develop and adopt a Ten-Year TDP. The TDP must be submitted to the Florida Department of Transportation (FDOT) District Office on or before September 1st of each year. Major updates are due every five years with more substantial reporting requirements. The last LeeTran TDP Major Update was completed in 2006. In the interim years, the TDP takes the form of a progress report, which has less intense reporting requirements. The TDP is the guiding document for the Lee County Metropolitan Planning Organization (MPO) Transportation Improvement Program (TIP), as well as the FDOT Five-Year Work Program concerning public transportation in Lee County. The TDP must be consistent with the approved local government comprehensive plans and the MPO Long Range Transportation Plan.

This plan meets the requirement for a major TDP update in accordance with Rule Chapter 14-73, Florida Administrative Code (F.A.C.). Table 1-1 is a list of TDP requirements from Rule 14-73.001. The table also indicates whether or not the item was accomplished in this TDP.

Identification of the Submitting Entity

Agency:	Lee County Transit
Telephone Number:	(239) 533-8762
Mailing Address:	6035 Landing View Drive, Fort Myers, FL 33907
Authorizing Agency Representative:	Steve Myers, Executive Director

For further information about this plan, please contact:

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Table 1-1
TDP Checklist

Public Involvement Process	
√	Public Involvement Plan (PIP) drafted
√	PIP approved by FDOT
√	TDP includes description of Public Involvement Process
√	Provide notification to FDOT
√	Provide notification to Regional Workforce Board
√	Provide notification to MPO
Situation Appraisal	
√	Land use
√	State and local transportation plans
√	Other governmental actions and policies
√	Socioeconomic trends
√	Organizational issues
√	Technology
√	10-year annual projections of transit ridership using approved model
√	Assessment of whether land uses and urban design patterns support/hinder transit service provision
√	Calculate farebox recovery
Mission and Goals	
√	Provider's vision
√	Provider's mission
√	Provider's goals
√	Provider's objectives
Alternative Courses of Action	
√	Develop and evaluate alternative strategies and actions
√	Benefits and costs of each alternative
√	Financial alternatives examined
Implementation Program	
√	Ten-year implementation program
√	Maps indicating areas to be served
√	Maps indicating types and levels of service
√	Monitoring program to track performance measures
√	Ten-year financial plan listing operating and capital expenses
√	Capital acquisition or construction schedule
√	Anticipated revenues by source
Relationship to Other Plans	
√	TDP shall be consistent with Florida Transportation Plan
√	TDP shall be consistent with local government comprehensive plan
√	TDP shall be consistent with MPO long-range transportation plan
√	TDP shall be consistent with regional transportation goals and objectives
Submission	
	Adopted by Lee County BOCC
	Submitted to FDOT by September 1, 2011

ORGANIZATION OF REPORT

In addition to the Introduction section, this TDP document includes the following sections:

Section 2: The Transit Planning and Policy Documents section includes a review of transit planning documents and policies and their relationship to LeeTran. The review is focused on the issues and implications for public transportation in Lee County.

Section 3: A summary of Study Area Conditions and Demographic Characteristics provides the background information needed to understand the condition under which LeeTran operates transit services in Lee County. It also helps determine future public transportation needs in the County.

Section 4: The Existing LeeTran Service Levels section summarizes the operating performance of LeeTran services and includes an inventory of LeeTran facilities. A trend analysis, a peer review, and a capacity analysis are also included in this section.

Section 5: The Public Involvement section includes a summary of all public outreach activities conducted for this update. A description of each activity and results from public feedback received at those functions are also included.

Section 6: Transit Demand and Mobility Needs are presented in this section. A description of various transit market assessment and ridership forecasting tools used to determine mobility needs in the county is included. In addition, the study situation appraisal is included in this section.

Section 7: The Alternatives Development and Evaluation section describes the process used to develop, evaluate, and prioritize service improvement alternatives. A framework for the evaluation is presented and the resulting prioritization is also included.

Section 8: The draft TDP Goals, Objectives, and Initiatives are presented in this section. Goals, objectives, and initiatives are critical in determining which service improvement alternatives should be programmed in the Transit Development Plan.

Section 9: The Implementation & Financial Plan are presented in this section. A schedule for implementation of improvements in the Needs Plan is presented along with identification of those projects that are cost-feasible.

Section 2
TRANSIT PLANNING AND POLICY DOCUMENTS

A supportive component of the TDP Update is the review of transit policies and their relationship to LeeTran. This section reviews transit policies at the local, state, and federal levels of government. Various transportation planning and programming documents are summarized, with an emphasis on issues that may have implications for public transportation in Lee County. These implications will be discussed in more detail subsequently in the situation appraisal component of the TDP.

FEDERAL POLICIES

SAFETEA-LU

The Safe, Accountable, Flexible, and Efficient Transportation Equity Act - A Legacy for Users (SAFETEA-LU) addresses required planning processes that must be undertaken when applying federal and state funds to transportation projects. SAFETEA-LU addresses the many challenges facing our transportation system today, such as improving safety, reducing traffic congestion, improving efficiency, increasing intermodal connectivity, and protecting the environment. SAFETEA-LU promotes more efficient and effective federal surface transportation programs by focusing on transportation issues of national significance, while giving state and local transportation decision-makers more flexibility for solving transportation problems in their communities. SAFETEA-LU continues and/or establishes numerous funding programs for transit. A reauthorization of SAFETEA-LU or a new multi-year transportation bill is a priority for Congress during 2011.

The new transportation legislation is expected to transform the nation's surface transportation policies by clearly defining the role and specific objectives of the Federal Government in providing resources to States to carry out programs. The new act will focus the majority of transit funding in four core categories to bring urban and rural public transit systems to a state of good repair. These four categories are Critical Asset Investment, Highway Safety Improvement, Surface Transportation, and Congestion Mitigation and Air Quality Improvement. Additionally, the act will provide specific funding to restore transit rail systems; provide mobility and access to transit-dependent individuals; and plan, design, and construct new transit lines and intermodal facilities. Additional objectives will include:

- Create a National Transportation Strategic Plan;
- Improve the safety of the surface transportation network;
- Bring existing highway and transit facilities and equipment to a state of good repair;
- Facilitate goods movement;
- Improve metropolitan mobility and access;
- Expand rural access and interconnectivity;

- Lessen environmental impacts from the transportation network;
- Improve the project delivery process by eliminating duplication in documentation and procedures;
- Facilitate private investment in the national transportation system that furthers the public interest;
- Ensure that States receive a fair rate of return on their contributions to the Trust Fund;
- Provide transportation choices; and
- Improve the sustainability and livability of communities.

Clean Air Act of 1990

The Clean Air Act of 1990 and subsequent amendments determine the National Ambient Air Quality Standards (NAAQS). NAAQS are standards based on the amount of particulate matter in the air, measured in parts per million for the following pollutants:

- Carbon Monoxide (CO);
- Nitrogen Dioxide (NO2);
- Ozone (O3);
- Sulfur Dioxide (SO2);
- Lead (Pb); and
- Particulate Matter (PM).

On January 6, 2010, EPA proposed revisions to the NAAQS for ground-level ozone. The revisions are based on scientific evidence about ozone and its effects on people, sensitive trees, and plants. The proposed revisions would affect two types of ozone standards. The first standard affected deals with protection of public health, including the health of at-risk populations such as children, people with asthma, and older adults. The secondary standard affected by revisions deals with protection of public welfare and the environment, including sensitive vegetation and ecosystems. Specifically, the EPA proposes to revise the existing ozone standards and update the Air Quality Index (AQI) for ozone.

An area meeting NAAQS standards is classified as an "attainment area." According to the previous Air Quality Technical Reports, Lee County falls in this category as an "attainment/maintenance" area for all NAAQS pollutants at the current standard of 0.070 parts per million. However, the stricter standards resulting from the implementation of NAAQS revisions (expected to be between 0.060 and 0.070 parts per million) will cause a greater amount of locations to be classified as "non-attainment areas." In order to receive transportation funding, Lee County must meet Federal ozone standards. EPA plans to issue final standards in 2011. At that time, Lee County may need to increase ozone-reduction efforts. The current and future implications of this act are higher capital and infrastructure costs for transit vehicles and equipment.

STATE OF FLORIDA POLICIES

Florida Transportation Plan

In 2010, FDOT completed the 2060 Florida Transportation Plan Update, which looks at a 50-year horizon. The 2060 FTP calls for a fundamental change in how and where Florida invests in transportation. The FTP defines transportation goals, objectives, and strategies to make Florida's economy more competitive, communities more livable, and the environment more sustainable for future generations. Florida is committed to providing livable communities and mobility for people and freight through greater connectivity and meeting the rising needs of businesses and households for safety, security, efficiency, and reliability. The FTP provides goals and objectives for Florida's transportation system. The long range goals and objectives that are pertinent to LeeTran are provided below.

- Goal: Invest in transportation systems to support a prosperous, globally competitive economy.
    - Objective: Improve transportation connectivity for people and freight to established and emerging regional employment centers in rural and urban areas.
    - Objective: Invest in transportation capacity improvements to meet future demand for moving people and freight.
- Goal: Make transportation decisions to promote responsible environmental stewardship.
    - Objective: Plan and develop transportation systems and facilities in a manner which protects and, where feasible, restores the function and character of the natural environment and avoids or minimizes adverse environmental impacts.
    - Objective: Plan and develop transportation systems to reduce energy consumption, improve air quality, and reduce greenhouse gas emissions.
- Goal: Maintain and operate Florida's transportation system proactively.
    - Objective: Achieve and maintain a state of good repair for transportation assets for all modes.
    - Objective: Minimize damage to infrastructure from transportation vehicles.
    - Objective: Optimize the efficiency of the transportation system for all modes.

- Goal: Improve mobility and connectivity for people and freight.
    - Objective: Expand transportation options for residents, visitors, and businesses.
    - Objective: Reinforce and transform Florida's Strategic Intermodal System facilities to provide multi-modal options for moving people and freight.
    - Objective: Expand and integrate regional public transit systems in Florida's urban areas.
    - Objective: Increase the efficiency and reliability of travel for people and freight.
    - Objective: Integrate modal infrastructure, technologies, and payment systems to provide seamless connectivity for passenger and freight trips from origin to destination.

In summary, the FTP supports the development of state, regional, and local transit services. The growth in Florida requires new and innovative approaches by all modes to meet the needs today and in the future.

State Growth Management Legislation (House Bill 7207)

House Bill (HB) 7207, named the Community Planning Act, was signed into law on June 2, 2011. That bill is intended to stimulate Florida's economic development and economic recovery by taking state government out of the development business and giving the responsibility of community planning back to local communities. The landmark legislation is the biggest change to growth management laws in many years – repealing most of the state-mandated growth management planning laws that have governed development activities within the State of Florida since the original Growth Management Act of 1975. As of June 3, 2011, the role of state and regional agencies in the review of comprehensive plan amendments and the time needed to process the majority of plan amendments has been significantly reduced, and many development and plan amendment hurdles have been modified throughout the State—transportation concurrency being one of the main hurdles. State-mandated concurrency requirements have been repealed and, consequently, a large share of growth management responsibility has shifted to cities and counties.

The new legislation also supersedes Senate Bill (SB) 360, the Community Renewal Act, which required the preparation of mobility plans within dense urban land areas (DULAs) and Transportation Concurrency Exemption Areas (TCEAs). Instead, a local jurisdiction interested in implementing its own concurrency ordinance or mobility plan can still do so, but will have limitations on how to implement and enforce the ordinance. HB 7207 strengthens legislative language that supports multi-modal approaches to

transportation by stating that Comprehensive Plan Transportation Elements "shall provide for a safe, convenient multi-modal transportation system" (F.S. Section 163.3177 (6b)).

It is important to note that mobility fees developed through a Mobility Plan will not generate significant additional revenue for a community with an existing road impact fee program, nor will implementing mobility fees solve transportation funding in any community. Instead, mobility fee revenue will provide for the flexibility to spend revenues on more than just roads. If a community's vision is to focus on multi-modal travel options, then the ability to spend "one-time payment" revenue on transit buses and infrastructure and the construction of additional bicycle and pedestrian facilities will help achieve that vision. As a result, the community will need a mobility fee that provides for flexibility in the way the revenues can be spent, both in terms of capital infrastructure and transit operations. LeeTran stands to gain through implementation of a mobility fee by receiving a greater share of funding resulting from new development.

Strategic Regional Policy Plan for South Florida

The Strategic Regional Policy Plan (SRPP) for South Florida addresses the anticipated growth in the southern tip of the state and serves as a guide to local governments in the development and implementation of their comprehensive plans. The SRPP contains several goals that reflect priority transportation and mobility issues.

- Goal 8: Enhance the Region's mobility, efficiency, safety, quality of life, and economic health through improvements to road, port, and public transportation infrastructure.
    - Policy 8.4: Expand use of public transportation, including buses, commuter rail, waterborne transit, and alternative transportation modes that provide services for pedestrians, bikers, and the transportation disadvantaged, and increase its role as a major component in the overall regional transportation system.
    - Policy 8.6: Promote efficiency of the transportation network through the implementation of tools such as Intelligent Transportation Systems (ITS) that incorporate public transportation information, improvement of signalization systems, and other operational improvements.

- Goal 11: Encourage and support the implementation of development proposals that conserve the Region's natural resources, rural and agricultural lands, green infrastructure and:
        - Utilizes existing and planned infrastructure where most appropriate in urban areas;
        - Enhances the utilization of regional transportation systems;
        - Incorporates mixed-land use developments;
        - Recycles-existing developed sites; and
        - Provides for the preservation of historic sites.

- Policy 11.1: Encourage local governments to implement urban design guidelines to create attractive, well-planned, compact, mixed-use communities that utilize and conserve the Region's existing and planned infrastructure including urban park land and green space.
- Policy 11.2: Encourage mixed land uses and activities within communities to foster more balanced and energy-efficient development patterns, which are characterized by appropriate density; diverse economic, employment, and housing opportunities; and public transportation access.
- Policy 11.3: Develop and implement incentives for urban redevelopment to promote:
  - High density, urban centers;
  - Flexibility in the expenditure of transportation system capital funds to create a more balanced mix of highways, public transportation, and goods movement; and
  - Nodes of transit-oriented design of appropriate land use density along major urban corridors of public transportation.

- Goal 20: Achieve long-term, efficient, and sustainable development patterns that protect natural resources and connect diverse housing, transportation, education, and employment opportunities.
  - Policy 20.3: Direct future development and redevelopment first to areas served by existing infrastructure and to other locations that are suitable for development, as identified in their comprehensive plans. In particular, local governments should coordinate with state and regional officials to identify public transportation corridors and to promote development along those corridors by implementing investment strategies for providing infrastructure and services, which are consistent with them.

LOCAL POLICIES

2035 Long Range Transportation Plan & Transit Needs Assessment Technical Memorandum

The Lee County MPO 2035 Long Range Transportation Plan (LRTP) is a fundamental planning tool developed by the MPO to address the future multi-modal transportation needs of Lee County. The LTRP is a comprehensive planning document that coordinates and guides the transportation improvement programs at the state, county, and municipal level. The development and execution of the LRTP is overseen by the MPO Board and its Technical and Citizens Advisory Committees. The purpose of the LRTP is to address multi-modal transportation, with each aspect of transportation represented by a separate element, i.e., bicycle and pedestrian, highway network, commercial freight, public transportation, etc.

Section 8 of the LRTP report deals specifically with the transit system in Lee County. An analysis of the existing system identified transit improvements needed to fill out the expanded fixed-route network described in the *Transit Needs Assessment Technical Memorandum*. The LRTP includes additional

analysis of the needs plan, including modeled alternatives, transit prioritization, cost estimation, revenue projections, and a listing of cost-feasible projects.

As part of the Lee County LRTP process, the 2035 transit needs network was developed as a companion to the 2035 highway network, with no financial limitations. The analysis included looking at demographic information (i.e., population density, employment density, and transit density thresholds), future land uses for the county and municipalities, intermodal and regional connection opportunities, public input, and different types of transit services (i.e., fixed-route, flex-service, bus rapid transit [BRT]). The needs plan process resulted in two transit system alternatives, described below.

- Alternative 1 – An expanded fixed-route bus network, incorporating new local and express routes from the 2030 LRTP, additional park-and-ride lots, and new circulator and local routes to serve areas of concentrated populations and employment. Service frequencies on existing routes would also be improved, cutting headway times in half in most cases.

- Alternative 2 – A more capital-intensive transit network incorporating the improvements from Alternative 1 along with four BRT routes.

Based on projections of available funding, Lee County then developed a cost-feasible transit plan. Lee County MPO staff developed revenue projections from various federal, state, and local sources through the year 2035. Funding was first allocated to maintain existing service and replacement of vehicles in the current fleet. Route improvements were then phased in using the ranked projects and funding available in each five-year increment. Capital projects, such as additional buses and transit infrastructure, were also phased in to match the phasing of route improvements and expansion.

Lee County MPO Transportation Improvement Plan (2011-2015)

The purpose of the Transportation Improvement Plan (TIP) is to identify all transportation improvements, or projects, included in the FDOT five-year work program for Lee County. Projects in the FDOT work plan are reflected for all modes of transportation, including roadways, public transit, bicycle facilities, and sidewalks.

The transit projects listed in the 2011-2015 work program are all consistent with the 2006 TDP update and the American's with Disabilities Act (ADA) Complementary Paratransit Plan. Interim annual reports were also taken into consideration and were endorsed by the MPO. The transit project priorities were developed by LeeTran to reflect needs identified in the adopted 2006 TDP Major Update. The transit projects identified in the TIP are all consistent, to the maximum extent feasible, with approved local government comprehensive plans.

LeeTran is the recipient of Federal Transit Administration (FTA) and state funds for all TIP transit projects. LeeTran has demonstrated the financial capacity to handle its projects in the past, and will continue to have the financial capacity to do so, as certified by LeeTran in each grant application that is filed with the FTA. Procedures to test and monitor financial capabilities have been identified in the adopted TDP, and are now being implemented.

The TIP also includes the 5-year work program for the Transportation Disadvantaged (TD) Program. Currently, the community transportation coordinator (CTC) for the TD program in Lee County is Good Wheels, Inc., which provides services under a memorandum of agreement with the Florida Commission for the Transportation Disadvantaged. The projects listed in the TIP are consistent with the Transportation Disadvantaged Service Plan (TDSP) adopted by the Lee County Local Coordinating Board in 2009.

Lee County Transit Task Force

The Lee County Transit Task Force is composed of local business and community leaders, and elected officials. The major tasks of the group are securing a long-term, sustainable funding source for transit services in the county and building a coalition of consensus among community leaders in support of transit. To support those major tasks, the Task Force has been meeting monthly and recommendations for the Lee County Board of County Commissioners will be presented in December 2011.

Lee County Comprehensive Operations Analysis (2010)

A Comprehensive Operational Analysis (COA) is designed to identify opportunities for improving the productivity and efficiency of a transit agency's public transportation services. The 2010 Lee County COA provides a detailed look at specific existing operating characteristics for the fixed-route transit services operating in Lee County. The COA also contains a transit market assessment, a line-by-line (route-by-route) analysis, and a set of service improvement recommendations.

To support the COA, a comprehensive ridecheck of all LeeTran fixed-route bus routes and an on-board survey of bus passengers were conducted. The resulting data were reviewed and summarized into a series of recommendations that emphasized improved service efficiency and productivity, a reallocation of resources based on need and demand, and a reconceived network that will better serve LeeTran's current and future patrons as the county continues to grow and develop.

Lee County Evaluation and Appraisal Report (2011)

The Evaluation and Appraisal Report (EAR) is used to evaluate how well the County's comprehensive plan is performing. The EAR process provides the opportunity for the County to work with community stakeholders to identify Lee County's needs for and concerns about the future, establish a new county

vision, and identify planning strategies to achieve that vision in the future. The recommendations of the 2011 EAR include amending the policies of the Lee Plan to accomplish the following:

- Take care of Lee County – Place a priority on taking care of the things that make Lee County special and unique by re-evaluating the priorities of the Capital Improvements Element and capital project expenditures to align with this vision.
- Provide a clear and informed direction for future development – Introduce the right policies targeted to meet the unique needs of a specific local community and introduce explanatory maps and graphics that help explain key policy direction that will support the community's vision. Policies should recognize and reinforce the distinction between urban, suburban, and rural areas.
- Make economic development a priority – Help the County create and implement its economic strategy through specific land use and capital programming actions that include proactive support for targeted job growth.
- Connect people to people to places – Focus future transportation activities and park and recreation resources on desired outcomes as well as desired projects by thinking outside the box about how people want to connect to each other and to the businesses, recreation areas, and other places they visit.
- Preserve the unique identity of our communities – Formalize the current community planning programs and the outcomes of these initiatives.

Specifically for future land use and transportation, the EAR contains more detailed priority recommendations for Lee County.

- Restructure the future land use element to provide a more coordinated presentation of issues and recommendations around five organizing topics: growth management, land use categories, development character and form, development standards, and sustainable land use.
- Strengthen existing land use category policies to promote mixed-use development and foster the use of the Compact Communities Code.
- Clarify existing policies to provide clear expectations for new development and infill/redevelopment.
- Revise/update policies to reinforce distinctions between the urban, suburban, and rural land use types as described in the vision framework.
- Update goals, objectives, and policies to reflect a clear focus on multi-modal and efficient systems that will operate in support of a more compact and sustainable development pattern for Lee County.
- Reorganize goals, objectives, and policies according to seven thematic topics in the context of encouraging sustainable transportation systems: multi-modal transportation, design and form, transportation standards, aviation, ports, rail, and sustainable transportation.
- Modify or add policies that affect energy conservation in keeping with the requirements of HB 697.

Lee County Complete Streets Program (2009)

In November 2009, the Lee County Complete Streets Program was established. The program aims to preserve and create mobility in the transportation system, with complete streets designed and operated to assure safety and accessibility for all users of the roads, trails, and transit systems, including pedestrians, bicyclists, transit riders, motorists, commercial and emergency vehicles, and for people of all ages and abilities. As part of the program, the County will review transit stops for their ability to integrate with other modes and destinations, existing and proposed, and LeeTran will have the opportunity to suggest changes to modes that would improve this integration. The program will also identify disconnected transportation routes, barriers to connect the transportation routes, and remedies to overcome these barriers.

Transportation for Lee County (TLC) Plan (2008)

Also called the Locally Coordinated Human Services Transportation Plan (LCHSTP), this plan promotes a publically driven approach to planning, coordinating, and funding transportation services for targeted populations and transportation disadvantaged persons. The LCHSTP can be used as a tool for implementing the most needed services to have the greatest impact on improving transportation and is a federal requirement for certain funding programs (i.e., Special Needs of Elderly and Individuals with Disabilities, Job Access and Reverse Commute, and New Freedom Grant Programs).

Through demographic research and public involvement efforts, Lee County was able to determine transit deficiencies impacting the targeted populations for the noted federal funding programs. Through further analysis, a list of prioritized projects eligible for New Freedom and Job Access and Reverse Commute funding was created. The TLC Plan and priority projects list can be found on the Lee MPO website, http://www.mpo-swfl.org.

Lee County Bus Rapid Transit Feasibility Study (2008)

The Lee County BRT Feasibility Study serves as a supplement to the MPO's 2030 Long Range Transportation Plan, which recommended candidate corridors for BRT service. The feasibility study identifies the most appropriate north-south and east-west BRT corridors that will represent the initial BRT network in Lee County. The BRT analysis process consisted of the following major tasks.

- Identification of BRT system elements
- Development of alternative BRT scenarios
- Development of preliminary cost estimates
- Assessment of implementation feasibility

The feasibility study also provided recommendations and next steps for implementing BRT service in Lee County. The study recommended US 41 as the most ideal north-south route and Colonial Boulevard as the most ideal east-west route for BRT. Additionally, the feasibility study recommended that Lee County pursue FTA's Section 5309 Very Small Starts funding program as one potential source of capital funding for the initial implementation of BRT service.

Lee County Transit Travel Demand Study (for Southern Lee County) (2006)

The Travel Demand Study for Southern Lee County was performed to forecast transit travel demand to assist in the planning and development of future transit within southern Lee County and to accommodate for future growth within the area. Built upon the work of the 2030 LRTP and the 2006 TDP Major Update, this study looked at the demand for transit needed to access jobs and contained information and recommendations that supported decisions that can lead to the reduction of congestion due to community growth.

The study area consisted of the southern, mainland portion of Lee County, south of Fort Myers. The study area border ran south of Summerlin Road to Ben C. Pratt Parkway, until Daniels Parkway. The border then passed about a quarter mile north of Daniels Parkway, following a straight route east of I-75 to the Collier County border. Using the roadway network within the study area, a corridor analysis was completed along roadways with no existing transit service. This evaluation used a two-tier process, as described below.

- Tier I: Corridors were evaluated based on transit use potential and accessibility, along with corresponding criteria and specific measures addressing these basic objectives.
- Tier II: Potential fixed-route service alternatives were developed based on the corridor segments with high scores from the Tier I evaluation.

The Tier I and Tier II evaluations produced a list of prioritized transit projects for the southern part of Lee County, as well as recommendations for next steps. In the short-term (one year), Lee County was recommended to consider implementing more frequent service on existing routes within the study area, while exploring funding possibilities to support new transit services. In the long-term (2-3 years), it was suggested that Lee County prepare a detailed operations plan to guide the design and implementation of transit services identified in the travel demand study.

Alternative Transportation in Parks and Public Lands: J.N. "Ding" Darling National Wildlife Refuge

As one of the most visited National Wildlife Refuges, the J.N. "Ding" Darling National Wildlife Refuge experiences high traffic volumes. This study, which began in early 2008, was designed to explore appropriate and environmentally-sensitive solutions for managing the volume of visitors and their

transportation needs in order to achieve an appropriate balance between an enjoyable visitor experience and the potential resultant disturbance of wildlife.

A pilot program, consisting of alternatively-fueled vehicles, has been proposed to operate along the main roadway on Sanibel Island, thereby connecting the Wildlife Refuge to other local areas of interest. If successful, additional vehicles and routes are proposed to be added to the system. The proposed alternatively-fueled vehicles are expected to increase the visitor's experience by alleviating the frustration of driving and parking and decrease the disturbance to wildlife by having fewer vehicles on the roads.

City of Fort Myers Comprehensive Plan

The City of Fort Myers updated parts of its comprehensive plan in October 2010, and has several goals, objectives, or policies that may impact transit services and/or planning. The future land use element includes several policies concerning Transit Oriented Development (TOD) and improving transit access and services.

- Policy 1.6 (Action 1.6.1) – The Land Development Regulations shall provide design standards to facilitate TOD designs. Once incorporated into the Land Development Regulations, this shall be a requirement for future developments located within TOD areas, to achieve bonus densities.
- Policy 4.4 (Action 4.4.3) – The City shall coordinate with Lee County to examine establishing transfer of development rights receiving areas within the City to facilitate transit oriented development.

The transportation element of the City of Fort Myers comprehensive plan was last updated in September 2007, and also includes references to transit services:

- Objective 1, Policy 1.1 – The transportation system will be examined for ways and means in which more balance between the modes can be achieved. Action 1.1.2 calls to support the continued operation of the downtown multi-modal transportation center to provide a link between modes of passenger transportation.
- Objective 1, Policy 1.2 – Additional transit routes and increased ridership will be promoted and public transportation-friendly land uses in designated public corridors will be encouraged. Action 1.2.2 states that the City will continue to allow high-density residential development within the commercial districts (where the majority of LeeTran routes are located) to encourage the use of public transportation.
- Objective 2, Policy 2.8 – Constrained roadways shall receive priority for (a) mass transit routes; (b) alternate mode facilities (bike/ped.); (c) improvements to alternate or parallel roadways; (d) traffic operations improvements; (e) turn lane improvements; and (f) "soft" improvements such as ridesharing and staggered work-hour programs.

- Objective 7 – To increase the mobility opportunity of the transportation disadvantaged, and promote efficient public transit services.
- Objective 9 – To make efficient use of the existing capacity of the transportation system before investing in additional facilities.

City of Sanibel Comprehensive Plan

The City of Sanibel Plan includes several references to public transportation that support the development of services including trolleys and tourist-related services. A privately owned and operated trolley system has operated at various times during the past several years, catering primarily to tourists and visitors. The future of a trolley system as a mode of public transit is the subject of continuing studies and public discussion.

According to the Sanibel Plan, Sanibel does not lend itself very well to typical mass transit operations due to the resort nature of the city. Trolley and tram tourist attractions resemble mass transit in some aspects, except that they tend to add vehicle trips to Sanibel's roads, rather than to reduce private auto use. The City will continue to seek ways in which public and mass transit can be made available to both reduce traffic congestion and to provide an alternative to the use of private motor vehicles.

City of Cape Coral Comprehensive Plan

The following is a summary of comprehensive plan elements that have a direct implication on planning and delivering transit services in the City of Cape Coral.

Future Land Use Element

In order to promote the economic viability of Downtown Cape Coral, the City of Cape Coral shall establish the Downtown Transportation Concurrency Exception Area (Downtown TCEA), enhancing the ability of the City to provide residents of, and visitors to, the downtown area with a variety of transportation choices and opportunities including automotive, pedestrian, bicycle and transit, as well as increasing the comfort, safety and convenience of these transportation modes.

- Policy 14.4 – The City of Cape Coral and the Cape Coral Community Redevelopment Agency (CRA) will work with LeeTran, or other local transit providers, and the Lee County MPO to expand and/or otherwise improve the public transportation system within the Downtown TCEA in an effort to reduce the demand on the existing transportation network by reducing the number of trips on the roadways within the Downtown TCEA.
- Policy 14.5 – In order to exempt from link specific concurrency and to support mobility within the Downtown TCEA, new development, redevelopment, or infill projects may incorporate a number of

provisions, including parking price structures favoring multiple occupancy vehicles, payment of a subsidy to LeeTran to support increased transit LOS within the TCEA, and the provision of transit turn out lanes on heavily traveled roads, among others.

- Policy 15.3 – Within the Downtown TCEA, the City of Cape Coral and the CRA will continuously work to improve other forms of mobility, such as pedestrian, bicycle, and transit service, and to implement connectivity between all modes so as to promote lower vehicular traffic.
- Policy 15.5 – The City and the CRA will cooperate with LeeTran to maintain/improve the transit facilities and transit level of service within the Downtown TCEA. Strategies that may be implemented include, but are not limited to, improving route headways, improving service time spans, and reducing the interval distance between stops.

Transportation Element

- Policy 1.4.2 – The City will monitor the implementation of the Transit Element developed as part of the 2030 Lee County MPO LRTP that includes expansion of the existing transit routes and future consideration of an express service to the Southwest Florida International Airport and Downtown Cape Coral.
- Objective 1.5 – Continue to implement and improve a program of mass transit and paratransit services, in coordination with LeeTran, based upon existing and proposed major trip generators and attractors, safe and convenient mass transit terminals, and accommodation of the special needs of the transportation disadvantaged within the Urban Services Infill, Transition, and Reserve Areas as recommended in the Transit Element developed as part of the 2030 Lee County MPO LRTP.
- Policy 1.5.1 – The City will support the transit program included in the adopted Lee County MPO 2030 LRTP, and will also request that, at a minimum, present levels of County transit service to and from Cape Coral be maintained by LeeTran.
- Policy 1.5.4 – The City will continue to assist LeeTran in the development of its Park-and-Ride program.
- Policy 1.5.5 – The City will, in coordination with Lee County, continue to monitor transit fare structures to ensure that rates remain affordable for the transit dependent, and will object to LeeTran in writing if fares increase beyond the affordable level.
- Policy 1.5.7 – The City shall provide incentives for the assembly of land, mixed use developments, and shall promote development within all areas of the City in such a manner as to support the efficient and economical provision of public transit service.
- Policy 1.5.8 – The City shall encourage, through the Planned Development Project (PDP) process the provision of transit shelters and other amenities along existing mass transit routes.
- Policy 1.5.9 – The City shall, in conjunction with LeeTran, continue to promote the use and benefits of public transit.

- Policy 2.2.3 – Through the PDP process and other site plan review procedures, the City shall require new development to accommodate public transit, bicycles, pedestrians, and other alternative transportation modes in the project's site design.

City of Bonita Springs Comprehensive Plan

The City of Bonita Springs envisions that, in the future, the city will be a "walkable" community that is pedestrian friendly, with interconnecting sidewalks, pathways, and publicly available transit systems accessing all neighborhoods. The following are summarized highlights of the goals and policies that directly support public transportation, as seen in the City's comprehensive plan.

- Goal 1 – To develop a safe and efficient multi-modal transportation network that provides for optimal access to the City's major activity centers.
- Objective 1.7 – The City will ensure a comprehensive and economically viable alternative system to vehicular travel within the City, including a reasonable fare-based and efficient public transit service, based upon existing and proposed major trip generators and attractors, safe and convenient public transit stops, and transfer points and land uses.
- Policy 1.7.2 – Coordinate with public and private transit providers to ensure adequate transit capacity to meet public transit demand within the City and actively identify improvements and enhancements needed by the system.
- Policy 1.7.5 –The City shall coordinate with LeeTran and the MPO to further use of public transit within the City by distributing LeeTran schedules, providing LeeTran with demographic information, promoting the trolley service, and promoting the benefits of public transit to residents, visitors, employers, and employees, among other things.

Town of Fort Myers Beach Comprehensive Plan

The comprehensive plan has several goals that are transit friendly, or supportive, including some centered on community design and livability. The overriding transit emphasis of the comprehensive plan is on the trolley service and other non-traditional transit types of service. Goal 7, shown below, provides more detail.

- Goal 7: To improve peak-season mobility without reducing the permeability of Estero Boulevard to foot traffic or damaging the small-town character of Fort Myers Beach. The Town seeks to reduce speeding, improve evacuation capabilities, and improve mobility through balanced transportation improvements such as a continuous system of sidewalks and bikeways, a network of trolleys and water taxis linked to off-island systems, and parking options matched to road capacity.

Fort Myers Beach encourages the implementation of trolley/transit improvements in the downtown core area consistent with policies in the Transportation and Community Design Elements. That element

indicates that site designs should include accommodating the safe maneuvering of trolleys, convenient and pleasant transit stops and shelters and bike racks. Also, the town has modified its transportation impact fee program in favor of a system that can better offset the impacts of further growth. Instead of limiting expenditures to new roads, the program now covers capital improvements such as improved mass transit, better sidewalks, off-island parking areas, and elevating roads to prevent flooding. However, no operating costs can be paid with any impact fees.

Fort Myers Beach has also adopted Transportation Demand Management strategies to encourage transit, which include distributing free trolley passes instead of offering free parking places.

In summary, the Town of Fort Myers Beach has adopted a comprehensive plan that supports the development and expansion of transit services and an environment conducive to fostering improved access and utilization of transit services.

SUMMARY

The purpose of this chapter is to review related transportation planning and programming documents to assess existing transit policies, along with their relationship to LeeTran. Policies were reviewed at the local, state, and federal levels of government to determine guidance for the subsequent development of the situation appraisal for the TDP Update. The review of local, state, and federal transportation policies indicates that no conflicts are expected with regard to consistency with other plans and programs.

Federal policies emphasize lessening the environmental impacts of the transportation sector and encouraging integration of efficient vehicle types into the transportation sector. State of Florida policies emphasize funding to ensure good quality of life and environmental stewardship. State policies also encourage expanding choices, enhancing local mobility, reducing vehicle miles traveled, increased multi-modal travel, and enhancing sustainability through reduced transportation costs and increased funding partnerships. Local plans emphasize increasing multi-modal and intermodal transportation options, increasing intergovernmental coordination, implementing transit-supportive land use policies, and supporting LeeTran in carrying out TDP proposals.

Section 3
STUDY AREA CONDITIONS AND DEMOGRAPHIC CHARACTERISTICS

This section summarizes the existing conditions and demographic characteristics within LeeTran's service area. A service area description, demographic characteristics, land use information, commuting patterns data, and roadway conditions are included. Information and data presented reflects the most recent data available. The highlights of the review are summarized at the end of the section. This review provides additional background information needed to help understand LeeTran's operating environment and the characteristics of the service area population.

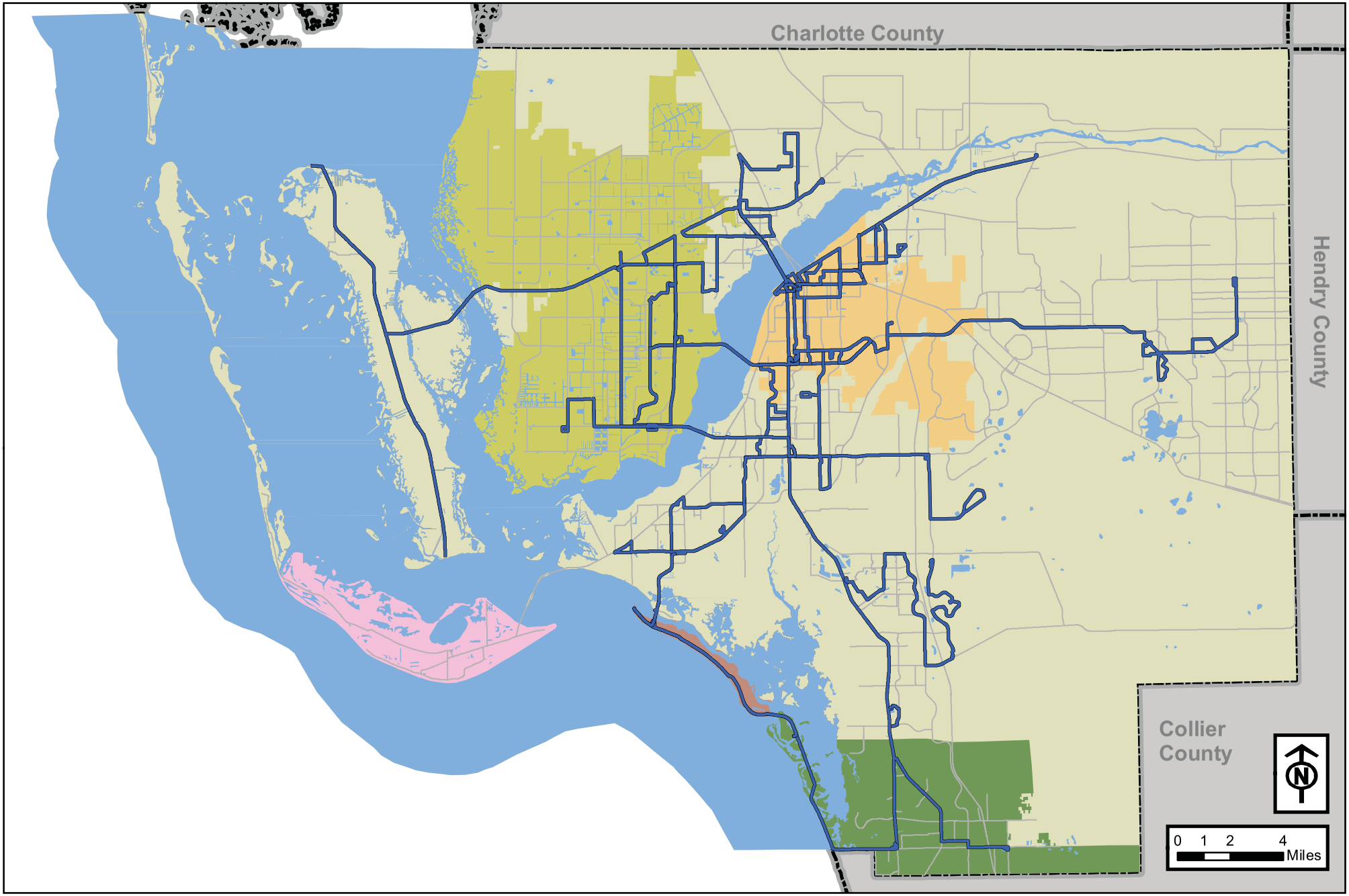
SERVICE AREA DESCRIPTION

Lee County is located in southwestern Florida and is bordered on the north by Charlotte County, on the south by Collier County, on the east by Hendry County, and on the west by the Gulf of Mexico. Lee County's population is concentrated primarily in Cape Coral in the northwestern portion of the county, Fort Myers in the central part of the county, and North Fort Myers in the northern portion of the county. The county has approximately 804 square miles of land area. Map 3-1 presents a physical representation of the county and its municipal areas.

To better understand the study area conditions and demographic characteristics of Lee County, a review of pertinent information was conducted as part of the TDP update process. The sources for this information include the U.S. Census Bureau, the ACS, the Bureau of Economic and Business Research (BEBR) at the University of Florida, FDOT, the Lee County MPO, and LeeTran.

POPULATION PROFILE

Population estimates for 2009 were the latest estimates available at the time this report was prepared. As shown in Table 3-1, the 2009 population of Lee County was 615,124 – a growth of 39.5 percent or a population increase of approximately 174,236 people since 2000. Note that Lee County is more than double the state of Florida in terms of the percent change in population growth. Lee County is ranked the eighth highest county for population density in the State of Florida, with 766 persons per square mile. Lee County has a significantly greater population density than surrounding counties, including Charlotte County (239 person per sq. mile), Collier County (164 persons per sq. mile), and Hendry County (36 persons per sq. mile). Maps 3-2 through 3-5 illustrate the population, employment, and dwelling unit densities for 2010 and 2020 by Traffic Analysis Zone (TAZ). TAZs are geographic areas used in transportation demand modeling to provide detailed statistics for present and future conditions.



LeeTran 2012 Transit Development Plan

Legend

Municipalities

- Bonita Springs
- Cape Coral
- Fort Myers
- Fort Myers Beach
- Sanibel

LeeTran Routes

Major Roads

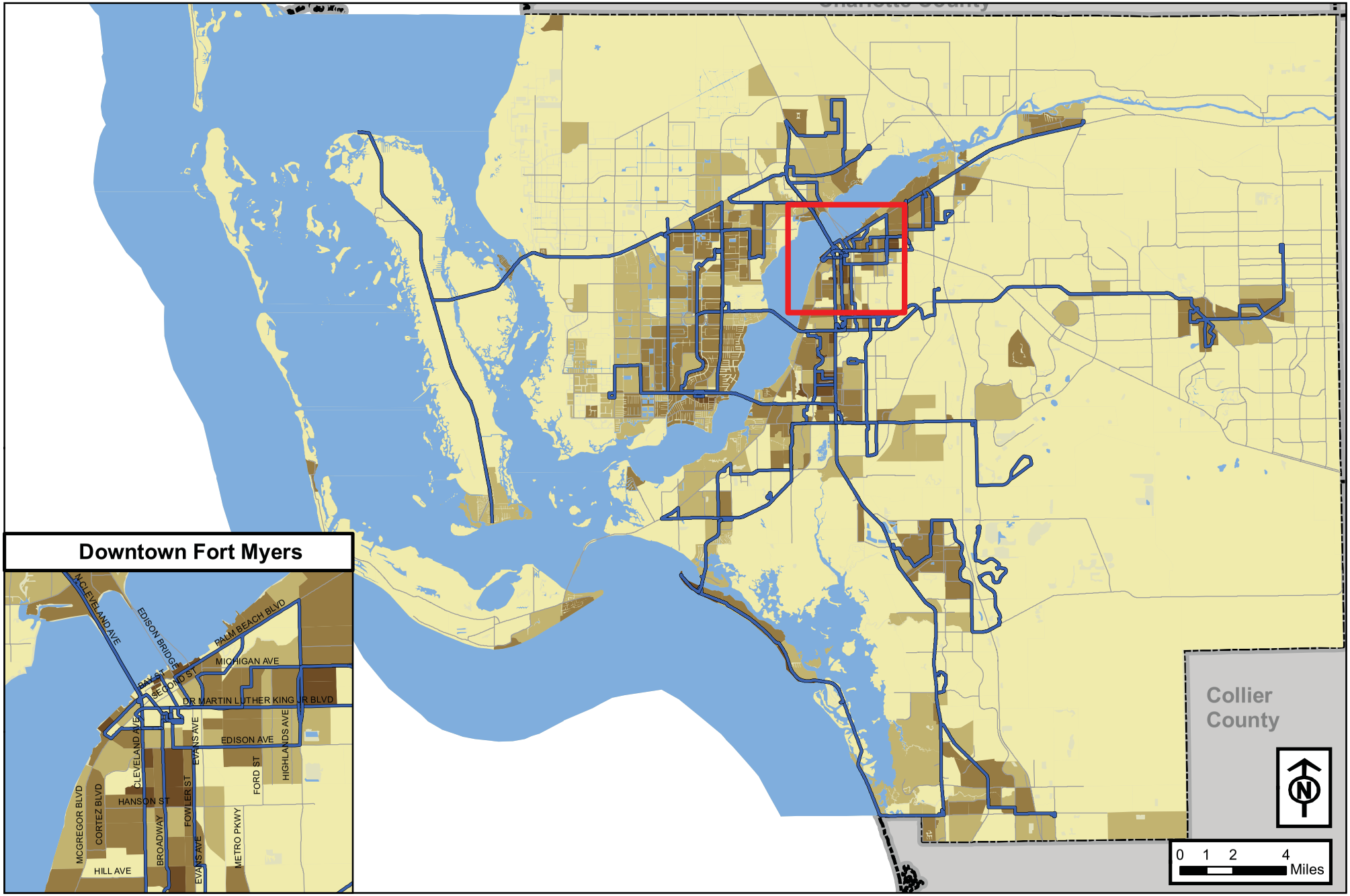
Map 3-1

Study Area

Table 3-1
Population Characteristics

Population Data	2000		2009		% Change (2000-2009)	
	Lee County	Florida	Lee County	Florida	Lee County	Florida
Persons	440,888	15,982,824	615,124	18,750,483	39.52%	17.32%
Households	188,599	6,337,929	264,930	7,477,339	40.47%	17.98%
Number of Workers	177,278	7,221,000	244,913	8,232,000	38.15%	14.00%
Land Area (square miles)	803.6	53,926.8	803.6	53,926.8	0.00%	0.00%
Water Area (square miles)	408.3	11,827.8	408.3	11,827.8	0.00%	0.00%
Persons per Household	2.34	2.52	2.32	2.51	-0.85%	-0.40%
Workers per Household	0.94	1.14	0.92	1.10	-2.13%	-3.51%
Person per Sq. Mile of Land Area	548.6	296.4	765.5	347.7	39.54%	17.31%
Workers per Sq. Mile of Land Area	220.6	133.9	304.8	152.7	38.17%	14.04%

Source: 2001 and 2010 BEBR Statistical Abstract



LeeTran 2012 Transit Development Plan

Legend

Population Density (per square mile)

- <1,500
- 1,500-3,000
- 3,001-8,000
- 8,001-20,000
- >20,000

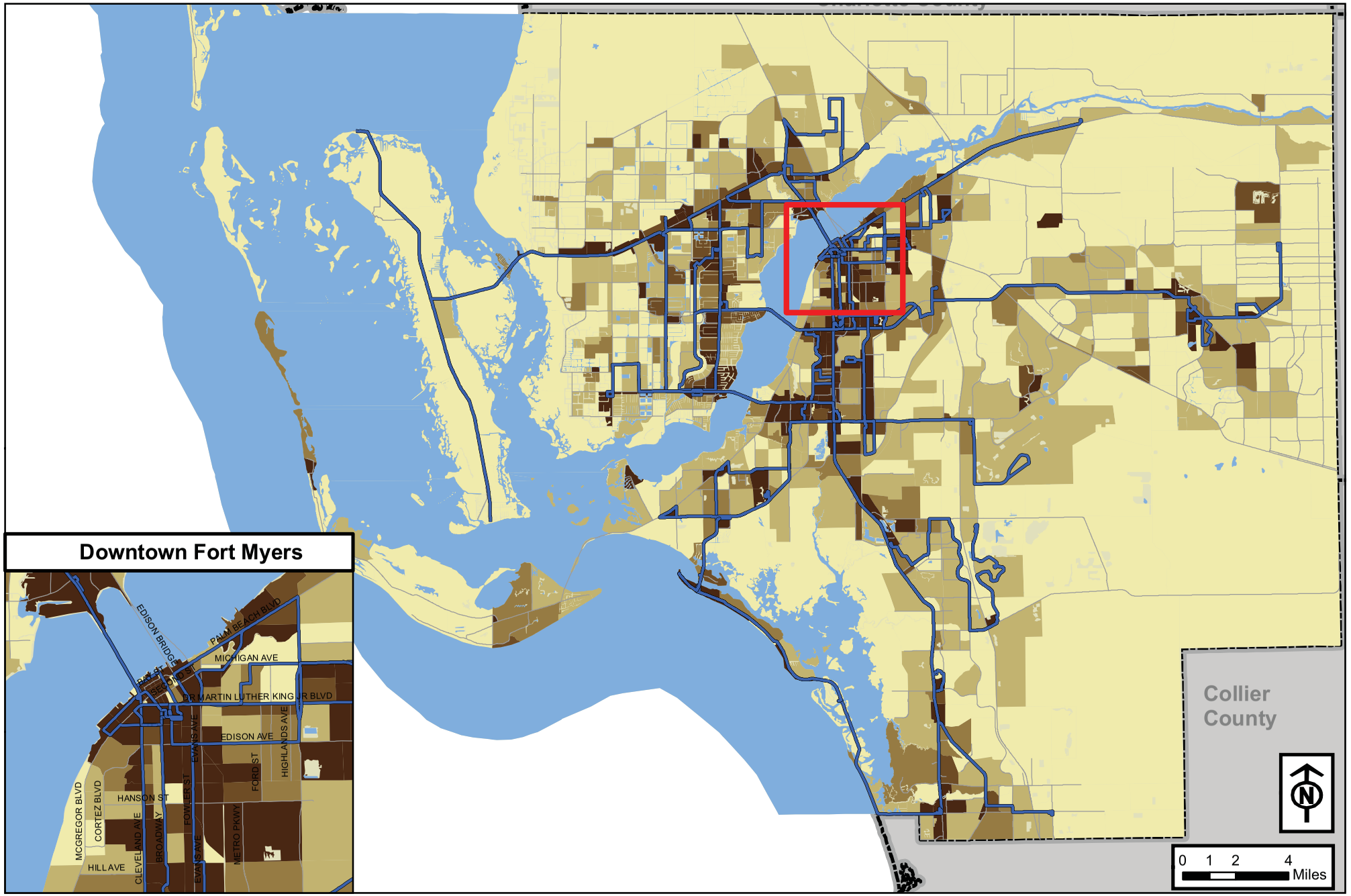
LeeTran Routes

Major Roads

Source: Lee County MPO

Map 3-2

Existing Population Density by TAZ (2010)



LeeTran 2012 Transit Development Plan

Legend

Employment Density (per square mile)

- <100
- 100-500
- 501-1,000
- 1,001-1,500
- >1,500

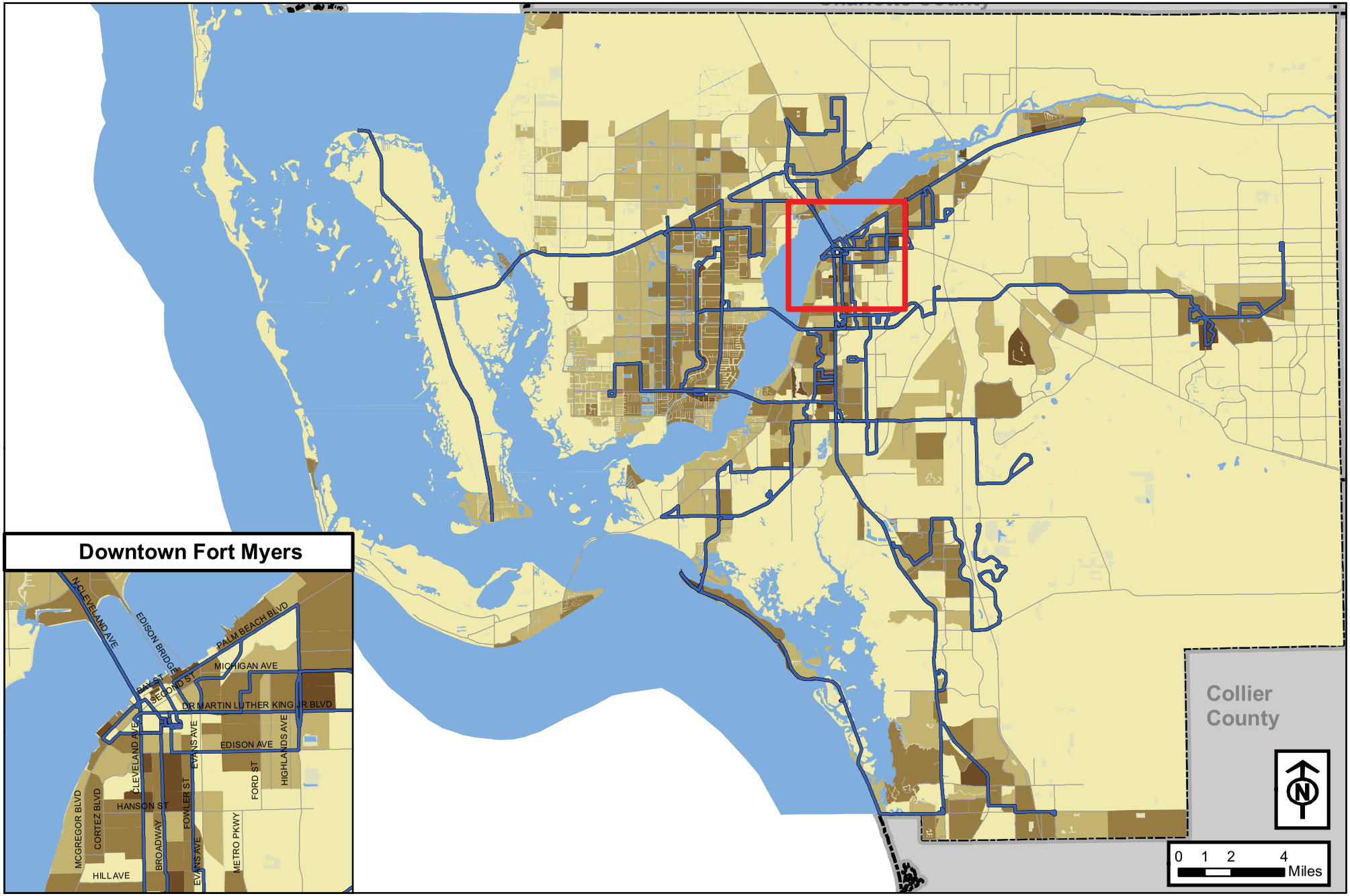
LeeTran Routes

Major Roads

Source: Lee County MPO

Map 3-3

Existing Employment Density by TAZ (2010)



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LeeTran 2012 Transit Development Plan

Legend

Population Density (per square mile)

- <1,500
- 1,500-3,000
- 3,001-8,000
- 8,001-20,000
- >20,000

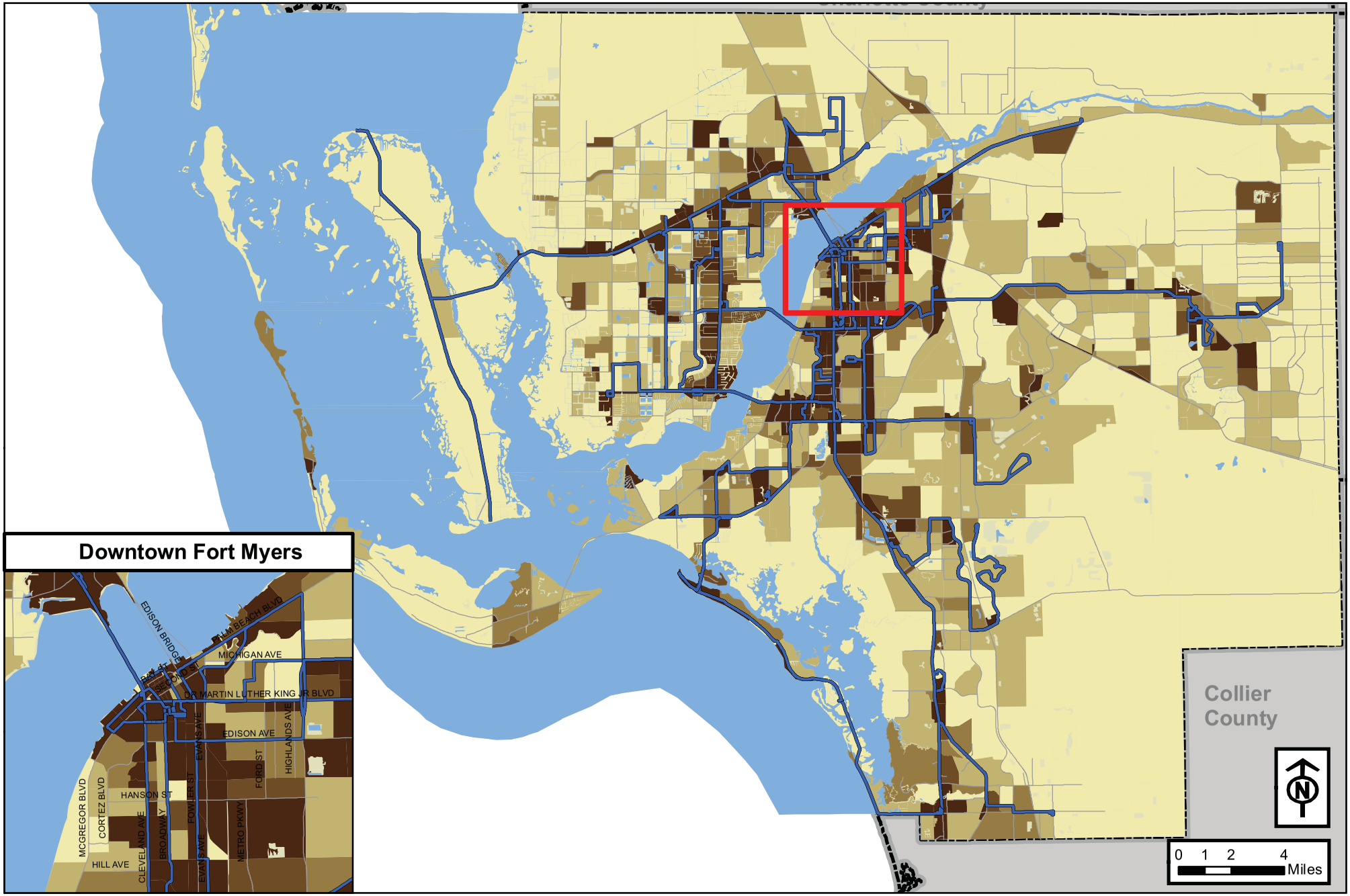
LeeTran Routes

Major Roads

Source: Lee County MPO

Map 3-4

Future Population Density by TAZ (2020)



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LeeTran 2012 Transit Development Plan

Legend

Employment Density (per square mile)

- <100
- 100-500
- 501-1,000
- 1,001-1,500
- >1,500

LeeTran Routes

Major Roads

Source: Lee County MPO

Map 3-5

Future Employment Density by TAZ (2020)

There are five municipalities in Lee County, which include the City of Fort Myers, the Town of Fort Myers Beach, the City of Cape Coral, the City of Bonita Springs, and the City of Sanibel. The City of Cape Coral has the highest population – double that of the second most populous municipality, the City of Fort Myers.

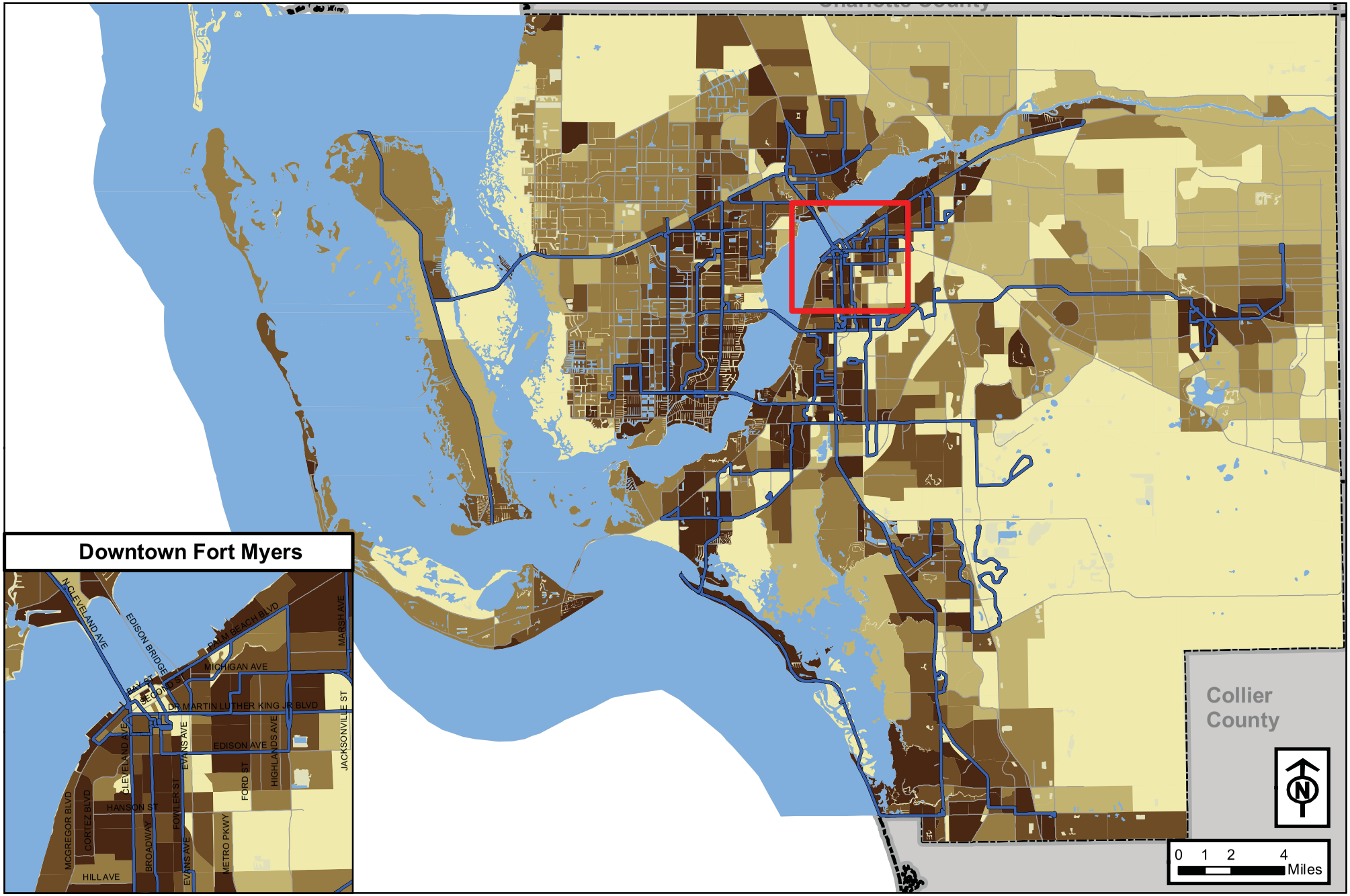
As shown in Table 3-2, the percent change from 1990 to 2000 indicates that two municipalities experienced population increases of more than 100 percent. From 2000 to 2009, the population increase slowed down by more than half for Bonita Springs, which has more than tripled its population in the last 19 years. Conversely, Fort Myers experienced a 43.2 percent increase in the last nine years as opposed to only 6.3 percent during the entire 1990s. Much of the recent population growth in the City of Fort Myers is due to annexation.

Table 3-2
Population Trends for Cities, Towns, and Census Designated Places

Municipality	1990	2000	2009	% Change (1990-2000)	% Change (2000-2009)	% Change (1990-2009)
Bonita Springs	13,600	32,914	46,425	142.0%	41.0%	241.4%
Cape Coral	74,991	102,206	162,852	36.3%	59.3%	117.2%
Captiva	n/a	392	n/a	n/a	n/a	n/a
Fort Myers	45,206	48,046	68,819	6.3%	43.2%	52.2%
Fort Myers Beach	9,284	6,539	6,919	-29.6%	5.8%	-25.5%
Lehigh Acres	13,611	33,142	n/a	143.5%	n/a	n/a
McGregor	6,504	7,067	n/a	8.7%	n/a	n/a
North Fort Myers	30,027	40,320	n/a	34.3%	n/a	n/a
St. James City	n/a	4,096	n/a	n/a	n/a	n/a
San Carlos Park	11,758	16,120	n/a	37.1%	n/a	n/a
Sanibel	5,468	6,042	6,329	10.5%	4.8%	15.7%
Unincorporated County	124,664	144,004	323,780	15.5%	124.8%	159.7%

Source: US Census Bureau, Summary of Social, Economic, and Housing Characteristics and 2010 BEBR Statistical Abstract

Maps 3-6 and 3-7 illustrate the total existing (2010) and future (2020) dwelling unit densities in the county. The greatest densities of households are along the river within Cape Coral, Fort Myers, McGregor, and, to the south, Bonita Springs. The highest growth in density between 2010 and 2020 is expected to occur in the areas of north and west Cape Coral, southeast Fort Myers, Lehigh Acres, and Bonita Springs.



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LeeTran 2012 Transit Development Plan

Legend

Dwelling Unit Density (per square mile)

- <20
- 20-150
- 151-650
- 651-1,500
- >1,500

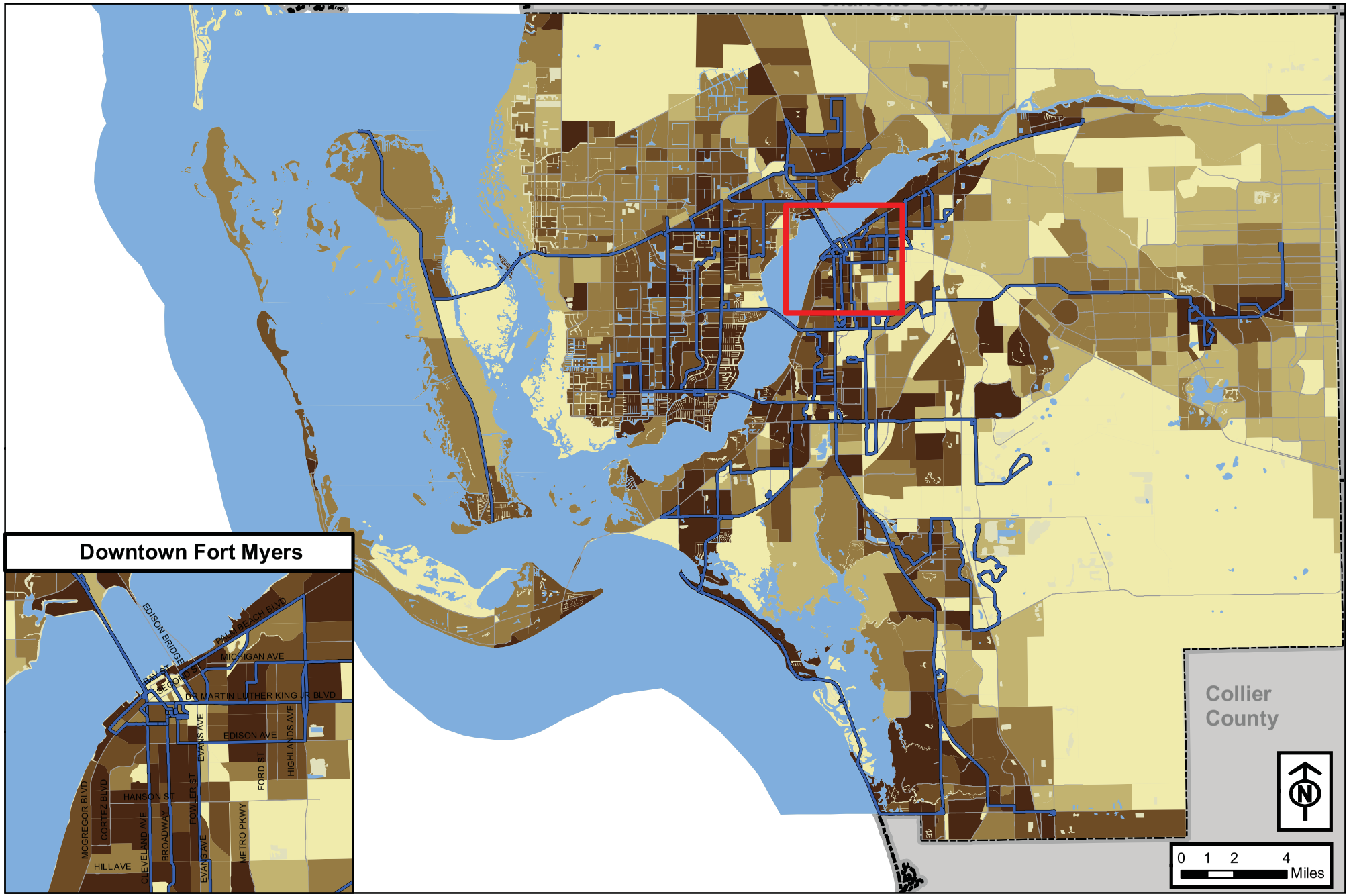
LeeTran Routes

Major Roads

Source: Lee County MPO

Map 3-6

Existing Dwelling Unit Density by TAZ (2010)



LeeTran 2012 Transit Development Plan

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Dwelling Unit Density (per square mile)

- <20
- 20-150
- 151-650
- 651-1,500
- >1,500

LeeTran Routes

Major Roads

Source: Lee County MPO

Map 3-7

Future Dwelling Unit Density by TAZ (2020)

TRANSPORTATION DISADVANTAGED (TD) POPULATION FORECASTS

As shown in Tables 3-3 and 3-4, TD population forecasts are split into two categories. Category I refers to the entire TD population and includes the disabled, elderly, low-income persons, and "high-risk" or "at-risk" children. Category II is a subset of Category I and includes only those who are not able to transport themselves or cannot afford transportation.

Table 3-3
Transportation Disadvantaged Population Forecasts

TD Population	2009	2010	2011	2012	2013	2025
Category I	220,007	225,603	231,448	237,461	234,646	333,480
Category II	39,370	40,313	41,298	42,309	43,348	58,375

Source: TDSP Minor Update (April 2010)

Table 3-4
Potential Transportation Disadvantaged Population

TD Segments	Population Estimates (2010)	Percent of Total
Category I		
Disabled, Non-Elderly, Low Income	2,357	1.0%
Disabled, Non-Elderly, Non-Low Income	20,089	8.9%
Disabled, Elderly, Low Income	2,813	1.3%
Disabled, Elderly, Non-Low Income	41,846	18.5%
Non-Disabled, Elderly, Low Income	7,885	3.5%
Non-Disabled, Elderly, Non-Low Income	117,261	52.0%
Non-Disabled, Non-Elderly, Low Income	33,352	14.8%
Total (Category I)	225,603	100.0%
Category II		
Transportation Disabled, Non-Elderly, Low Income	1,000	2.5%
Transportation Disabled, Non-Elderly, Non-Low Income	8,522	21.1%
Transportation Disabled, Elderly, Low Income	1,680	4.2%
Transportation Disabled, Elderly, Non-Low Income	24,979	62.0%
Non-Transportation Disabled, Low Income, No Auto, No Fixed-Route Transit	4,132	10.2%
Total (Category II)	40,313	100.0%

Source: TDSP Minor Update (April 2010)

Minority Population

Table 3-5 displays the percent distribution of minority populations within Lee County compared to the State of Florida. The ratio of minorities to non-minorities is less than 1 to 7, which is less than that of Florida's. Therefore, the proportion of Lee County's non-minority population, approximately 88 percent, is greater than that of Florida.

Table 3-5
Minority and Non-Minority Populations within Lee County

Geographic Location	Minority Population	% of Total Population	Non-Minority Population	% of Total Population
Lee County	54,290	12.3%	386,598	87.7%
State of Florida	3,517,349	22.0%	12,465,029	78.0%

Source: US Census Bureau Summary of Population and Housing Characteristics (2000)

As illustrated in Map 3-8, the heaviest concentrations of minorities occur in the City of Fort Myers surrounding the downtown area and in scattered block groups throughout the eastern part of the county.

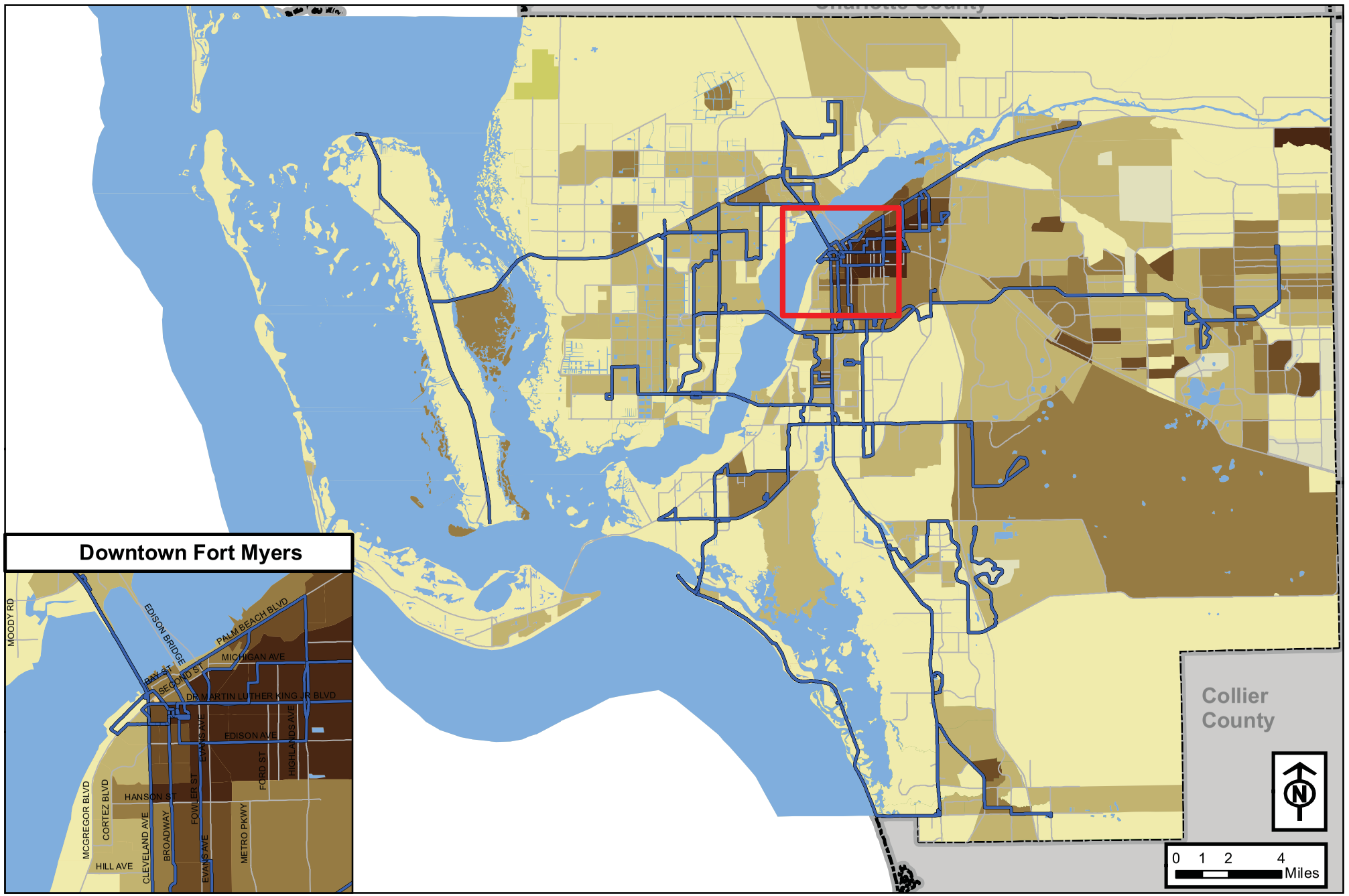
Age Distribution

The polarity of age distribution within Lee County is a major factor when considering public transportation. Almost 30 percent of the population is below age 18 or above age 80. Note that the percent distributions of all age groups are somewhat similar to those of Florida, although Lee County does have a higher proportion of individuals over 64 years of age (almost 24% versus below 18%).

Table 3-6
Population Age Distribution, 2009

Area	Age					
	0-17	18-34	35-54	55-64	65-79	80+
Lee County	123,931	105,090	150,322	88,388	101,867	45,526
% of total population	20.15%	17.08%	24.44%	14.37%	16.56%	7.40%
Florida	4,142,059	3,954,052	5,105,874	2,265,108	2,242,776	1,040,614
% of total population	22.09%	21.09%	27.23%	12.08%	11.96%	5.55%

Source: 2010 BEBR Statistical Abstract



LeeTran 2012 Transit Development Plan

Legend

Percent of Population

- < 5%
- 5% - 20%
- 21% - 40%
- 41% - 70%
- > 70%

LeeTran Routes

Major Roads

Source: 2000 Census

Map 3-8

Percent of Minority Population by Block Group (2000)

According to the 2009 BEBR Statistical Abstract, the County's median age is expected to increase from 46.4 to 49.0 years between 2010 and 2020. One could assume a growing need for public transit within Lee County considering the anticipated increase in average age.

Furthermore, the age groups of 0-17 years and more than 65 years are more likely to use public transportation. These groups include youth aged 15 years and younger who cannot legally operate a motor vehicle and, therefore, typically have a higher propensity for using transit; as well as the elderly, 65 years and older, who often are no longer able to drive due to impairments from aging. Maps 3-9 and 3-10 illustrate the concentrations of residents under the age of 16 and over the age of 60 within the county.

Income

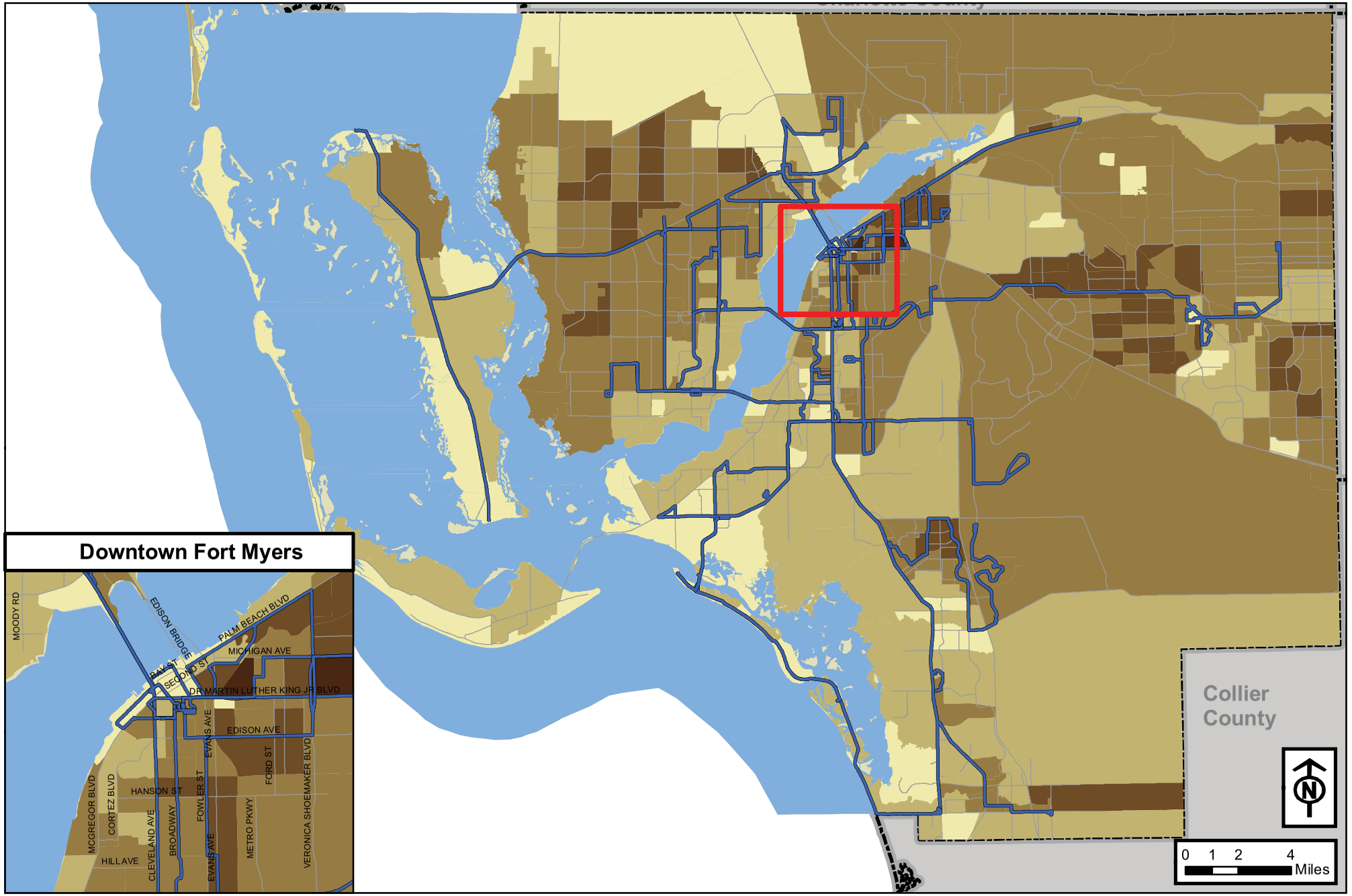
As shown in Table 3-7, the percentages of household incomes for Lee County and Florida have very similar distributions.

Table 3-7
Household Income Distribution, 2000

Area	Household Income					
	$0 - $9,999	$10,000 - $14,999	$15,000 - $24,999	$25,000 - $34,999	$35,000 - $49,999	$50,000 and over
Lee County	15,088	12,475	29,073	29,173	46,707	105,621
% of total households	7.99%	6.61%	15.40%	15.46%	24.74%	55.96%
Florida	558,840	420,306	887,841	851,376	1,141,928	3,127,356
% of total households	8.81%	6.63%	14.00%	13.43%	18.01%	49.32%

Source: American Community Survey (2009)

Income is an important component in determining public transit needs, similar to age and vehicle availability. It can be inferred that persons with a low income will be less likely to own a vehicle and, therefore, more likely to use public transit. Map 3-11 illustrates the percent of households with less than $10,000 in annual income by block group.



LeeTran 2012 Transit Development Plan

Legend

Percent of Population

- < 5%
- 5% - 15%
- 16% - 25%
- 26% - 35%
- > 35%

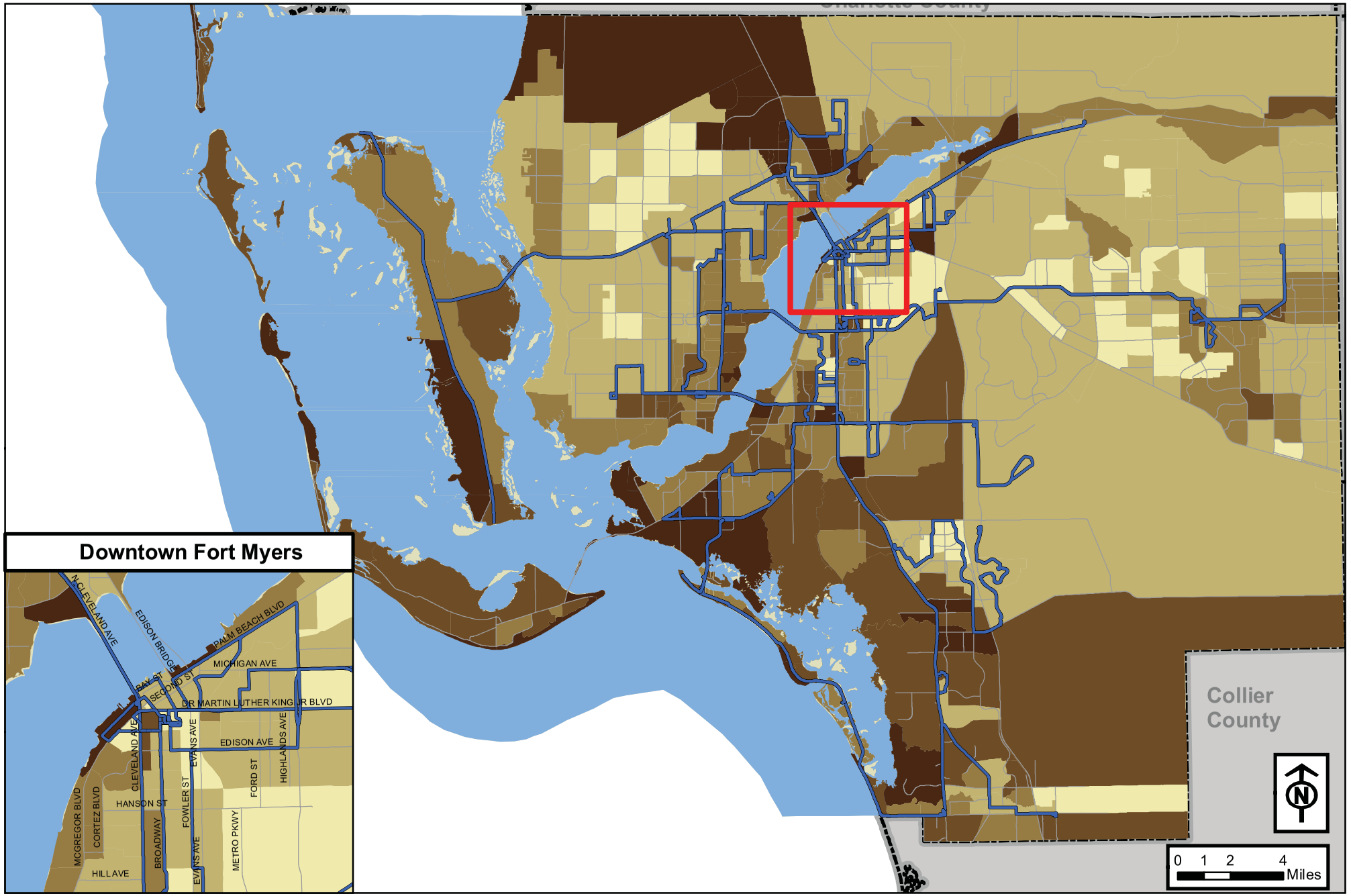
LeeTran Routes

Major Roads

Source: 2009 ESRI

Map 3-9

Percent of Population Under Age 16 by Block Group (2009)



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LeeTran 2012 Transit Development Plan

Legend

Percent of Population

- < 10%
- 10% - 25%
- 26% - 45%
- 46% - 70%
- > 70%

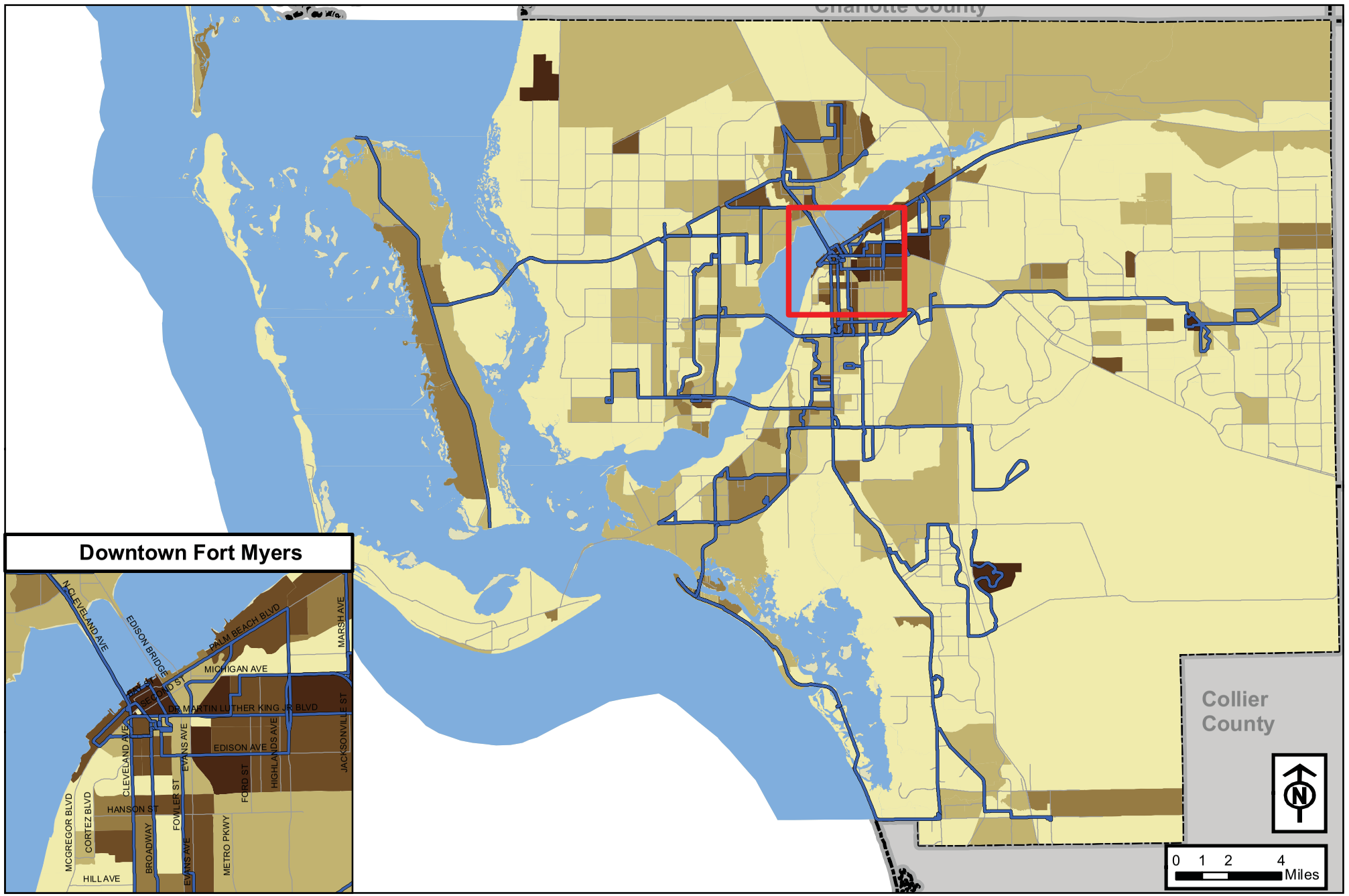
LeeTran Routes

Major Roads

Source: 2009 ESRI

Map 3-10

Percent of Population Age 60 and Over by Block Group (2009)



LeeTran 2012 Transit Development Plan

Legend

Percent of Households

- < 5%
- 5% - 10%
- 11% - 15%
- 16% - 30%
- > 30%

LeeTran Routes

Major Roads

Source: 2009 ESRI

Map 3-11

Percent of Households with Income under $10,000 by Block Group (2009)

Household Vehicle Availability

Table 3-8 exhibits the number of vehicles available by household within Lee County and Florida. As shown here, the County's distribution of household vehicle availability varies from that for Florida. Lee County has a lower percentage of households with zero vehicles than Florida, but a higher percentage of one-vehicle households. Approximately half of the households in the county have at least two vehicles available.

Table 3-8
Distribution of Vehicle Availability, 2000

Area	Number of Vehicles Available			
	Zero	One	Two	Three or More
Lee County	10,873	86,869	71,717	19,140
% of total households	5.77%	46.06%	38.03%	10.15%
Florida	515,455	2,626,233	2,419,707	776,534
% of total households	8.13%	41.44%	38.18%	12.25%

Source: US Census Bureau Summary of Population and Housing Characteristics (2000)

Employment Characteristics & Commuting Patterns

Table 3-9 displays the percentage of population 16 years of age and older in the labor force and the percent of laborers employed. Lee County has a slightly lower percentage of total eligible persons in its labor force than Florida, with approximately 58 percent, and a slightly lower percentage of its labor force employed (approximately 86 percent).

Table 3-9
Labor Force Participation, 2009

Area	% of Population in Labor Force(1)	% of Labor Force Employed(1)	Unemployment Rate (2010)(2)
Lee County	57.9%	85.9%	13.3%
Florida	61.3%	87.3%	11.9%

(1) Source: 2009 American Community Survey. Represents the percent of the population 16 year of age and older
(2) Source: Florida Agency for Workforce Innovation

Travel to Work

Table 3-10 displays the commuting patterns for Lee County and Florida. A higher proportion of Lee County's labor force commutes between cities than that for the State, and a smaller percentage of workers commute from suburb to suburb. The central cities for Lee County are designated as Fort Myers and Cape Coral.

Table 3-10
Work Commuting Patterns, 2000

Area	Suburb to Suburb	Suburb to City	Surburb to Outside MSA	City to City	City to Suburb	City to Outside MSA
Lee County	65,649	33,212	16,727	39,970	23,108	3,915
% of workers	36.0%	18.2%	9.2%	21.8%	12.7%	2.1%
Florida	3,088,593	1,297,279	526,508	1,036,006	452,737	79,165
% of workers	47.7%	20.0%	8.1%	16.0%	7.0%	1.2%

Source: 2000 Census of Population and Housing

Commuting Patterns

Table 3-11 summarizes the commuter flows for workers living in Lee County. The analysis of the 2008 Census American Community Survey data indicates that approximately 65 percent of the workers residing in Lee County also work in Lee County. The remaining 35 percent of workers commute to neighboring counties. Collier County is the most common destination for workers commuting to destinations outside Lee County (9%).

Table 3-11
County of Work for Workers Residing in Lee County, 2007 and 2008

County of Residence		County of Work						
		Lee County	Collier County	Charlotte County	Miami-Dade	Broward County	Other	Total
Lee County (2008)	# of Workers	133,519	19,161	2,851	5,052	4,988	41,029	206,600
	% Distribution	64.6%	9.3%	1.4%	2.4%	2.4%	19.9%	100.0%
Lee County (2007)	# of Workers	146,433	21,091	4,165	4,478	4,784	43,725	224,676
	% Distribution	65.2%	9.4%	1.9%	2.0%	2.1%	19.5%	100.0%
Percent Change (2007-2008)		-8.8%	-9.2%	-31.5%	12.8%	4.3%	-6.2%	-8.0%

Source: US Census Bureau "On the Map" online application

Table 3-12 reflects commuting flows when Lee County is the destination. Over 31 percent of the work trips terminating in Lee County originate outside the county, an increase from the 7.3 percent that was observed in 2000. Collier County (6%) makes up the largest portion of workers commuting to Lee County from other counties.

Table 3-12
Commuting from Neighboring Counties to Lee County, 2007 and 2008

County of Work		County of Residence						
		Lee County	Collier County	Charlotte County	Miami-Dade	Broward County	Other	Total
Lee County (2008)	# of Workers	133,519	11,774	6,088	5,762	5,260	33,018	195,421
	% Distribution	68.3%	6.0%	3.1%	2.9%	2.7%	16.9%	100.0%
Lee County (2007)	# of Workers	146,433	13,396	6,644	4,600	4,547	34,137	209,757
	% Distribution	69.8%	6.4%	3.2%	2.2%	2.2%	16.3%	100.0%
Percent Change (2007-2008)		-8.8%	-12.1%	-8.4%	25.3%	15.7%	-3.3%	-6.8%

Source: US Census Bureau "On the Map" online application

Means of Travel to Work

Table 3-13 conveys the percent distribution of the primary modes of transportation utilized for work commute purposes in Lee County and Florida. Almost 80 percent of the workers in Lee County drive alone to work, which is similar to the journey-to-work mode split for the state as a whole. Compared to the overall state distribution, a smaller proportion of people in Lee County use public transit to access work (0.8%), but a higher percentage tends to carpool (13.7%).

Table 3-13
Journey-to-Work Mode Split, 2000

Area	Travel Mode				
	Drive Alone	Carpool	Public Transit	Other(1)	Walk or Work at Home
Lee County	78.7%	13.7%	0.8%	1.9%	4.9%
Florida	78.8%	12.9%	1.9%	1.7%	4.7%

(1) Includes motorcycle, bicycle, and other means of transportation
Source: US Census Bureau (2000)

Additional Lee County Characteristics

Tourism is an important aspect of the economy in Lee County and can heavily impact transit ridership during the peak winter season. Table 3-14 presents the Lee County tourism figures by season for 2008

and 2009. As shown in the table, Winter and Spring have both shown increases in tourism, while Summer and Fall reflect slight decreases in total visitors.

Table 3-14
2008 and 2009 Lee County Visitors

Time Period	2008	2009	% Change
Winter	1,294,244	1,350,163	4.3%
Spring	1,034,402	1,315,744	27.2%
Summer	1,048,538	1,041,176	-0.7%
Fall	1,106,654	1,004,205	-9.3%
Total	4,483,838	4,711,288	5.1%

Source: 2008 and 2009 Visitors & Convention Bureau Annual Summary

Section 4
EXISTING LEETRAN SERVICE LEVELS

This section provides a review of existing LeeTran service levels and is divided into six subsections including existing service, operating statistics, performance evaluation and trends, peer review, and capacity analysis. The review of existing service includes a general description of the structure of LeeTran and its system characteristics. The operating statistics, performance evaluation, and trends sub-sections render a detailed examination of route-by-route operating performance. The peer review is presented for fixed-route, transportation disadvantaged, and ADA service, and provides an opportunity for LeeTran to compare its system-wide effectiveness and efficiency indicators with other peer transit systems to determine how well LeeTran is performing compared to similar transit agencies. The capacity analysis presents system-wide excess capacity based on passenger miles of service and includes standing load information drawn from the recently completed COA.

EXISTING SERVICE

Fixed-Route Bus Service

Lee County Transit, known as LeeTran, is operated by Lee County and is responsible to the Lee County Board of County Commissioners. The County assumed official ownership of the transit service in February 1977, when the system consisted of several fixed-route bus lines connecting the City of Cape Coral, the City of Fort Myers, and the unincorporated County. Since the beginning of transit service operations in Lee County, many improvements and service expansions have been implemented that have assisted in improving the public transportation services provided within the county.

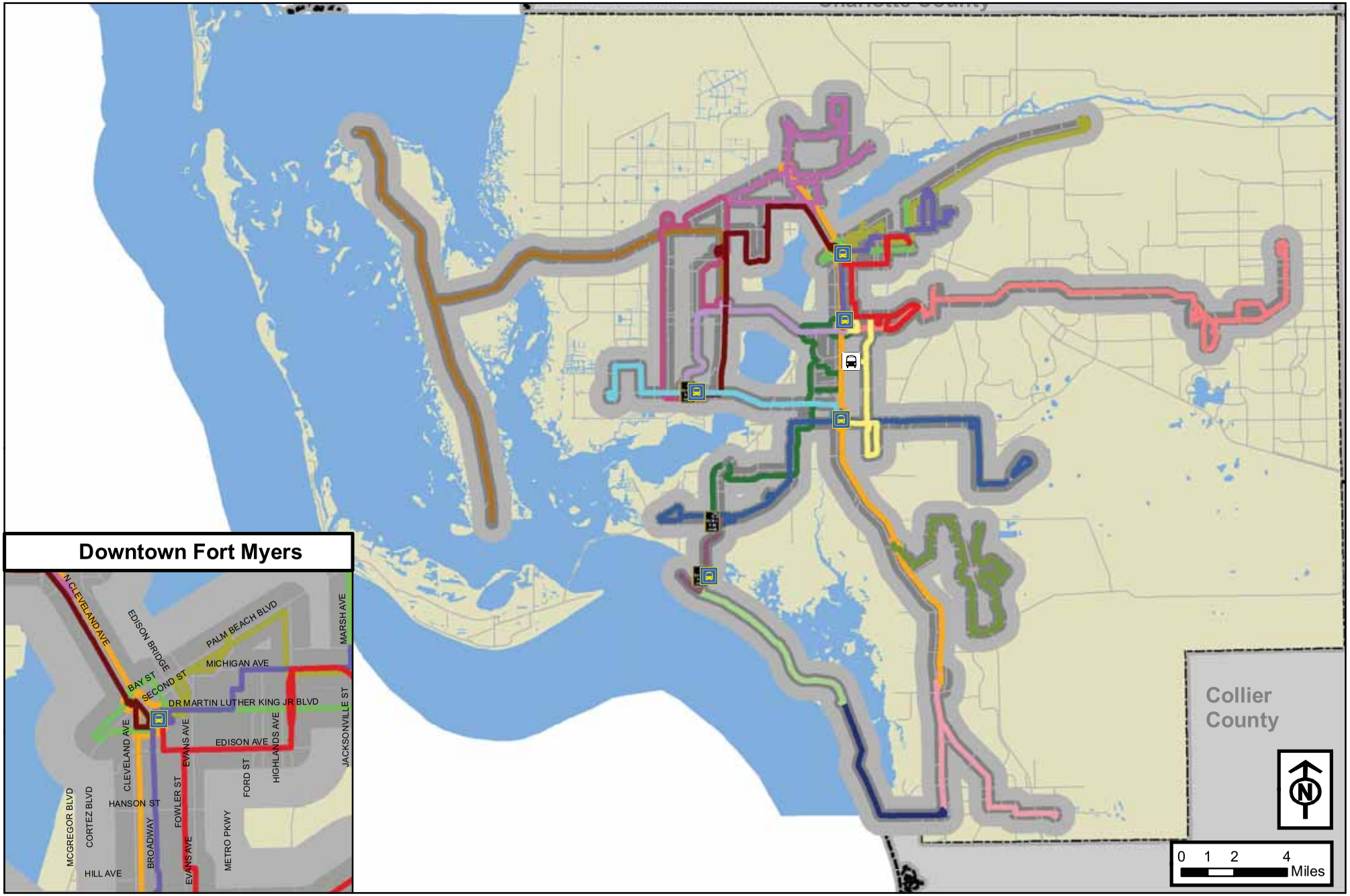
LeeTran currently operates 17 bus routes. Sixteen of the bus routes operate on a scheduled fixed-route system at least six days per week. Routes 15, 50, 90, 100, 120, and 140 operate on Sundays. The final route, Route 160, provides limited express bus service to Pine Island on Thursdays only. LeeTran provides trolley service along Fort Myers Beach and also provides two park-and-ride trolleys that connect to the Fort Myers Beach trolley. One of the park-and-ride lots is located at Summerlin Square to the north of Estero Island (Fort Myers Beach) and the other is in Bonita Springs to the south of Estero Island. All three trolley systems operate during the peak season. During the off-peak season, the three routes are combined into one.

The regular one-way bus fare is $1.25. Half-fares are available to youths (under age 17) and to seniors and persons with disabilities. The bus service is marketed to riders of all age groups. Passengers must be able to board, disembark, and carry their own packages on and off the vehicles. Most routes operate between 5:00 a.m. and 9:45 p.m., Monday through Saturday, with limited corridor service and service to the beach areas on Sunday between 6:00 a.m. until 9:45 p.m., as well as service to the Southwest Florida

International Airport. Headways are generally between 30 minutes to an hour on all routes except Routes 40, 110, and 160, which have headways of two hours or more, and Route 140 and the trolleys, which have headways of less than 30 minutes. In addition, early morning and late evening express service is available on several routes for travel in the direction of major employment centers only.

The bus routes operated by LeeTran are illustrated in Map 4-1. Also illustrated on the map are the ¼-mile and ¾-mile buffer service areas. The ¼-mile buffer represents the maximum distance that riders are typically willing to walk to get on the bus. The ¾-mile buffer indicates the minimum service area in which complementary ADA paratransit service must be provided.

All of LeeTran's fixed bus routes are listed in Table 4-1. The table includes ridership statistics for FY 2006 through FY 2009 for each route on the bus system. As indicated in the table, ridership has increased on the majority of routes. Routes 40 and 60 have experienced increases in ridership greater than 50 percent. Important to note is the significance of Route 140 on US 41, which carries the largest portion of total passenger trips and serves as the backbone of the system. Four of the bus routes, Routes 90, 400, 450, and 490, have experienced decreases in ridership of more than 10 percent during the noted time period. Overall, the fixed-route bus system has experienced an increase in ridership of more than five percent between FY 2006 and FY 2009.



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LeeTran 2012 Transit Development Plan

Legend

1/4-Mile Buffer

3/4-Mile Buffer

LeeTran Hubs

Administrative Office

Park-and-Ride Facility

LeeTran Routes

10	40	80	120	160
15	50	90	130	410 - Fort Myers Beach
20	60	100	140	450 - Bonita Beach
30	70	110	150	490 - Summerlin Square

Map 4-1

LeeTran Existing System

Table 4-1
LeeTran Fixed-Route Ridership by Fiscal Year

Route #	Route Name	Annual Ridership				% Change (2006-2009)
		FY 2006	FY 2007	FY 2008	FY 2009	
10	Dunbar	162,188	154,344	163,608	161,160	-0.63%
15	Broadway Avenue/Tice	73,673	82,571	86,304	80,959	9.89%
20	MLK Boulevard	139,315	145,988	150,826	145,048	4.12%
30	Cape Coral Parkway	103,625	103,338	108,938	119,145	14.98%
40	Santa Barbara Boulevard	35,359	46,473	53,234	58,862	66.47%
50	Daniels Parkway/Summerlin Road	96,113	100,844	103,607	97,884	1.84%
60	San Carlos Park	18,646	23,578	30,298	35,235	88.97%
70	Del Prado Boulevard	171,390	176,434	185,433	186,823	9.00%
80	Metro Parkway	15,599	17,161	18,240	20,001	28.22%
90	North Fort Myers	101,247	104,376	102,078	81,470	-19.53%
100	Palm Beach Boulevard	229,387	260,683	280,928	278,374	21.36%
110	Lehigh Acres	93,310	95,619	96,432	108,144	15.90%
120	Veterans Pkwy/Country Club Blvd	58,771	57,158	55,981	60,342	2.67%
130	South Fort Myers	116,930	111,964	118,237	121,863	4.22%
140	US 41	943,114	952,495	949,683	975,485	3.43%
150	Bonita Springs	37,321	31,146	36,258	51,580	38.21%
160	Pine Island	564	536	821	824	46.10%
400	Fort Myers Beach Trolley	334,768	361,153	323,840	297,950	-11.00%
450	Bonita Trolley	17,370	20,189	16,718	12,301	-29.18%
490	Summerlin Square Park-and-Ride	129,236	159,551	127,787	96,328	-25.46%
500	DASH(1)	-	13,559	35,892	48,740	259.47%
System Totals		2,877,926	3,019,160	3,045,143	3,038,518	5.58%

(1) The DASH service was discontinued in January 2010

Source: LeeTran

Table 4-2 summarizes route-level performance statistics for FY 2009. Routes with the highest number of trips in FY 2009 include Routes 70, 100, 400, and 140, which alone totaled 975,485 passenger trips in FY 2009. Total operating costs for the fixed-route system during FY 2009 were approximately $16.6 million, while farebox revenues were approximately $2.2 million. Additionally, operating cost per passenger trip and passenger trips per revenue hour have been calculated for each route. The Summerlin Square Park-and-Ride and the DASH service were the most cost effective routes in FY 2009.

Table 4-2

LeeTran Fixed-Route Performance Statistics, FY 2009

Route #	Route Name	Passenger Trips	Total Revenue Hours	Farebox Revenue	Annual Operating Costs	Operating Cost per Passenger Trip	Passenger Trips per Revenue Hour
10	Dunbar	161,160	9,084	$89,990	$822,065	$5.10	17.7
15	Broadway Ave/Tice	80,959	5,604	$60,976	$507,178	$6.26	14.4
20	MLK Boulevard	145,048	8,574	$92,856	$775,904	$5.35	16.9
30	Cape Coral Parkway	119,145	9,312	$88,810	$842,721	$7.07	12.8
40	Santa Barbara Boulevard	58,862	5,690	$54,046	$514,940	$8.75	10.3
50	Daniels Parkway/Summerlin Road	97,884	10,418	$74,419	$942,794	$9.63	9.4
60	San Carlos Park	35,235	4,626	$28,527	$418,638	$11.88	7.6
70	Del Prado Boulevard	186,823	9,748	$149,786	$882,164	$4.72	19.2
80	Metro Parkway	20,001	3,015	$10,901	$272,850	$13.64	6.6
90	North Fort Myers	81,470	10,023	$71,265	$907,059	$11.13	8.1
100	Palm Beach Boulevard	278,374	13,652	$244,227	$1,235,472	$4.44	20.4
110	Lehigh Acres	108,144	7,142	$95,625	$646,316	$5.98	15.1
120	Veterans Pkwy/Country Club Blvd	60,342	5,217	$45,711	$472,116	$7.82	11.6
130	South Fort Myers	121,863	8,034	$105,190	$727,031	$5.97	15.2
140	US 41	975,485	48,570	$653,580	$4,395,599	$4.51	20.1
150	Bonita Springs	51,580	3,817	$57,612	$345,424	$6.70	13.5
160	Pine Island	824	498	$846	$45,030	$54.65	1.7
400	Fort Myers Beach Trolley	297,950	13,890	$189,260	$1,257,006	$4.22	21.5
450	Bonita Trolley	12,301	1,348	$5,387	$121,949	$9.91	9.1
490	Summerlin Square Park-and-Ride	96,328	3,396	$42,981	$307,325	$3.19	28.4
500	DASH	48,740	2,192	$90	$198,338	$4.07	22.2
System Totals		3,038,518	183,850	$2,162,085	$16,637,919	$5.48	16.5

Source: LeeTran

Paratransit Service

Transportation Disadvantaged

Consistent with Florida Statute 427, coordinated TD services are provided throughout Lee County through cooperative efforts with a designated CTC.

The TD program provides door-to-door paratransit services to individuals who need assistance in accessing daily needs such as daycare, congregate meals, nutrition sites, medical facilities, as well as providing trips for social, employment, and recreational appointments.

The current CTC for the County is Good Wheels, Inc. Under the TD program, all agencies and transportation operators that receive federal, state, or local government TD funds are required to contract with the CTC for transportation services. The CTC conducts all operational planning, administration, and coordination of transportation disadvantaged trips in the Lee County designated TD service area. By taking reservations and scheduling TD trips, the CTC also serves as a broker for trips for all contracted transportation operators. Agencies that purchase transportation services through contracts with Good Wheels, Inc., include the following.

- Agency for Health Care Administration
- The Dr. Ella Piper Center, Inc.
- Developmental Services
- The Senior Friendship Foundation
- Visually Impaired Persons
- Pine Village Care Center

Oversight of the TD program is provided through the Designated Official Planning Agency (DOPA) and the Local Coordinating Board (LCB). In Lee County, the Lee County MPO serves as the DOPA for the County. The LCB is composed of TD service users, state agency representatives, and local agency healthcare agency representatives, and is responsible for providing guidance and advice to the CTC, as well as serving as the forum for any grievances or complaints on the part of TD service users.

During FY 2009, 109,742 trips were provided through the County's TD program. Table 4-3 includes a breakdown of these trips by trip type. As shown in the table, medical and education/training/daycare trips account for the majority of the trips, while trips made for nutritional reasons are only a small portion of the total.

Table 4-3
FY 2008 to FY 2009 TD Trips by Purpose

Trip Type	Number of Trips	Percent of Total
Medical	55,171	50.3%
Education/Training/Daycare	53,462	48.7%
Nutritional	1,109	1.0%
Total	109,742	100.0%

Source: TDSP Minor Update (April 2010)

Cape Coral Mini-Bus

In addition to TD services provided through Good Wheels, the Social Service Division of the City of Cape Coral operates a transportation disadvantaged bus service specifically designed for seniors and disabled persons in the City of Cape Coral who are unable to drive or utilize the public transportation system. The Cape Coral Mini-Bus Service can be utilized for medical and shopping trips within Cape Coral's city limits.

ADA Paratransit Service

The ADA requires that operators of federally-subsidized fixed-route transit service also provide complementary door-to-door paratransit service for people living within ¾-mile of fixed bus routes who are unable to use the fixed-route service due to a disability. To meet the requirements of the ADA, LeeTran has created Passport, LeeTran's ADA paratransit service. This service is available to ADA-eligible persons in Lee County during regular fixed bus route service hours seven days a week. Passport is used to complement the fixed-route system by serving ADA-eligible persons who live within the prescribed distance from a fixed bus route. The ¾-mile service area is illustrated in Map 4-1.

Up until February 2005, LeeTran met its provision of the complementary paratransit service by subcontracting it out to a series of different contractors. The last of these was the County's CTC, Good Wheels, Inc., which had been operating the ADA service since July 2003. In February 2005, LeeTran began managing its own ADA program trips. LeeTran now takes reservations, schedules, and provides its own transportation for all ADA-related trips.

ADA ridership statistics for FY 2005 through FY 2009 are noted in Table 4-4.

Table 4-4
LeeTran ADA Trips

Year	Total Passenger Trips
2005	131,392
2006	149,305
2007	136,349
2008	129,168
2009	109,009

Source: Integrated National Transit Database Analysis System (INTDAS), Directly Operated Demand Response

Commuter Services Programs

In addition to fixed-route and paratransit services, a Commuter Services Program (CSP) is also in operation in Lee County. The first CSP Work Plan was prepared by the County in 1999. In March 2003, LeeTran and FDOT entered into a Joint Participation Agreement in accordance with the State Commuter Services Program for the continued implementation of LeeTran's Commuter Services Program. The agreement provided 50 percent matching funds in the amount of $235,000. By entering into that Agreement, LeeTran was able to expand the ride-sharing and vanpool programs already in service.

Connexus

Vanpool performance statistics are noted in Table 4-5. Total trips provided by vanpool services increased between 2005 and 2009, however, a drop in total trips was experienced in 2009.

Table 4-5
LeeTran Vanpool Trips

Year	Total Passenger Trips
2005	16,016
2006	22,623
2007	23,217
2008	34,373
2009	24,783

Source: Integrated National Transit Database Analysis System (INTDAS), Purchased Transportation Vanpool

FDOT

In 2007, FDOT District 1 regionalized CSPs and is now currently operating CSP services in Lee County. The commuter services program helps employers and employees find commute alternatives through:

- carpooling;
- vanpooling;
- transit;
- bicycling or walking;
- telework; and
- alternative work hours.

Facilities

LeeTran operates its transit services through the use of several administrative, maintenance, and operations capital facilities. These facilities consist of major transfer stops and hubs, an intermodal center, three park-and-ride facilities, administrative offices, and a vehicle maintenance facility. Map 4-1 notes the location of each of these facilities. Facilities have been grouped into three categories: transfer stops and hubs, park-and-ride facilities, and the administrative and maintenance facility. Each of these categories is discussed individually in the subsections below.

Transfer Stops & Hubs

The LeeTran transit system provides bus riders opportunities to connect to other bus routes through the provision of several major transit transfer stops and hubs. The transfer points have been strategically located and designed to allow bus riders the capability of travel throughout the county solely on the existing LeeTran fixed-route bus system. Bus riders are able to connect to the beach, both airports, and to major shopping outlets throughout the county. Major transfer centers include the Rosa Parks Transportation Center in Downtown Fort Myers, Edison Mall, shops at Bell Tower Shops, and the Cape Coral Transfer Center. Major transfer stops and hubs are noted in Table 4-6, which also lists the bus routes that serve each particular stop.

Park-and-Ride Facilities

LeeTran provides trolley service along and to Fort Myers Beach all year long. During the peak season, December through April, three trolley routes operate. Two trolley routes connect park-and-ride lots to the Fort Myers Beach Trolley. These park-and-ride lots are located at Summerlin Square, Main Street and San Carlos Boulevard, and the informal Bonita K-Mart Plaza. During the off-peak season, one trolley operates the combined beach trolley and park-and-ride routes connecting Bonita Beach and Fort Myers Beach to the

mainland. Connections to Downtown Fort Myers and the Fort Myers-Southwest Florida International Airport are available at the Summerlin Square Park-and-Ride. One additional county park-and-ride facility can be found at the Cape Coral Transfer Center.

Table 4-6
LeeTran Major Transfer Stops

Location	Routes Served
Merchants Crossing	90, 140
Rosa Parks Intermodal Center	10, 15, 20, 70, 100, 140
Edison Mall	10, 15, 80, 110, 120, 130, 140
Bell Tower Shops	30, 50, 80, 140
Coralwood Mall	40, 70, 120
Cape Coral Transfer Center	30, 40, 70, 120

Source: LeeTran

Administration & Maintenance Facility

LeeTran's fixed-route administration and maintenance facilities can be found near the Page Field Airport on Landing View Road. Management offices, vehicle storage and repair bays, and most of LeeTran's other support departments are housed at this same location. LeeTran is currently in the process of procuring the permitting and design of a new facility on Evan's Road. The existing Landing View Road facility is not large enough to accommodate all of LeeTran's growing needs.

In addition to LeeTran's main administration and maintenance facility, an ADA administrative facility can be found on Independence Circle in South Fort Myers. LeeTran's goal is to move its ADA operations from the Independence Circle location to the new administration and maintenance facility site once construction of that facility is complete.

Private Transportation Service Providers

This section includes an inventory of existing private transportation service providers in Lee County. Each provider was contacted by mail to obtain information about its transportation services. A short questionnaire was prepared for each provider to complete. A copy of that questionnaire can be found in Appendix D. Table 4-7 includes information for agencies that completed the questionnaire. Of the 47 questionnaires distributed, only two agencies returned a completed form. In addition to those agencies, a listing of other service providers in the county that did not respond to the questionnaire is also included.

Table 4-7

Lee County Private Transportation Service Providers

Name	Address	Type	Service Area	Service Period	Annual Ridership	Regular Fare	Number of Vehicles	Coordinate with LeeTran?
Good Wheels, Inc.	10075 Bavaria Rd Ft. Myers, FL 33913	Standard reservation, demand response, charter	Lee, Hendry, and Glades Counties	Monday - Saturday 24 (hrs a day) On call Sundays (24 hrs)	150,000+	$1.00 - $2.00 avg. Co-pay	50+	Yes
Airport Car Service	12581 Metro Pkwy	-	RSW Airport	Vehicles run 5 a.m. - 12 a.m. Office - 8 a.m. - 8 p.m.	±100,000	$40.00	12	No

Source: Information was collected through a questionnaire distributed to each private transportation service provider in Lee County

The following is a list of existing Lee County private transportation service providers that did not respond to the survey for various reasons, including lack of interest or communication issues.

- A Flat Rate Airport Shuttle
  P.O. Box 61066
  Fort Myers, FL 33906

- AAA Airport Cab Company
  11708 Pointe Circle Drive
  Fort Myers, FL 33908

- AAA Airport Transportation
  P.O. Box 1611
  Fort Myers, FL 33902

- Aaron Airport Transportation
  13233 Greywood Circle
  Fort Myers, FL 33912

- Able Transportation
  21534 Baccarat Lane
  Estero, FL 33928

- Aero Tours and Charters
  2040 Crawford Street
  Fort Myers, FL 33901

- Apple Taxi and Limo Service, Inc.
  15501-6 McGregor Boulevard
  Fort Myers, FL 33908

- Atlas Limousine
  2910 Cargo Street
  Fort Myers, FL 33916

- Blue Bird Taxi / Preferred Taxi
  3252 Palm Avenue
  Fort Myers, FL 33901

- Bonita City Cab
  25150 Bernwood Drive
  Bonita Springs, FL 38505

- Bonita Springs Limo Service
  23560 Walden Center #108
  Bonita Springs, FL 34134

- Callahan's Airport Limousine
  1429 Southeast 20th Street
  Cape Coral, FL 33990

- Creative Resources Works, Inc.
  P.O. Box 51006
  East Fort Myers, FL 33994

- Dr. Piper Center
  1771 Evans Avenue
  Fort Myers, FL 33901

- Eden Florida
  13631 Learning Court
  Fort Myers, FL 33919

- Elite Limousine Service of Southwest Florida, Inc.
  Fort Myers, FL 33912

- George's Tours and Charters
  Bokeelia, FL

- Greyhound Bus Lines
  2250 Peck Street
  Fort Myers, FL 33901

- Gulf Charters
  1254 Piney Road
  North Fort Myers, FL 33903

- Hal's Angels
  1110 NE Pine Island Road
  Cape Coral, FL 33909

- Hampton Jitney, Inc.
  Cape Coral, FL

- Highway Coach Company
  3206 Cargo Street
  Fort Myers, FL 33916

- Highway Coach of Southwest Florida
  3016 Santa Barbara Boulevard
  Cape Coral, FL 33914

- Hope Clubhouse
  4040 Palm Beach Blvd
  Fort Myers, FL 33916

- Hope Community Services
  9470 Health Park Circle
  Fort Myers, FL 33916

- In-Front Transportation
  600 5th Avenue
  Naples, FL 34102

- JP Morgan Limousine Service
  1829 Grace Avenue
  Fort Myers, FL 33901

- Krystal Limousines
  2902 13th Street SW
  Lehigh Acres, FL 33971

- LARC
  2570 Hanson Street
  Fort Myers, FL 33901

- Lehigh Acres Airport Shuttle
  P.O. Box 813
  Lehigh Acres, FL 33970

- Local Motion Taxi
  211 Palermo Circle
  Fort Myers Beach, FL 33931

- Lou's Airport Taxi Service
  2200 Jasper Avenue
  Fort Myers, FL 33907

- MBI Coach and Charter
  3606 Mercantile Avenue
  Naples, FL 34104

- Mt. Sinai
  3105 Douglas Avenue
  Fort Myers, FL 33916

- Naples Transportation & Tours
  1010 6th Avenue South
  Naples, FL 34102

- Platinum Limousine
  17355 Meadow Lake Circle
  Fort Myers, FL 33967

- Quality of Life Center
  3210 Dr. Martin Luther King Jr. Blvd
  Fort Myers, FL 33901

- Sanibel Captiva Airport Shuttle, Inc.
  17284 San Carlos Boulevard, Suite 104
  Fort Myers Beach, FL 33931

- Sanibel Island Taxi, Inc.
  695 Tarpon Bay Road, Suite 12
  Sanibel Island, FL 33957

- Senior Friendship Center
  3600 Evans Avenue
  Fort Myers, FL 33901

- Sunny Taxi
  P.O. Box 1631
  Lehigh Acres, FL 33970

- Superior Airport Shuttle
  7342 Lake Drive
  Fort Myers, FL 33908

- SWFAS
  3763 Evans Avenue
  Fort Myers, FL 33901

- Cape Coral Mini-Bus Service
  400 Santa Barbara Blvd
  Cape Coral, FL 33991

- Tropical Limousine
  P.O. Box 0954
  Bonita Springs, FL 34133

- Visually Impaired Persons
  35 West Mariana Avenue
  North Fort Myers, FL 33903

PERFORMANCE EVALUATION AND TRENDS

A trend analysis of critical performance indicators was conducted to examine the performance of LeeTran fixed-route service over time. Data were compiled from the National Transit Database (NTD) reports for fiscal years 2005 to 2009. This analysis includes statistics and tables that present selected performance indicators, and effectiveness and efficiency measures for the selected time period. Highlights of the trend analysis are presented below, while summary results are provided at the conclusion of this section.

Three categories of indicators were analyzed for the performance evaluation and trend analysis. These include:

- Performance Indicators – these indicators show quantity of service supply, passenger and fare revenue generation, and resource input.
- Effectiveness Measures – these measures indicate the extent to which the service is effectively provided.
- Efficiency Measures – these measures indicate the extent to which cost efficiency is achieved.

Fixed-Route Trend Analysis

Table 4-8 lists the measures used in the performance trend analysis conducted for LeeTran's fixed-route bus service. Highlights of the trend analysis are presented in the remainder of this section.

Table 4-8
Fixed-Route Performance Review Measures
Trend Analysis (2005-2009)

General Performance	Effectiveness	Efficiency
Passenger Trips	Vehicle Miles per Capita	Oper. Exp. per Capita
Passenger Miles	Passenger Trips per Capita	Oper. Exp. per Passenger Trip
Vehicle Miles	Passenger Trips per Revenue Mile	Oper. Exp. per Passenger Mile
Revenue Miles	Passenger Trips per Revenue Hour	Oper. Exp. per Revenue Mile
Total Operating Expense	Average Age of Fleet	Oper. Exp. per Revenue Hour
Vehicles Operated in Max. Service	Average Headway (in minutes)	Farebox Recovery (%)
	Number of Vehicle System Failures	Revenue Miles per Vehicle Mile
	Revenue Miles Between Failures	Revenue Hours per Employee (FTE)
	Weekday Span of Service (in hours)	Revenue Hours per Employee (FTE)
		Average Fare

FTE = Full-Time Equivalent

Performance Indicators

The performance indicators are used to gauge the overall system operating performance. Table 4-9 and Figures 4-1 through 4-7 present the selected performance indicators from FY 2005 to FY 2009.

Table 4-9
2005-2009 Performance Indicators, LeeTran Fixed-Route Trend Analysis

General Performance Indicator	2005	2006	2007	2008	2009	% Change (2005-2009)
Service Area Population	399,023	429,057	451,153	451,153	444,837	11.5%
Passenger Trips	2,827,240	2,891,968	3,037,194	3,058,843	3,040,037	7.5%
Passenger Miles (000)	14,612	14,988	15,733	15,753	15,656	7.1%
Vehicle Miles	3,058,290	3,151,829	3,152,674	3,169,488	3,184,588	4.1%
Revenue Miles	2,866,774	2,961,160	3,018,424	3,006,028	3,018,209	5.3%
Total Operating Expense ($000)	$11,657	$12,825	$15,250	$16,432	$14,592	25.2%
Total Operating Expense ($000) (in 2005$)	$11,657	$12,390	$14,234	$14,817	$12,712	9.1%
Vehicles Operated in Maximum Service	48	48	51	49	48	0.0%

Source: INTDAS component from the Florida Transit Information System (FTIS), Directly Operated Motorbus

Figure 4-1

Service Area Population (000)

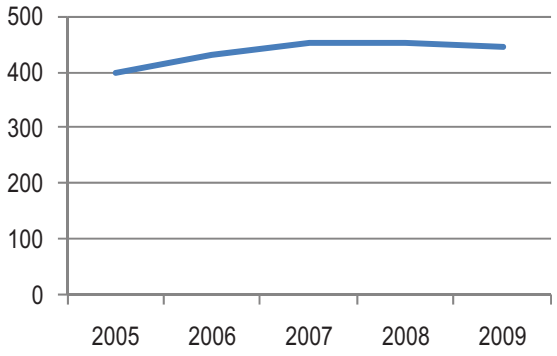


Figure 4-2

Passenger Trips (000)

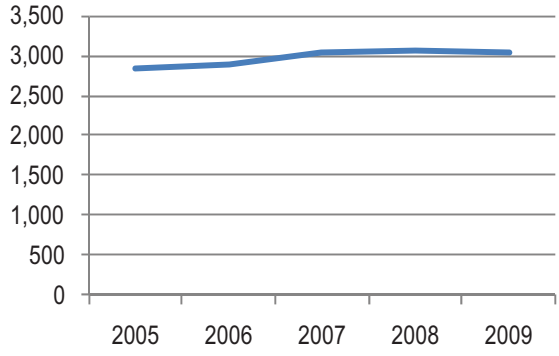


Figure 4-3

Passenger Miles (000)

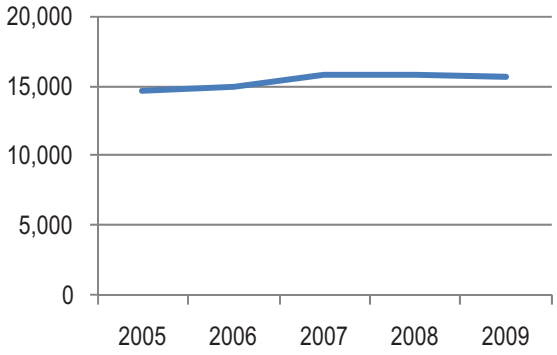


Figure 4-4

Vehicle Miles (000)

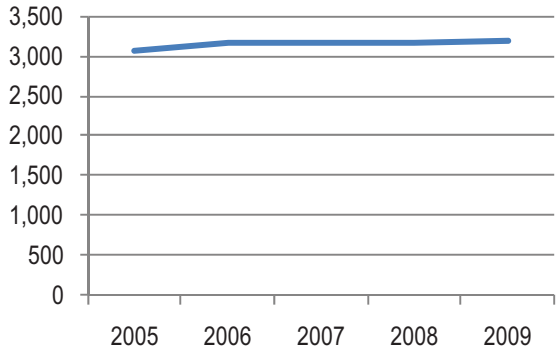


Figure 4-5

Revenue Miles (000)

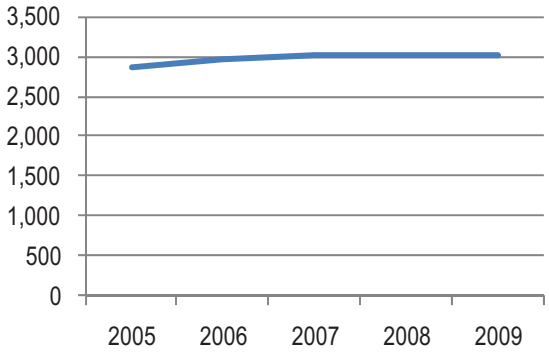


Figure 4-6

Total Operating Expense (000)

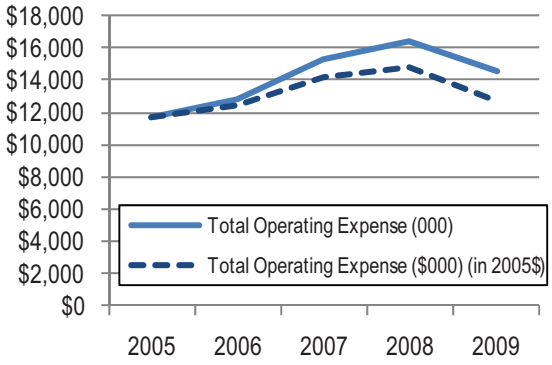
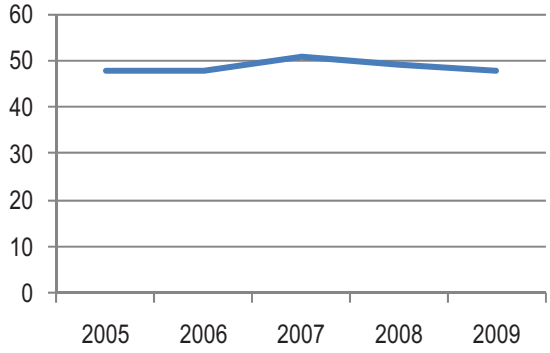


Figure 4-7

Vehicles Operated in Max. Service



The following is a summary of the trends that are evident among the performance indicators shown in Table 4-9 and Figures 4-1 through 4-7.

- LeeTran's service area population increased from approximately 399,000 in 2005 to approximately 445,000 in 2009. However, from 2008 to 2009 the service area population decreased approximately one percent. In 2003, LeeTran began estimating its transit service area by using a ¾-mile buffer around the existing fixed-route system, which is the accepted calculation methodology, as opposed to using the total countywide population as a proxy.

- Passenger trips for LeeTran increased from 2.8 million in 2005 to 3.0 million in 2009, an increase of nearly eight percent. In addition, passenger miles also increased from 14.6 million to 15.7 million during the same period, an increase of more than seven percent.

- Total vehicle miles of service increased slightly from 3.1 million miles in 2005 to 3.2 million miles in 2009, more than four percent. Revenue miles of service increased by more than five percent during this time period. This growth relationship is positive as it suggests that deadhead has declined over time and consumption has grown at a greater rate than service supply.

- Total operating expense (in current dollars) increased from $11.7 million in 2005 to $14.6 million in 2009, an increase of more than 25 percent.

- While passenger trips, passenger miles, and revenue miles increased slightly from 2005 to 2009, the total number of vehicles needed to operate peak service slightly increased during 2007 and 2008, but returned to a level of 48 vehicles in 2009, which is the same as the 2005 level.

Effectiveness Measures

Table 4-10 presents four categories of effectiveness measures that include service supply, service consumption, quality of service, and availability. Figures 4-8 through 4-16 present trends in effectiveness.

Table 4-10
2005-2009 Effectiveness Measures, LeeTran Trend Analysis

Effectiveness Measures	2005	2006	2007	2008	2009	% Change (2005-2009)
Service Supply						
Vehicle Miles per Capita	7.66	7.35	6.99	7.03	7.16	-6.5%
Service Consumption						
Passenger Trips per Capita	7.09	6.74	6.73	6.78	6.83	-3.7%
Passenger Trips per Revenue Mile	0.99	0.98	1.01	1.02	1.01	2.0%
Passenger Trips per Revenue Hour	15.83	16.09	16.30	16.44	16.51	4.3%
Quality of Service						
Average Age of Fleet	6.56	7.57	8.28	9.28	9.58	46.0%
Average Headway (in minutes)	38.05	36.19	37.62	35.97	35.44	-6.9%
Number of Vehicle System Failures	445	371	157	350	289	-35.1%
Revenue Miles Between Failures	6,442.19	7,981.56	19,225.63	8,588.65	10,443.63	62.1%
Availability						
Weekday Span of Service (in hours)	17.00	17.33	17.07	17.07	17.07	0.4%

Source: INTDAS component from FTIS, Directly Operated Motorbus

Figure 4-8

Vehicle Miles per Capita

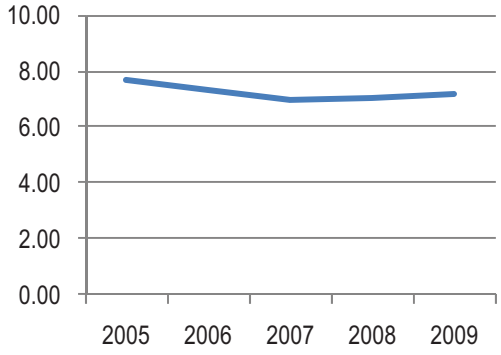


Figure 4-9

Passenger Trips per Capita

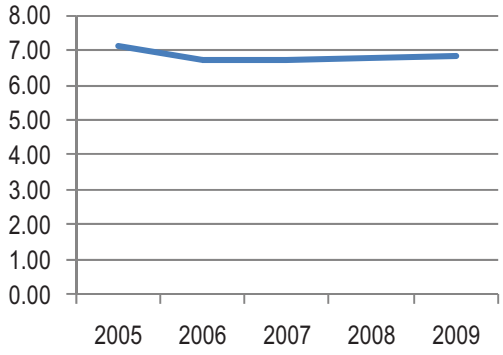


Figure 4-10

Passenger Trips per Revenue Mile

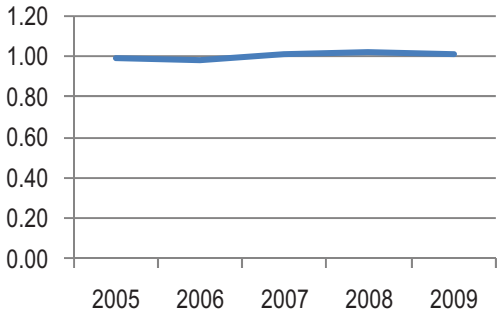


Figure 4-11

Passenger Trips per Revenue Hour

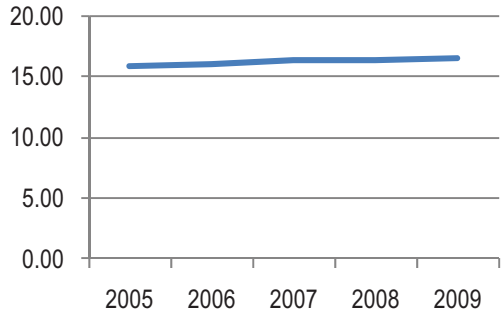


Figure 4-12

Average Age of Fleet

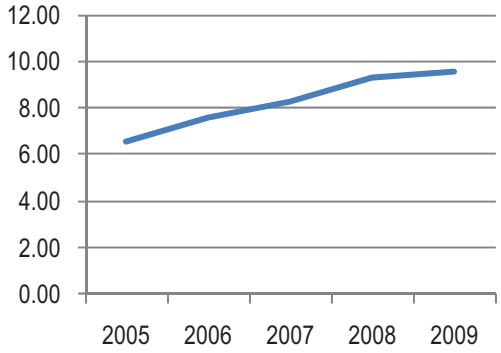


Figure 4-13

Average Headway (in minutes)

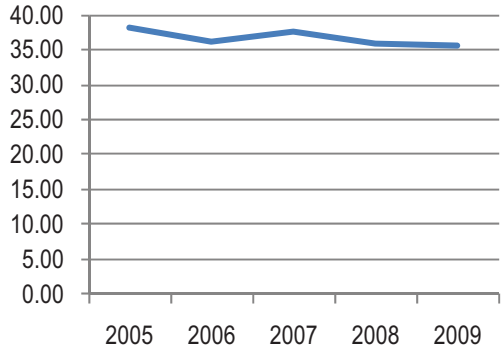


Figure 4-14

Number of Vehicle System Failures

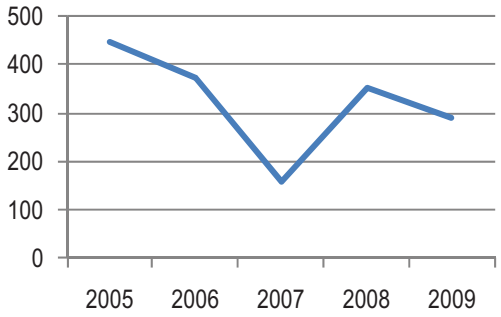


Figure 4-15

Revenue Miles Between Failures

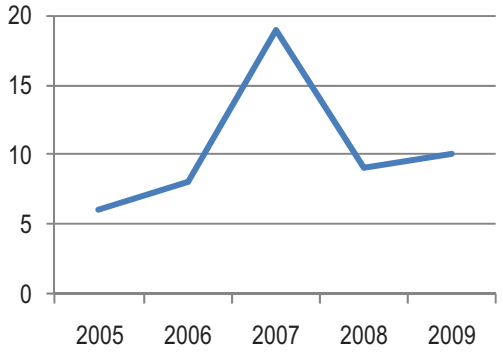
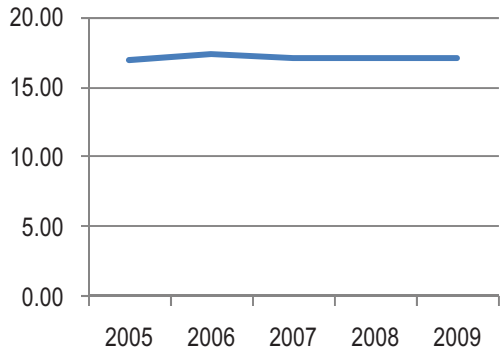


Figure 4-16

Weekday Span of Service



The following is a summary of the trends that are evident among the effectiveness measures shown in Table 4-10.

- Vehicle miles per capita decreased by seven percent from 7.7 miles in 2005 to 7.2 miles in 2009. Passenger trips per capita decreased from 7.1 trips per capita in 2005 to 6.8 trips per capita in 2009, a decrease of nearly four percent. Between 2005 and 2009, ridership growth did not necessarily mirror the overall growth in county population.

- Passenger trips per revenue mile increased from 0.99 trips in 2005 to 1.01 trips in 2009, an increase of two percent. Passenger trips per revenue hour increased from 15.8 trips in 2005 to 16.5 trips in 2009, an increase of more than four percent. Between 2005 and 2009, the modest increases in service have contributed to trip growth.

- Average age of fleet increased from 6.6 years in 2005 to 9.6 years in 2009, an increase of three years in age over a 5-year period. This suggests that LeeTran's fleet is aging and will require replacement of older vehicles in the near future. LeeTran is working to improve the fleet's average age. Recently awarded American Recovery and Reinvestment Act (ARRA) funds were used to purchase new trolleys and buses.

- The number of vehicle system failures decreased from 445 in 2005 to 289 in 2009, which resulted in an increase in revenue miles between failures of 62 percent during this time period.

Efficiency Measures

Table 4-11 presents six categories of efficiency measures that include cost efficiency, operating ratios, vehicle utilization, labor productivity, energy utilization, and average fare. Figures 4-17 through 4-26 present trends in efficiency.

Table 4-11
2005-2009 Efficiency Measures, LeeTran Trend Analysis

Efficiency Measures	2005	2006	2007	2008	2009	% Change (2005-2009)
Cost Efficiency						
Operating Expense per Capita	$29.21	$29.89	$33.80	$36.42	$32.80	12.3%
Oper. Exp. per Capita (in 2005$)	$29.21	$28.88	$31.55	$32.84	$28.57	-2.2%
Operating Expense per Passenger Trip	$4.12	$4.43	$5.02	$5.37	$4.80	16.5%
Oper. Exp. per Passenger Trip (in 2005$)	$4.12	$4.28	$4.69	$4.84	$4.18	1.5%
Operating Expense per Passenger Mile	$0.80	$0.86	$0.97	$1.04	$0.93	16.3%
Oper. Exp. per Passenger Mile (in 2005$)	$0.80	$0.83	$0.91	$0.94	$0.81	1.3%
Operating Expense per Revenue Mile	$4.07	$4.33	$5.05	$5.47	$4.83	18.7%
Oper. Exp. per Revenue Mile (in 2005$)	$4.07	$4.18	$4.71	$4.93	$4.21	3.4%
Operating Expense per Revenue Hour	$65.27	$71.36	$81.85	$88.29	$79.26	21.4%
Oper. Exp. per Revenue Hour (in 2005$)	$65.27	$68.94	$76.39	$79.61	$69.05	5.8%
Operating Ratios						
Farebox Recovery (%)	13.99%	14.17%	11.68%	10.73%	14.93%	6.7%
Vehicle Utilization						
Revenue Miles per Vehicle Mile	0.94	0.94	0.96	0.95	0.95	1.1%
Labor Productivity						
Revenue Hours per Employee (FTE)	1,219.87	1,157.00	1,149.85	1,159.70	1,120.72	-8.1%
Energy Utilization						
Vehicle Miles per Gallon	4.23	4.44	4.38	4.42	n/a	4.5%
Fare						
Average Fare	$0.58	$0.63	$0.59	$0.58	$0.72	24.1%

Source: INTDAS component from FTIS, Directly Operated Motorbus

Figure 4-17

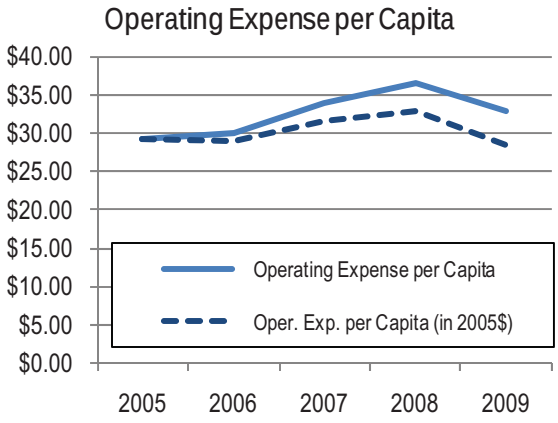


Figure 4-18

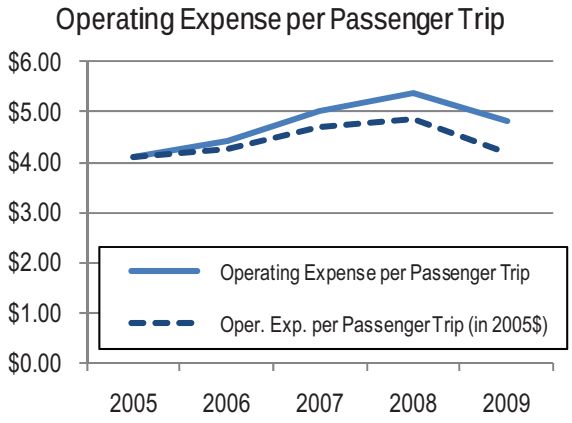


Figure 4-19

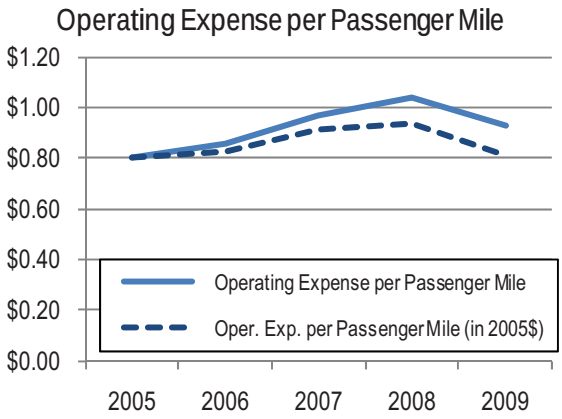


Figure 4-20

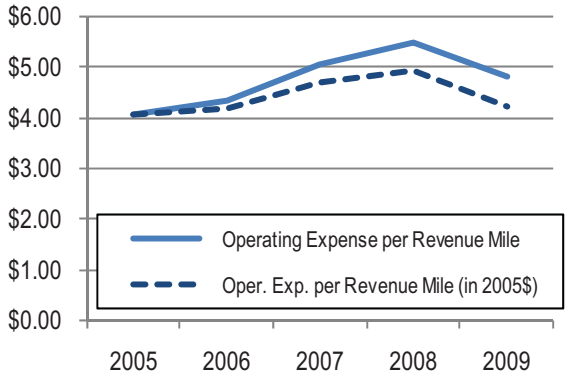


Figure 4-21

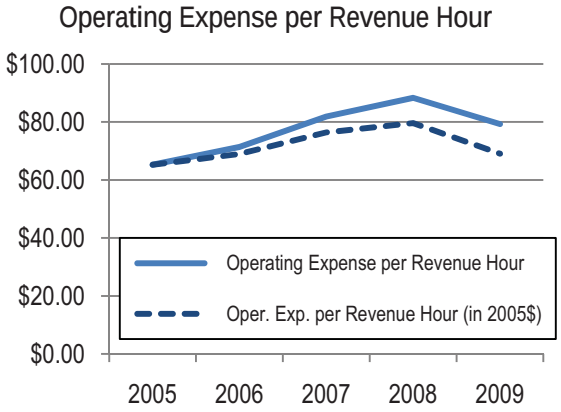


Figure 4-22

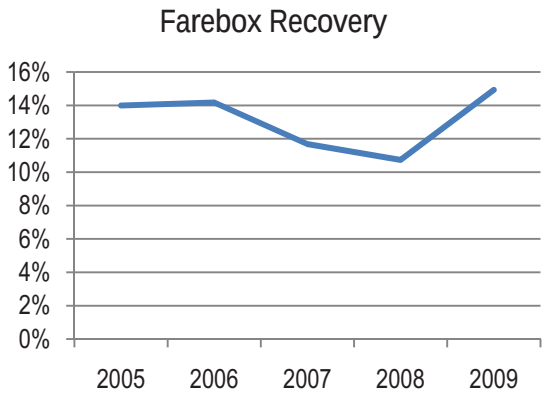


Figure 4-23

Revenue Miles per Vehicle Mile

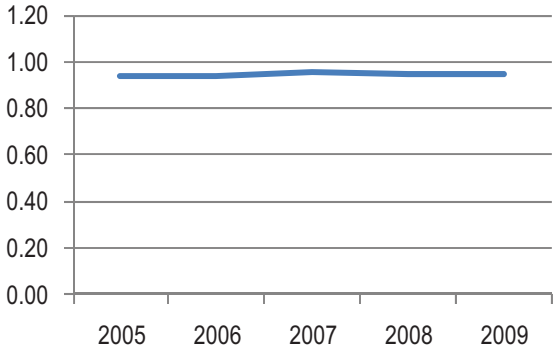


Figure 4-24

Revenue Hours per Employee (FTE)

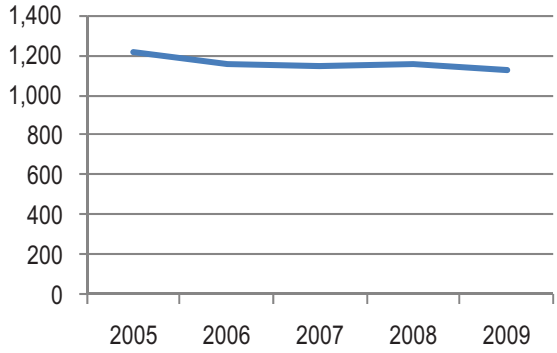


Figure 4-25

Vehicle Miles per Gallon

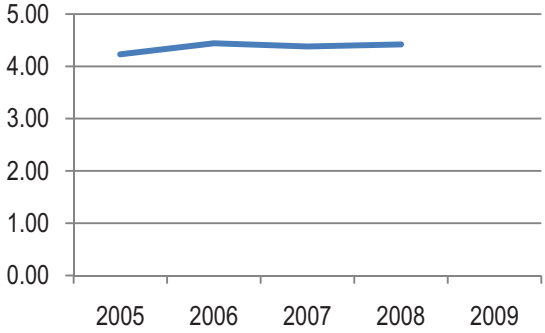
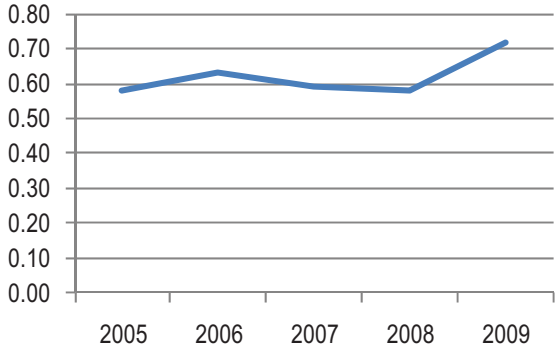


Figure 4-26

Average Fare



The following is a summary of the trends that are evident among the efficiency measures presented in Table 4-11.

- Operating expense per capita increased more than 12 percent from $29.21 in 2005 to $32.80 in 2009. Operating expense per passenger trip increased from $4.12 in 2005 to $4.80 in 2009, an increase of nearly 17 percent. Operating expense per passenger mile increased from $0.80 in 2005 to $0.93 in 2009, an increase of more than 16 percent. Operating expense per revenue mile increased from $4.07 in 2005 to $4.83 in 2009, an increase of nearly 19 percent. Operating expense per revenue hour increased from $65.27 in 2005 to $79.26 in 2009, an increase of more than 21 percent. However, when the effects of inflation are removed, the changes in these cost efficiency measures range from approximately -2.2 percent to 5.8 percent.

- The average fare increased from $0.58 in 2005 to $0.72 in 2009, an increase of more than 24 percent. Farebox Recovery increased by 6.7 percent from 2005 to 2009. This is due to an increase in the one-way cash fare from $1.00 to $1.25 implemented by LeeTran in 2008.

- Revenue miles per vehicle mile increased from 0.94 in 2005 to 0.95 in 2005, a slight increase of 1.1 percent.

Summary Results of Fixed-Route Trend Analysis

The trend analysis is only one aspect of transit performance evaluation. However, when combined with the peer review analysis, the results provide a starting point for understanding the trends in a transit system's performance over time and compared to other systems with similar characteristics. This section identifies the performance trends based on the trend analysis. Some of the key trends are described below.

- Service Consumption – Passenger trips per revenue mile and passenger trips per revenue hour have shown positive trends. This shows that there are more people accessing the system in comparison to the amount of service being supplied.

- Service Supply and Availability – Vehicle miles per capita (service supply measure) has shown a negative trend from 2005 to 2009, while service availability in terms of service span slightly increased.

- Quality of Service – The measures in this category have indicated primarily positive trends from 2005 to 2009. Of the four quality of service measures, only average age of fleet reflects a negative trend as the average age of the LeeTran fleet increased by 46 percent. Average headway has decreased and the number of vehicle system failures has decreased significantly since 2005, resulting in a positive trend in the number of revenue miles between failures.

- Cost Efficiency – Operating expense per capita, operating expense per passenger trip, operating expense per passenger mile, operating expense per revenue mile, and operating expense per revenue hour all increased between 2005 and 2009, showing a negative trend in cost efficiency.

Table 4-12 summarizes the positive and negative trends identified in the analysis.

Table 4-12
Summary of Fixed-Route Trend Analysis (2005-2009)

Measure	% Change (2005-2009)	Indicator*
General Performance		
Service Area Population	11.5%	+
Passenger Trips	7.5%	+
Passenger Miles	7.1%	+
Vehicle Miles	4.1%	o
Revenue Miles	5.3%	+
Total Operating Expense	25.2%	-
Vehicles Operated in Maximum Service	0.0%	o
Service Supply		
Vehicle Miles per Capita	-6.5%	-
Service Consumption		
Passenger Trips per Capita	-3.7%	o
Passenger Trips per Revenue Mile	2.0%	o
Passenger Trips per Revenue Hour	4.3%	o
Quality of Service		
Average Age of Fleet	46.0%	-
Average Headway (in minutes)	-6.9%	+
Number of Vehicle System Failures	-35.1%	+
Revenue Miles Between Failures	62.1%	+
Availability		
Weekday Span of Service (in hours)	0.4%	o
Cost Efficiency		
Operating Expense per Capita	12.3%	-
Operating Expense per Passenger Trip	16.5%	-
Operating Expense per Passenger Mile	16.3%	-
Operating Expense per Revenue Mile	18.7%	-
Operating Expense per Revenue Hour	21.4%	-
Operating Ratios		
Farebox Recovery (%)	6.7%	+
Vehicle Utilization		
Revenue Miles per Vehicle Mile	1.1%	o
Labor Productivity		
Revenue Hours per Employee (FTE)	-8.1%	-
Energy Utilization		
Vehicle Miles per Gallon	4.5%	o
Fare		
Average Fare	24.1%	+

*Positive (+), negative (-), and neutral (o) performance trends are based on a ±5% difference between FY 2005 and FY 2009

ADA Service Trend Analysis

Table 4-13 lists the measures used in the performance trend analysis conducted for Lee County's complementary ADA services. Highlights of the trend analysis are presented in the remainder of this section.

Table 4-13
ADA Performance Review Measures
Trend Analysis (2005-2009)

General Performance	Effectiveness	Efficiency
Passenger Trips	Passenger Trips per Revenue Mile	Oper. Exp. per Passenger Trip
Passenger Miles	Passenger Trips per Revenue Hour	Oper. Exp. per Revenue Mile
Vehicle Miles		Oper. Exp. per Passenger Mile
Revenue Hours		Oper. Exp. per Revenue Hour
Total Operating Expense		

Table 4-14 indicates the trend statistics for the ADA performance indicators. Performance, effectiveness, and efficiency measures are included for the noted time period and percent changes are calculated based on the change between FY 2005 and FY 2009.

Table 4-14
2005-2009 Performance Indicators, LeeTran ADA Service Trend Analysis

Selected Performance Indicator	2005	2006	2007	2008	2009	% Change (2005-2009)
Performance Measures						
Passenger Trips	131,392	149,305	136,349	129,168	109,009	-17.0%
Revenue Miles	1,080,461	1,170,027	1,163,502	1,155,186	1,091,373	1.0%
Vehicle Miles	1,259,399	1,380,002	1,357,873	1,334,366	1,266,853	0.6%
Revenue Hours	70,877	81,631	79,240	77,528	69,301	-2.2%
Total Operating Expense	$3,200,018	$3,985,943	$4,414,623	$4,807,960	$4,507,517	40.9%
Effectiveness Measures						
Passenger Trips per Revenue Mile	0.12	0.13	0.12	0.11	0.10	-16.7%
Passenger Trips per Revenue Hour	1.85	1.83	1.72	1.67	1.57	-15.1%
Efficiency Measures						
Operating Expense per Passenger Trip	$24.35	$26.70	$32.38	$37.22	$41.35	69.8%
Operating Expense per Revenue Mile	$2.96	$3.41	$3.79	$4.16	$4.13	39.5%
Operating Expense per Passenger Mile	$1.86	$2.01	$2.44	$3.25	$3.61	94.1%
Operating Expense per Revenue Hour	$45.15	$48.83	$55.71	$62.02	$65.04	44.1%

Source: INTDAS component from FTIS, Directly Operated Demand Response. Purchased Transportation Demand Response is also included in the 2005 totals.

Based on this analysis, one of the largest percent changes during the selected analysis period was in operating cost per passenger trip. This cost measure increased 70 percent during the five-year period. Consequently, there are also large increases among all the related cost efficiency measures. Figures 4-27 through 4-37 illustrate the ADA trends for the noted performance indicators in Table 4-14.

Figure 4-27

Passenger Trips

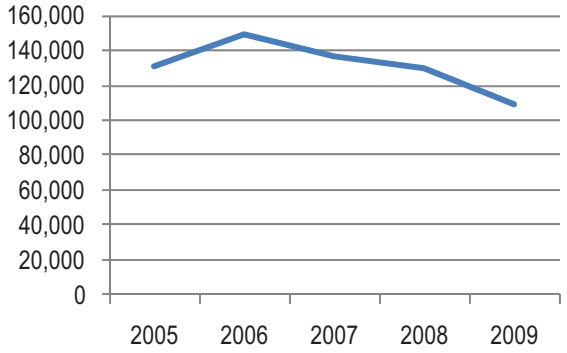


Figure 4-28

Revenue Miles

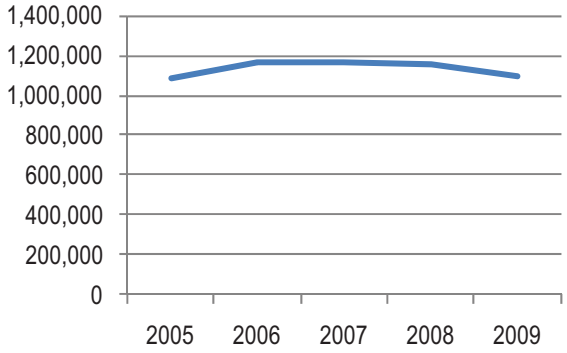


Figure 4-29

Vehicle Miles

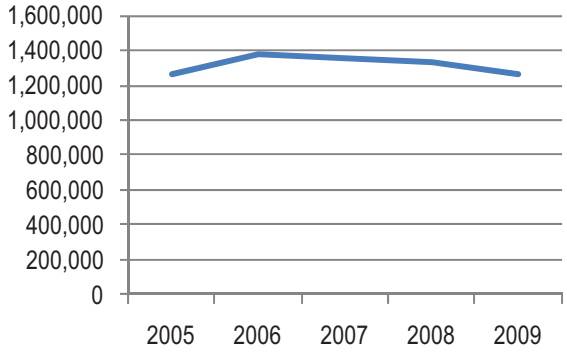


Figure 4-30

Revenue Hours

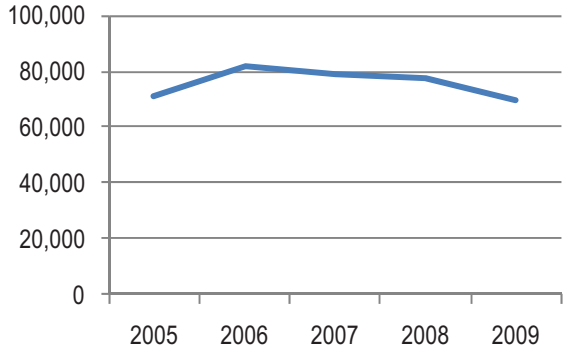


Figure 4-31

Operating Expense

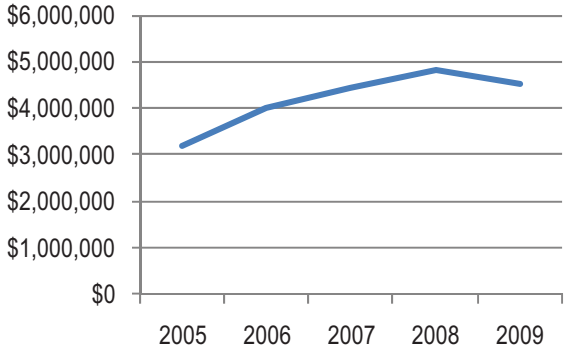


Figure 4-32

Passenger Trips per Revenue Mile

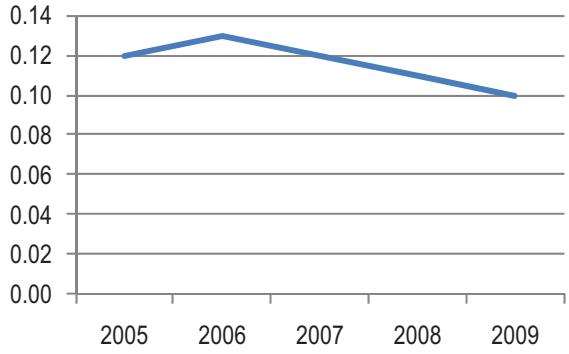


Figure 4-33

Passenger Trips per Revenue Hour

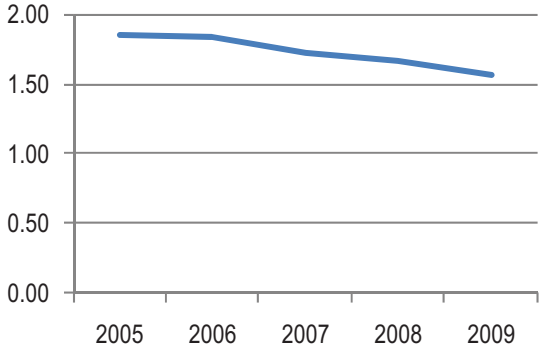


Figure 4-34

Operating Expense per Passenger Trip

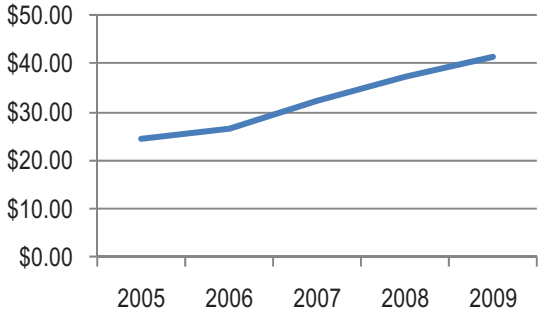


Figure 4-35

Operating Expense per Revenue Mile

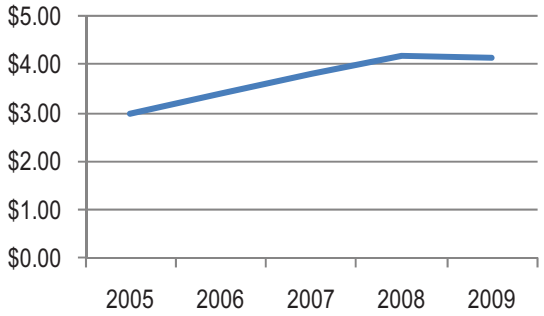


Figure 4-36

Operating Expense per Passenger Mile

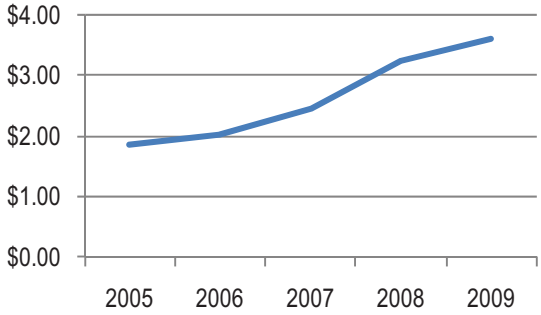
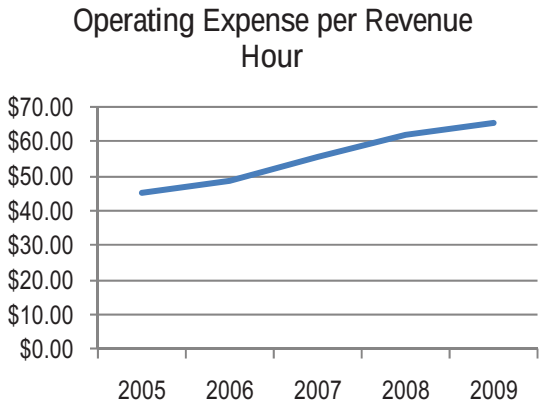


Figure 4-37



Summary Results of ADA Trend Analysis

This section summarizes the ADA performance trends based on the trend analysis. Some of the key trends are described below.

- The number of total ADA trips has decreased 17 percent since 2005. ADA passenger trips increased in FY 2006, after LeeTran took over the ADA service, but since then, passenger trips have steadily decreased from approximately 149,000 trips in 2006 to 109,000 trips in 2009.

- Overall supply of ADA services has not changed much over the trend analysis period. Revenue miles, vehicle miles, and revenue hours increased in FY 2006, but have since returned close to FY 2005 values. Overall, revenue miles increased one percent, vehicle miles increased 0.6 percent, and revenue hours decreased 2.2 percent between FY 2005 and FY 2009.

- ADA operating increased by approximately 41 percent over the trend analysis period. Some of the increase in operating costs can be attributed to increasing fuel costs. The increase of the ADA operating costs has led to an increase of 70 percent in the cost per passenger trip.

Transportation Disadvantaged Trend Analysis

Table 4-15 lists the measures used in the performance trend analysis conducted for Lee County's transportation disadvantaged services. Highlights of the trend analysis are presented in the remainder of this section.

Table 4-15
Transportation Disadvantaged Performance Review Measures Trend Analysis (2005-2009)

General Performance	Effectiveness	Efficiency
TD Population	Vehicle Miles per Capita	Oper. Exp. per Passenger Trip
Passenger Trips	Passenger Trips per Capita	Oper. Exp. per Revenue Mile
Revenue Miles	Passenger Trips per Revenue Mile	Oper. Exp. per Vehicle Mile
Vehicle Miles	Passenger Trips per Driver Hour	
Driver Hours		
Operating Revenue		
Operating Expense		

Table 4-16 includes a similar analysis to the trend analysis performed for the fixed-route bus service. Performance, effectiveness, and efficiency measures are included for the noted time period and percent changes were calculated based on the change between FY 2005 and FY 2009.

Based on this analysis, one of the largest percent changes during the selected analysis period was in passenger trips. Passenger trips decreased nearly 45 percent, while revenues decreased nearly 24 percent. Figures 4-38 to 4-47 illustrate the TD trends for the performance indicators shown in Table 4-16.

Table 4-16

2005-2009 Performance Indicators, LeeTran TD Service Trend Analysis

Selected Performance Indicator	2005	2006	2007	2008	2009	% Change (2005-2009)
Performance Measures						
TD Population	202,560	203,895	209,156	214,526	220,007	8.6%
Passenger Trips	199,181	139,850	141,242	135,064	109,742	-44.9%
Revenue Miles	936,536	1,027,286	1,479,921	1,347,324	1,205,198	28.7%
Vehicle Miles	1,057,656	1,170,981	1,676,373	1,554,710	1,429,262	35.1%
Driver Hours	96,830	92,825	102,822	100,546	89,539	-7.5%
Operating Revenue	$3,852,369	$3,117,751	$3,880,358	$3,283,836	$2,944,163	-23.6%
Operating Expense	$4,272,398	$2,975,645	$3,159,990	$3,746,826	$3,249,138	-24.0%
Effectiveness Measures						
Vehicle Miles per Capita	5.22	5.74	8.01	7.25	6.50	24.5%
Passenger Trips per Capita	0.98	0.69	0.68	0.63	0.50	-49.0%
Passenger Trips per Revenue Mile	0.21	0.14	0.10	0.10	0.09	-57.1%
Passenger Trips per Driver Hour	2.06	1.51	1.37	1.34	1.23	-40.3%
Efficiency Measures						
Operating Expense per Passenger Trip	$21.45	$21.28	$22.37	$27.74	$29.61	38.0%
Operating Expense per Revenue Mile	$4.56	$2.90	$2.14	$2.78	$2.70	-40.8%
Operating Expense per Vehicle Mile	$4.04	$2.54	$1.89	$2.41	$2.27	-43.8%

Source: Florida Commission for the Transportation Disadvantaged (CTD) Annual Performance Reports for 2005 to 2009

Figure 4-38

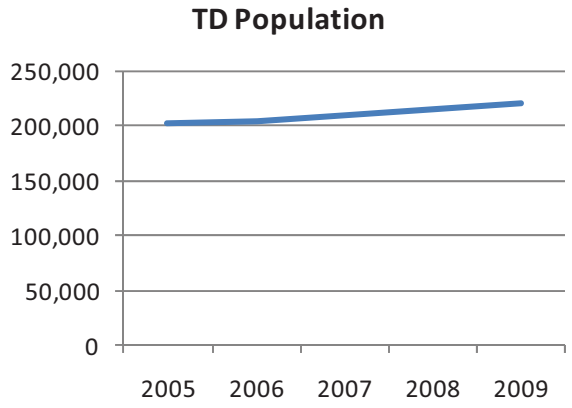


Figure 4-39

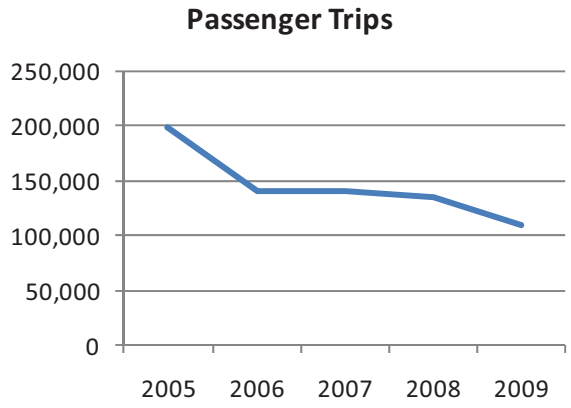


Figure 4-40

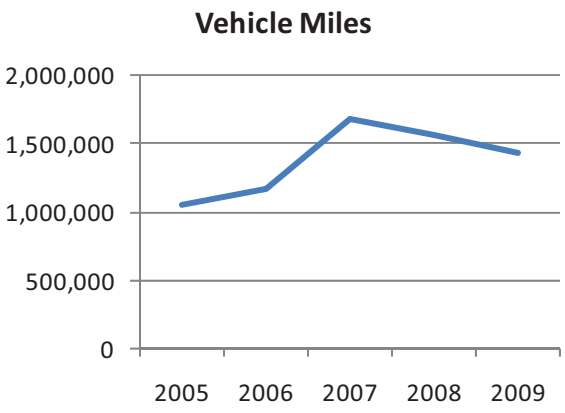


Figure 4-41

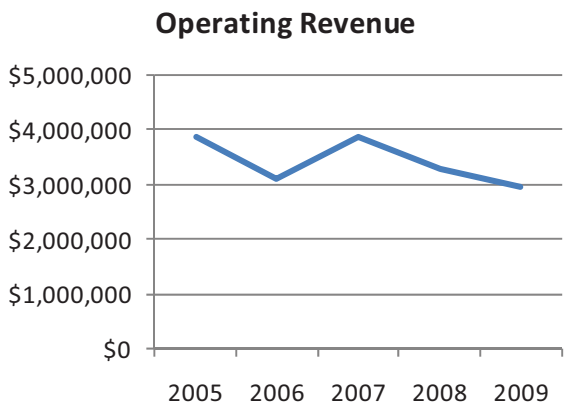


Figure 4-42

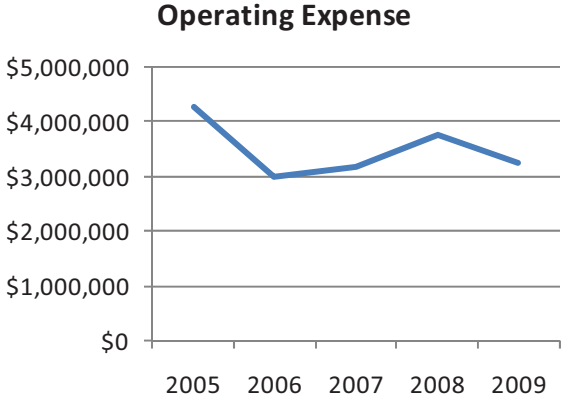


Figure 4-43

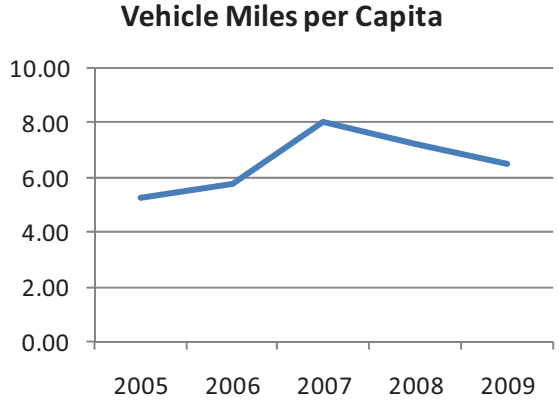


Figure 4-44

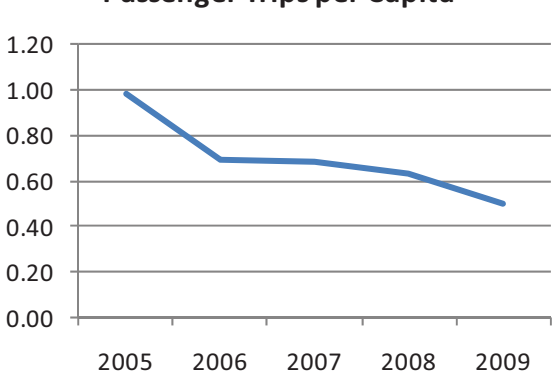


Figure 4-45

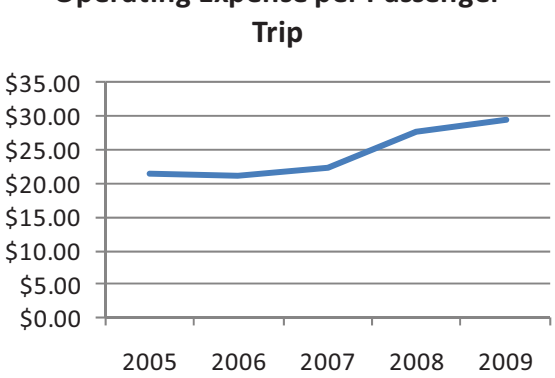


Figure 4-46

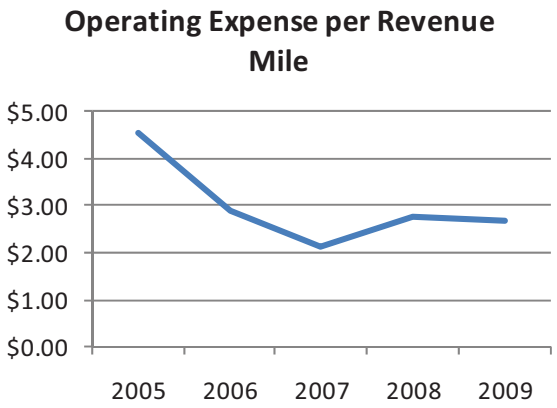
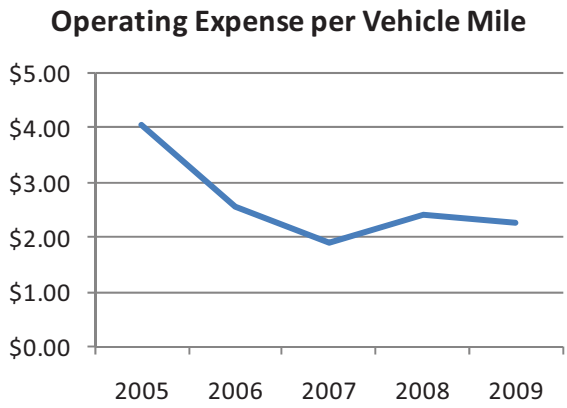


Figure 4-47



Summary Results of TD Trend Analysis

This section summarizes the TD performance trends based on the trend analysis. Some of the key trends are described below.

- Operating expense per passenger trip increased by 38 percent during the five-year period, but operating expense per revenue mile and operating expense per driver hour decreased by approximately 41 percent and 44 percent, respectively.

- TD revenues decreased by nearly 24 percent between FY 2005 and FY 2009. While TD expenses also decreased by 24 percent, the revenue levels still do not reach the level of expense incurred by the TD service.

- Although the TD population, revenue miles, and vehicle miles all increased between FY 2005 and FY 2009, passenger trips experienced a 45 percent decline.

PEER REVIEW ANALYSIS

Three peer review analyses were performed to compare Lee County transit service performance at a given point in time with other transit systems having similar operating characteristics. The first peer review was performed for LeeTran's fixed-route bus service, the second peer review was performed for LeeTran's ADA service, and the third peer review was performed for Lee County's transportation disadvantaged services. The fixed-route peer review and the ADA service peer review were conducted using 2009 National Transit Database information for all selected peers, and the TD peer review was conducted using the 2009 FCTD Annual Performance Report. Selected performance indicators, effectiveness measures, and efficiency measures are provided throughout this section in tabular and graphical formats to illustrate the performance of LeeTran's services relative to its various peers. For each selected indicator and measure, the tables provide the LeeTran value, the minimum value among the peer group, the maximum value among the peer group, the mean of the peer group, and the percent that LeeTran's values are away from the mean.

Fixed-Route Service Peer Review

The fixed-route peer selection was conducted using the 2011 Florida Transit Information System (FTIS) with validated 2009 NTD data. Once the peers were selected, 2009 NTD data were collected for the peer review analyses. Peers were identified through an objective assessment of nine standard variables in the National Transit Database. The variables include:

- Geography (southeastern United States)
- Service Area Population
- Service Area Size (square miles)
- Service Area Population Density
- Operating Expense
- Revenue Miles
- Passenger Trips
- Average Speed
- Vehicles Operated in Maximum Service

First, the peer group selection was based on geographic location; the states included were Texas, Louisiana, Arkansas, Mississippi, Alabama, Tennessee, Kentucky, Virginia, North Carolina, South Carolina, Georgia, and Florida. Fixed-route systems operating in these southeastern states were identified. The systems meeting this criterion then were analyzed based on the eight remaining variables.

A potential peer received one point for each measure for which its value was within plus or minus 10 percent of LeeTran's performance value. One-half point was given for each measure that fell within plus or minus 20 percent of LeeTran's value.

Three of the measures, however, were considered to be primary measures of comparison. These included service area population density, revenue miles, and vehicles operated in maximum service (VOMS). To give weight to systems that are close to LeeTran's value for these three variables, one-half point extra was awarded to peers falling within plus or minus 10 percent of LeeTran's value. After the total scores were determined, the potential peers were ranked in descending order. Based on the total scores each system received and additional input from LeeTran staff, six peer systems were selected. Table 4-17 presents the transit systems selected for the peer review analysis.

Table 4-17
Selected Peer Systems
LeeTran Peer Review Analysis

System	Operating Environment	Location
County of Volusia (VOTRAN)	Serves City of Daytona Beach, FL, and surrounding areas	Florida
Sarasota County Transportation Authority (SCAT)	Provides service to the City of Sarasota, FL, and its surrounding areas	Florida
Chatham Area Transit Authority (CAT-GA)	CAT provides service in and around the City of Savannah, GA.	Georgia
Capital Transportation Corporation (CATS)	CATS services the City of Baton Rouge, LA	Louisiana
Chattanooga Area Regional Transportation Authority (CARTA)	Mass transit provider for Chattanooga, TN and its vicinity	Tennessee
Lexington Transit Authority (LexTran)	Provides service in and around the City of Lexington, TN	Kentucky
Lee County Transit (LeeTran)	Provides service to the City of Fort Myers, neighboring incorporated jurisdictions, and various unincorporated areas of Lee County	Florida

The peer review analysis was conducted using 2009 NTD data available in the 2011 FTIS and at FTA's NTD database website at http://www.ntdprogram.gov, and data received directly from the transit systems. Selected performance indicators, effectiveness measures, and efficiency measures are summarized below.

Performance Indicators

Selected performance indicators for the LeeTran fixed-route bus service are presented in this section. Categories of performance indicators include population and population density, ridership, revenue miles, and vehicles. Table 4-18 and Figures 4-48 through 4-54 present the performance indicators for LeeTran's peer review analysis.

Table 4-18
Performance Indicators
LeeTran Peer Review Analysis (2009)

Indicator	LeeTran	Peer Group Minimum	Peer Group Maximum	Peer Group Mean	LeeTran % From Mean
Service Area Population (000)	445	156	469	334	33.0%
Service Area Pop. Density	3,676	388	3,676	1,658	121.8%
Passenger Trips (000)	3,040	2,552	6.064	3,490	-12.9%
Revenue Miles (000)	3,018	2,067	3,018	2,472	22.1%
Total Operating Expense (000)	$14,800	$11,094	$14,908	$13,058	13.3%
Passenger Fare Revenue (000)	$2,178	$937	$3,161	$2,164	0.7%
Vehicles Operated in Maximum Service	48	44	52	47	1.2%

Figure 4-48

Service Area Population (000)

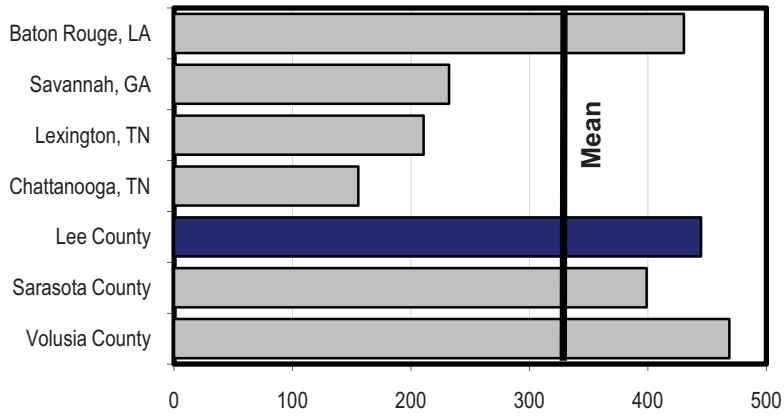


Figure 4-49

Service Area Population Density (persons/square mile)

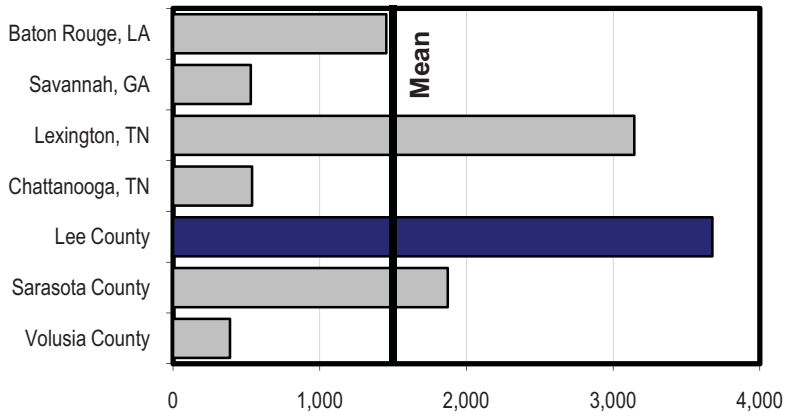


Figure 4-50

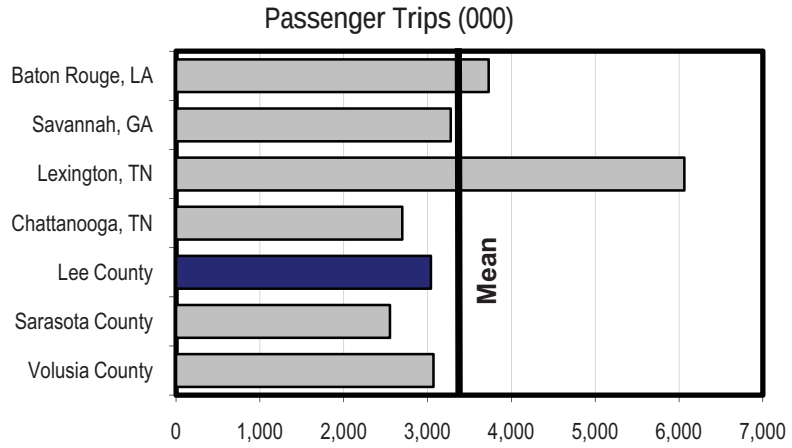


Figure 4-51

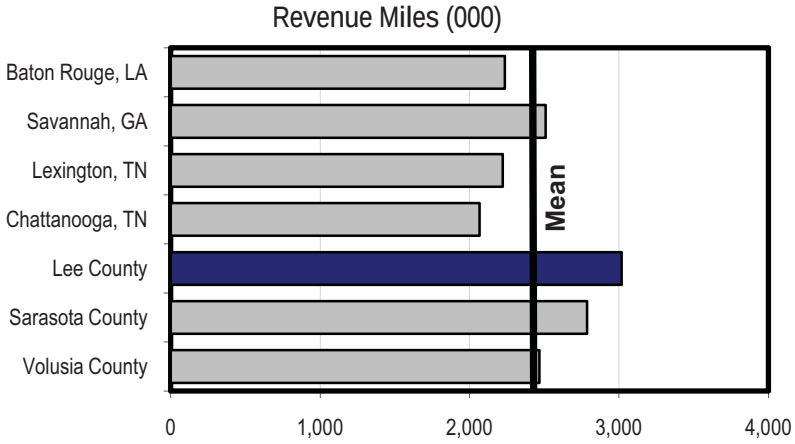


Figure 4-52

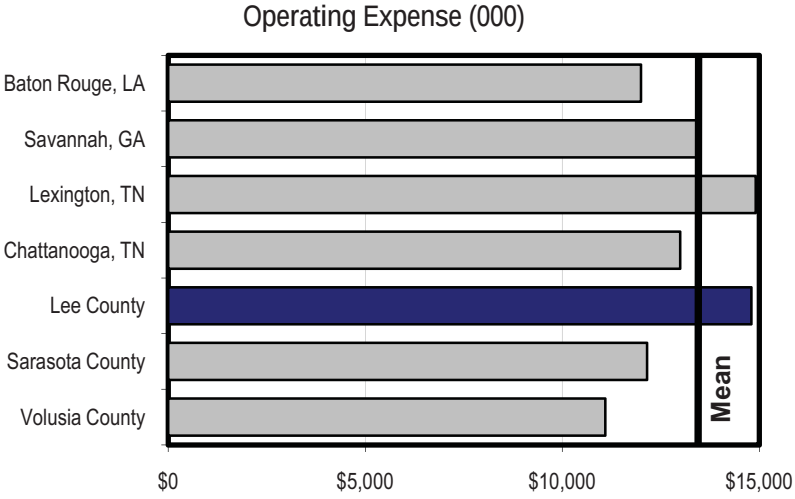


Figure 4-53

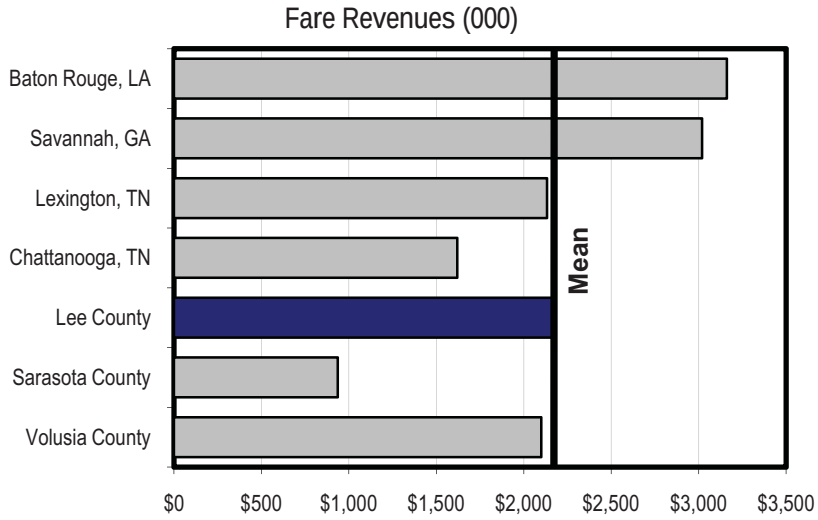
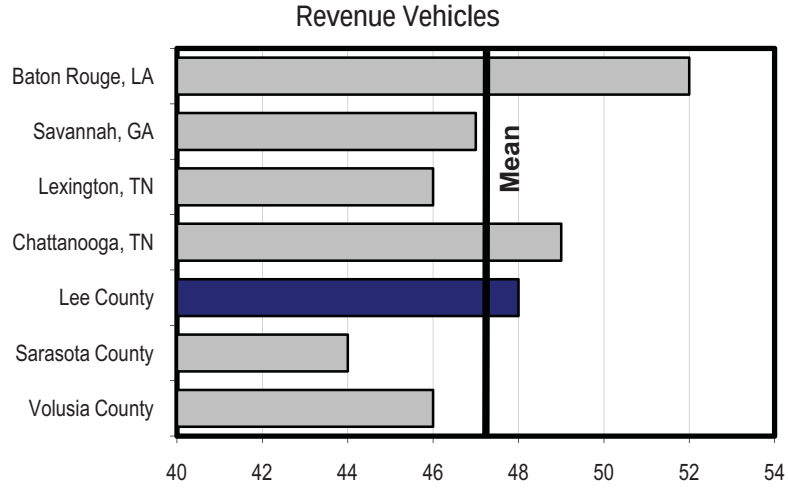


Figure 4-54



The following is a summary of the peer review analysis performance indicators, based on the information presented in Table 4-18 and Figures 4-48 through 4-54.

- The service area population for LeeTran is higher than the peer group average, approximately 33 percent above the mean, while the population density is nearly 122 percent above the mean.

- Passenger trips for LeeTran are nearly 13 percent below the peer group mean.

- Revenue miles for LeeTran are approximately 22 percent above the peer group mean.

- Operating expenses for LeeTran exceed the peer group average by more than 13 percent, while

passenger fare revenues are about 1 percent above the peer group average. LeeTran's number of vehicles operated in maximum service is approximately 1 percent above the peer group average.

Effectiveness Measures

Effectiveness measures include service supply, service consumption, and quality of service. These categories are represented by one variable each: vehicle miles per capita, passenger trips per revenue mile, and average age of fleet, respectively. Table 4-19 and Figures 4-55 through 4-57 present the effectiveness measures for LeeTran's peer review analysis.

Table 4-19
Effectiveness Measures
LeeTran Peer Review Analysis (2009)

Measure	LeeTran	Peer Group Minimum	Peer Group Maximum	Peer Group Mean	LeeTran % From Mean
Vehicle Miles Per Capita	7.16	5.53	13.28	8.80	-18.6%
Passenger Trips Per Revenue Mile	1.01	0.92	2.73	1.46	-30.6%
Average Age of Fleet (in years)	9.58	5.61	10.94	7.50	27.7%

Figure 4-55

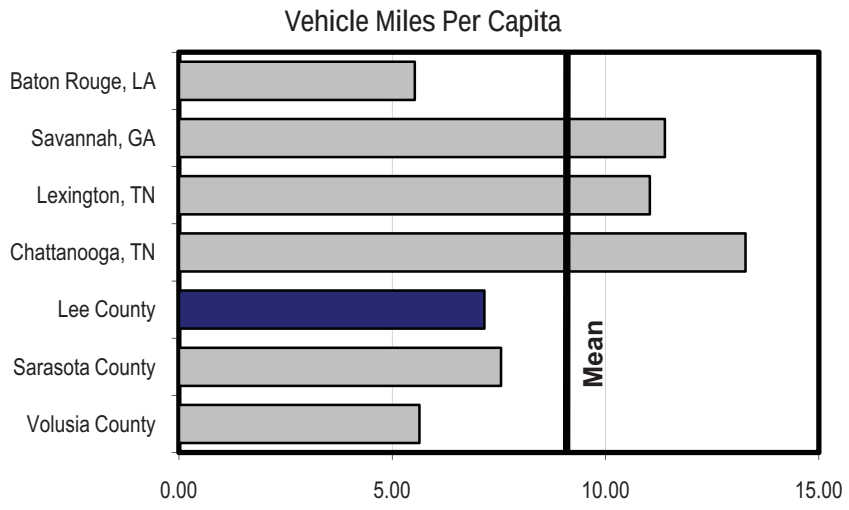


Figure 4-56

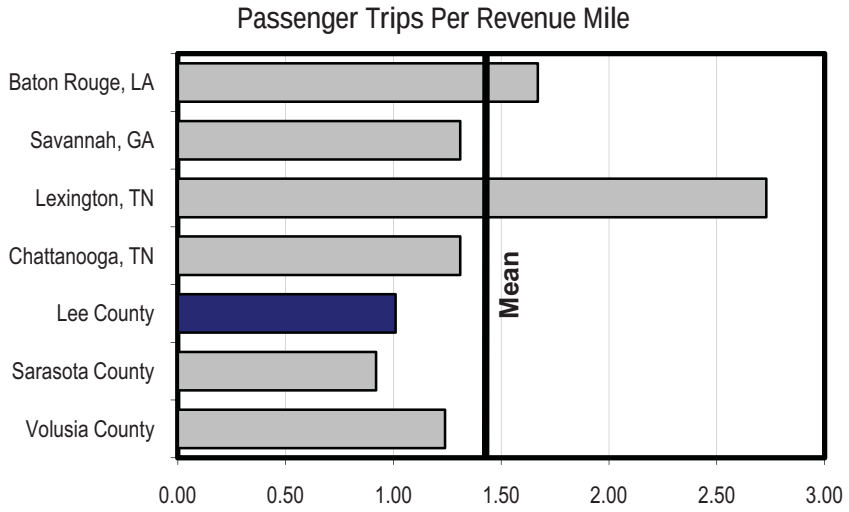
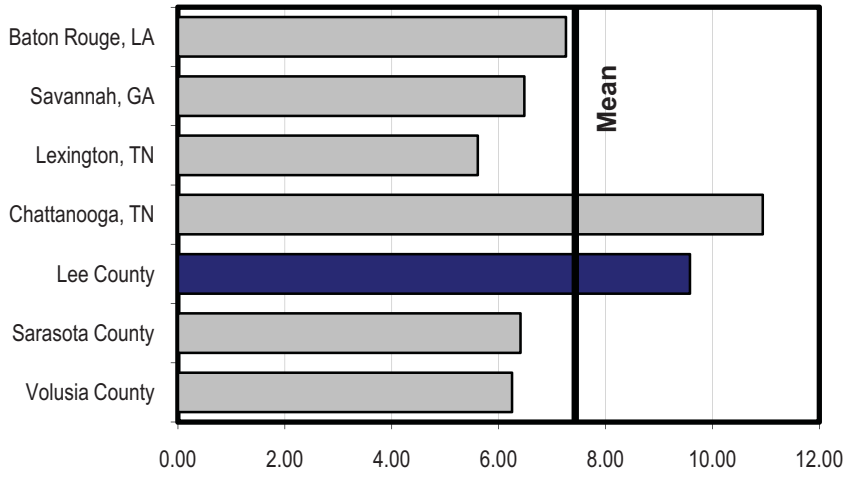


Figure 4-57



The following is a summary of the effectiveness measures for the peer review analysis.

- Vehicle miles per capita for LeeTran are nearly 19 percent below the peer group mean.
- Passenger trips per revenue mile for LeeTran are more than 30 percent below the peer group mean.
- LeeTran's average age of fleet in years is about 28 percent above, or two years older than, the peer group mean.

Efficiency Measures

Categories of efficiency measures include cost efficiency and operating ratios. Table 4-20 and Figures 4-58 through 4-64 present the efficiency measures for LeeTran's peer review analysis.

Table 4-20
Efficiency Measures
LeeTran Peer Review Analysis (2009)

Measure	LeeTran	Peer Group Minimum	Peer Group Maximum	Peer Group Mean	LeeTran % From Mean
Operating Expense Per Capita	$32.80	$23.38	$83.49	$46.33	-29.2%
Operating Expense Per Passenger Trip	$4.80	$2.42	$4.81	$3.93	22.0%
Operating Expense Per Revenue Mile	$4.83	$4.27	$6.60	$5.29	-8.7%
Farebox Recovery	14.93%	7.88%	26.61%	16.88%	-11.6%
Revenue Miles per Vehicle Mile	0.95	0.93	1.00	0.95	-0.2%
Revenue Hours per Employee FTE	1,121	1,111	1,280	1,190	-5.9%
Average Fare	$0.72	$0.35	$0.92	$0.64	12.2%

Figure 4-58

Operating Expense Per Capita

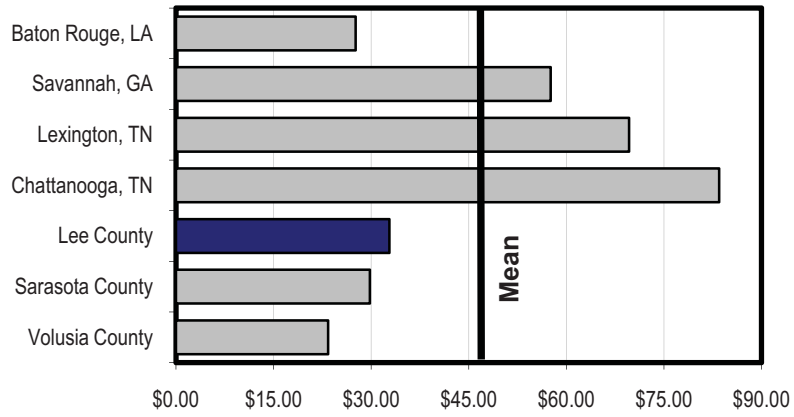


Figure 4-59

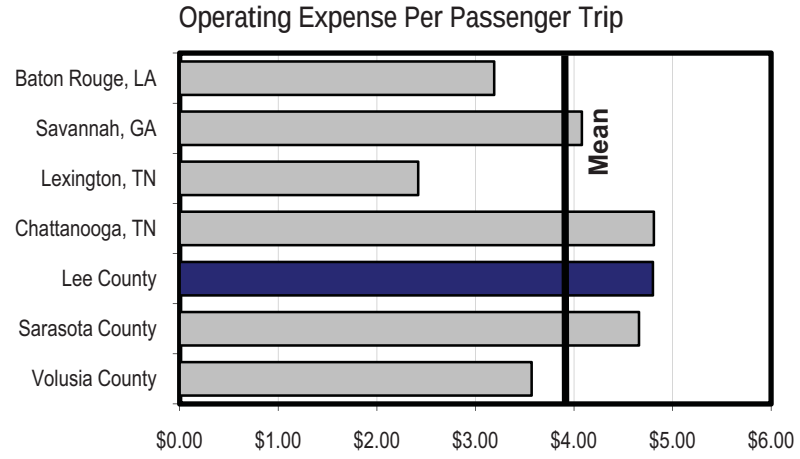


Figure 4-60

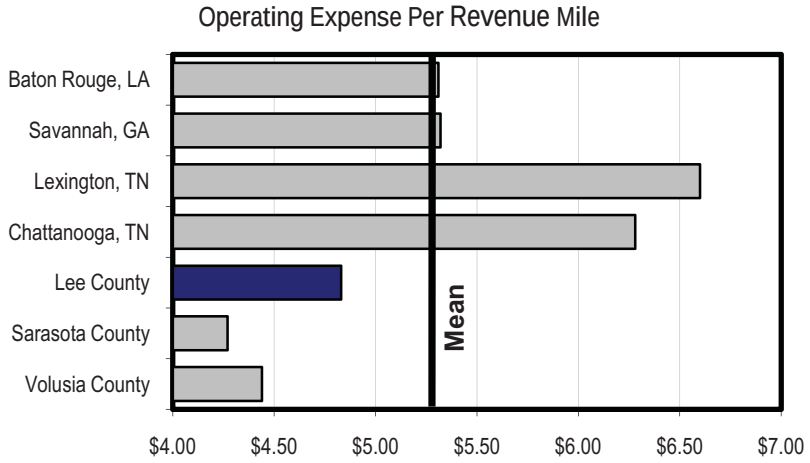


Figure 4-61

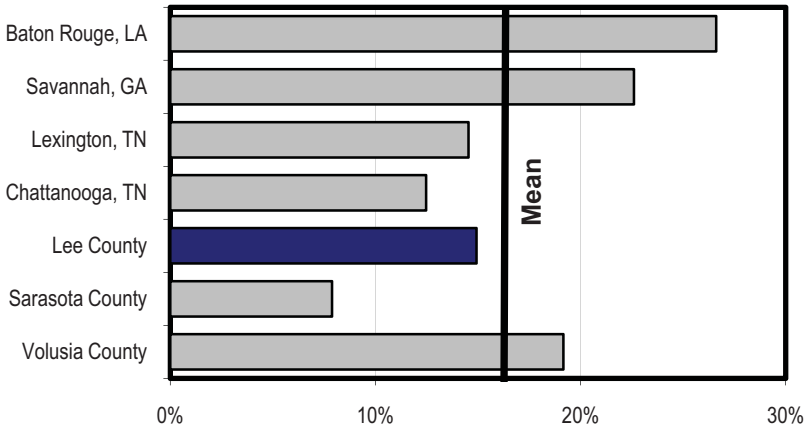


Figure 4-62

Revenue Miles Per Vehicle Mile

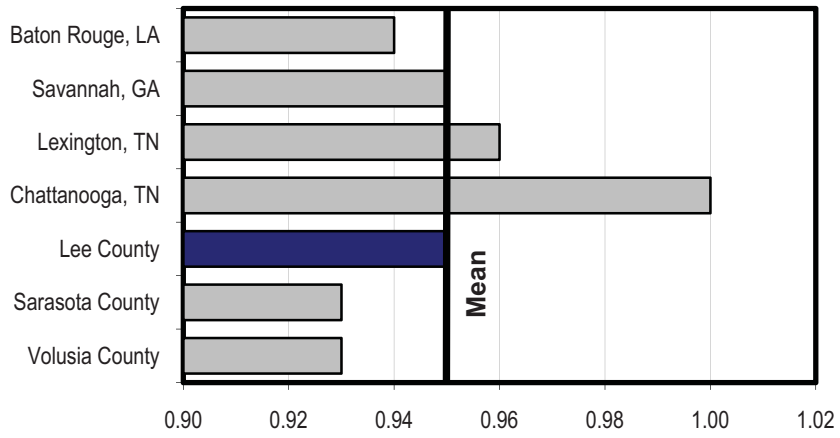


Figure 4-63

Revenue Hours Per Employee FTE

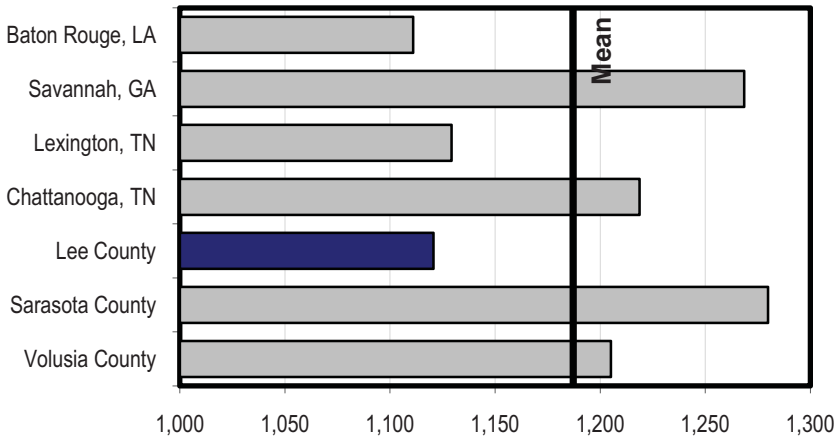
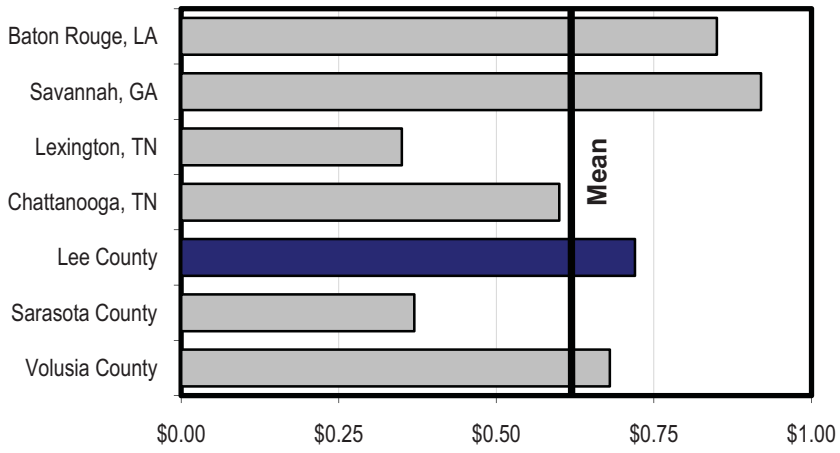


Figure 4-64

Average Fare



The following is a summary of salient issues from the efficiency measures peer review presented previously.

- Although LeeTran's average fare is greater than the peer group mean (12%), the farebox recovery rate remains below the mean (11%).

- Operating expense per passenger trip for LeeTran is 22 percent above the peer group mean and operating expense per revenue mile is nearly 9 percent below the mean. High operating costs may be contributing to the noted average fare and the farebox recovery peer comparisons.

Summary Results of Fixed-Route Peer Review Analysis

Table 4-21 provides a summary of the fixed-route peer review analysis for the LeeTran fixed-route system. The summary indicates the percent that LeeTran is away from the peer group mean for each performance measure.

Table 4-21
LeeTran Peer Review Analysis Summary (2009)

Performance Indicators/Measures	Percent Away From Mean	Indicator*
Indicators		
Service area population	33.0%	N/A
Service area population density	121.8%	+
Passenger trips	-12.9%	–
Revenue miles	22.1%	N/A
Total operating expense	13.3%	–
Passenger fare revenue	0.7%	o
Vehicles operated in maximum service	1.2%	N/A
Service Supply		
Vehicle miles per capita	-18.6%	–
Service Consumption		
Passenger trips per revenue mile	-30.6%	–
Quality of Service		
Average age of fleet (in years)	27.7%	–
Cost Efficiency		
Operating expense per capita	-29.2%	+
Operating expense per passenger trip	22.0%	–
Operating expense per revenue mile	-8.7%	+
Operating Ratio		
Farebox recovery	-11.6%	–
Vehicle Utilization		
Revenue miles per vehicle mile	-0.2%	o
Labor Productivity		
Revenue hours per employee FTE	-5.9%	–
Fare		
Average Fare	12.2%	+

*Indicates a positive (+), negative (-), or neutral (o) standing within the selected peer group.

ADA Service Peer Review

The ADA service peer review was conducted using the same peers selected for the fixed-route service peer review except VOTRAN. VOTRAN was eliminated from the peer review because of its outlying demand-response statistics. Fiscal year 2009 NTD data were utilized to select performance indicators for each peer system's demand-response service. Statistics for both purchased transportation and directly operated demand-response services were compiled to conduct the analyses. Table 4-22 includes the demand-response performance statistics for all the peers in the fixed-route peer group.

Table 4-22
ADA Peer Group Performance Statistics (2009)

County	Passenger Trips	Revenue Miles	Revenue Hours	Operating Expense
CATS	70,464	614,021	44,019	$1,795,992
VOTRAN*	245,403	2,078,105	140,450	$6,182,381
CAT-GA	63,006	585,432	46,115	$1,969,240
CARTA	69,100	417,758	34,030	$1,254,486
LexTran	146,965	1,084,351	69,326	$3,125,476
SCAT	178,318	1.251.432	93,079	$5,6275,05
LeeTran	109,009	1,091,373	69,301	$4,519,077

Source: FY 2009 NTD
*VOTRAN is not included in the ADA peer review because of its outlying statistics.

Table 4-23 summarizes the ADA peer group analysis performance statistics noted in Table 4-22. For each measure, the table provides LeeTran's performance, the maximum value among the peer group, the minimum value among the peer group, the mean of the peer group, and the percent that LeeTran values are away from the mean value. Peer rankings for each performance indicator are illustrated in Figures 4-65 through 4-68.

Table 4-23
ADA Peer Review – Performance Indicators (2009)

Measure	LeeTran	Peer Group Maximum	Peer Group Minimum	Peer Group Mean	LeeTran: % from Mean
Passenger Trips	109,009	178,318	63,006	106,144	2.7%
Revenue Miles	1,091,373	1,251,432	417,758	840,728	29.8%
Revenue Hours	69,301	93,079	34,030	59,312	16.8%
Operating Expenses	$4,507,517	$6,567,526	$1,249,386	$3,202,205	40.8%

Figure 4-65

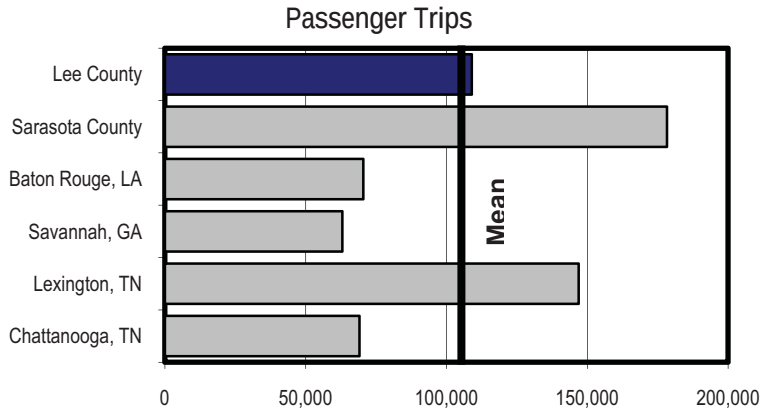


Figure 4-66

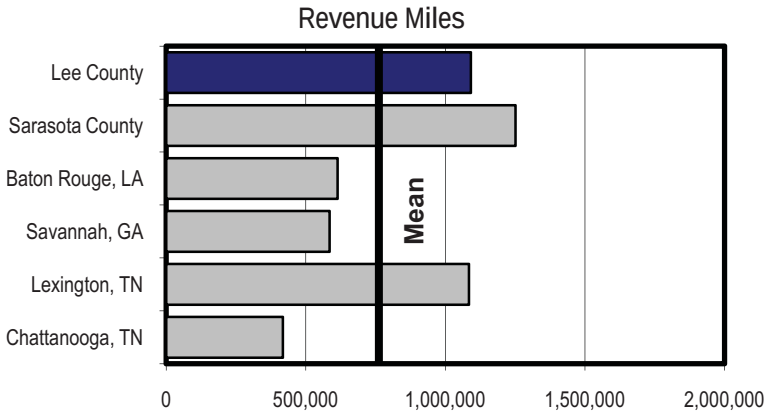


Figure 4-67

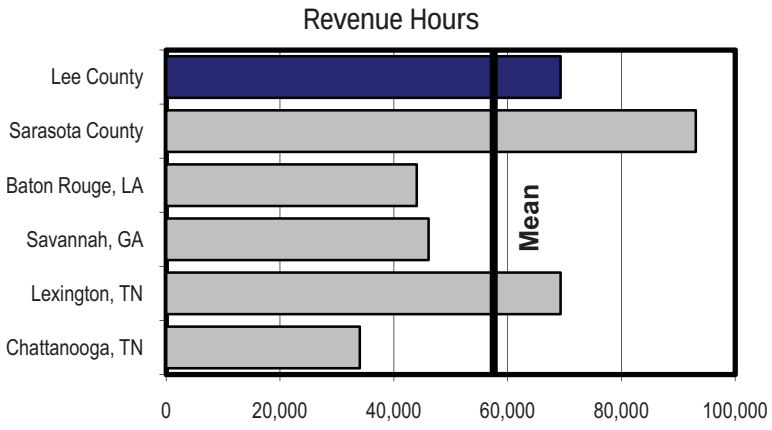
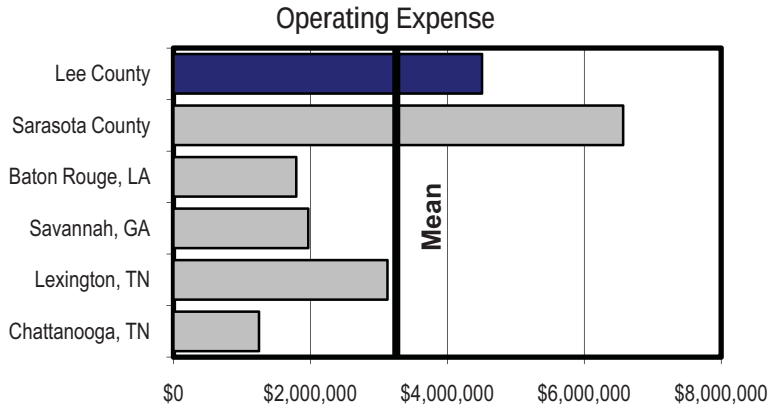


Figure 4-68



Financial and operational performance measures were selected that provide a good indicator of overall system performance. Table 4-24 presents the peer group statistics for the selected financial and operational measures.

Table 4-24
ADA Peer Group Financial & Operational Measures (2009)

Transit System	Operating Expense per Revenue Hour	Operating Expense per Revenue Mile	Passenger Trips per Revenue Mile	Passenger Trips per Revenue Hour	Operating Expense per Passenger Trip
CARTA	$36.71	$2.99	0.17	2.03	$18.08
LeeTran	$45.08	$2.88	0.14	2.12	$21.27
CAT-GA	$42.70	$3.36	0.11	1.37	$31.25
CATS	$40.76	$2.92	0.11	1.60	$25.46
SCAT	$70.56	$5.25	0.14	1.92	$36.83
LeeTran	$65.04	$4.13	0.10	1.57	$41.35

Table 4-25 summarizes the peer group analysis for the financial and operational measures noted in Table 4-24. Peer rankings for each financial and operational measure are illustrated in Figures 4-69 through 4-73.

Table 4-25

ADA Peer Review – Financial & Operational Measures

Measure	LeeTran	Peer Group Maximum	Peer Group Minimum	Peer Group Mean	LeeTran: % from Mean
Financial Measures					
Operating Expense per Revenue Hour	$65.04	$70.56	$36.71	$50.14	29.7%
Operating Expense per Revenue Mile	$4.13	$5.25	$2.88	$3.59	15.0%
Operating Expense per Passenger Trip	$41.35	$41.35	$18.08	$29.04	42.3%
Operational Measures					
Passenger Trips per Revenue Mile	0.10	0.17	0.10	0.13	-23.1%
Passenger Trips per Revenue Hour	1.57	2.12	1.37	1.77	-11.3%

Figure 4-69

Operating Expense per Revenue Hour

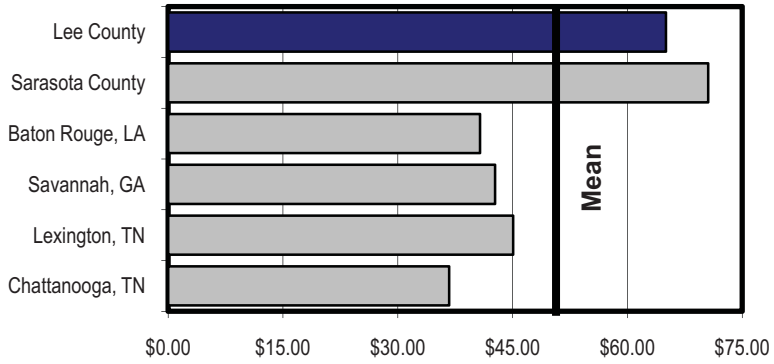


Figure 4-70

Operating Expense per Revenue Mile

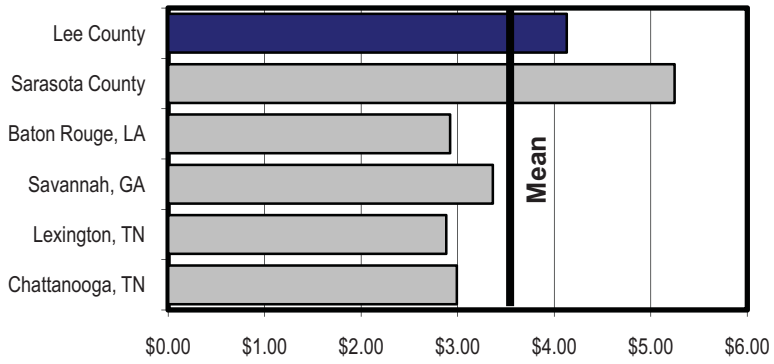


Figure 4-71

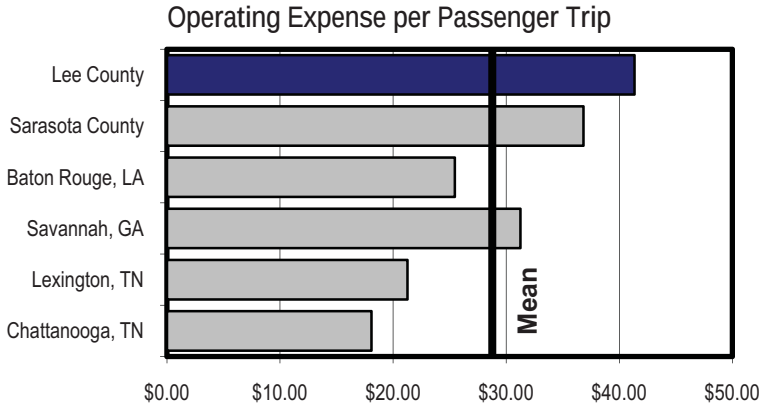


Figure 4-72

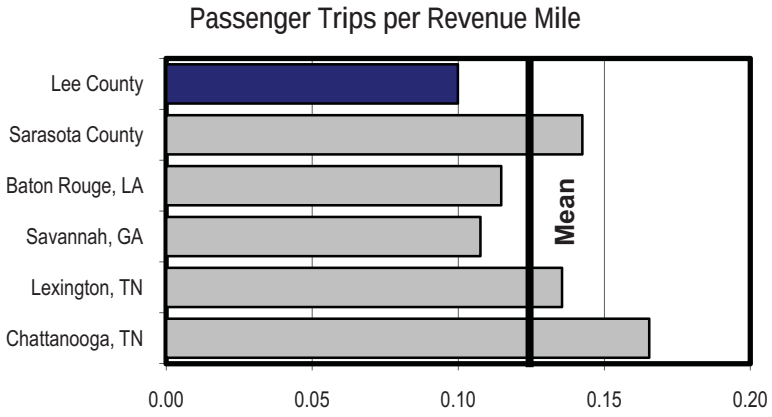
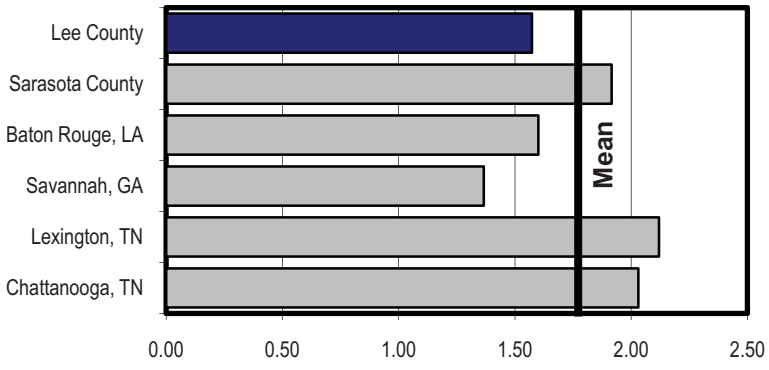


Figure 4-73



Summary Results of ADA Service Peer Review Analysis

Highlights from the ADA service peer review analysis are summarized below.

- The number of ADA passenger trips provided by LeeTran in FY 2009, 109,009, was 2.7 percent above the peer group mean of 106,144 trips.

- LeeTran fell below the mean for the two selected operational measures, passenger trips per revenue mile and passenger trips per revenue hour, with 22 percent and 11 percent below the corresponding peer group means, respectively.

- LeeTran had the second highest total operating cost, $4,507,517, among all the peers. In addition, LeeTran exceeds the mean for all the selected financial measures. Operating expense per revenue hour, operating expense per revenue mile, and operating expense per passenger trip were 30, 15, and 42 percent above their corresponding peer group means, respectively.

Transportation Disadvantaged Service Peer Review

A peer review also was conducted for transportation disadvantaged services in the county. Six Florida peers were selected for the analysis. The six peers were selected based on data collected from the Florida Commission for the Transportation Disadvantaged (FCTD) 2009 Annual Performance Report. That report contains performance measures for paratransit services for counties in Florida. Based on the Lee County value for each performance measure, a range was set by which all Florida counties were awarded points. Counties were awarded one point for each performance measure that fell within 25 percent of the Lee County value. Points were then summed by county. Counties with the highest point totals were then selected for the peer review. These include Alachua County, Escambia County, Highlands County, Pasco County, and St. Johns County.

Subsequent to selection of the peer group, five performance indicators were selected to gauge the relative similarity of Lee County with the selected peer group. The five performance indicators include:

- Passenger Trips
- Revenue Miles
- Service Area Population
- Transportation Disadvantaged Population
- Population Density (Persons per sq. mi.)

Table 4-26 identifies the peer group and includes the performance indicators used to perform the peer review analysis.

Table 4-26
TD Peer Group Performance Statistics (2009)

County	Passenger Trips	Revenue Miles	Service Area Population	TD Population	Operating Expenses
Alachua	157,997	1,126,324	252,400	92,565	$3,310,684
Escambia	291,359	1,256,262	313,500	118,466	$3,379,009
Highlands	98,165	1,060,566	100,200	55,342	$1,871,428
Lee	109,742	1,205,198	623,700	220,007	$3,249,138
Pasco	351,558	1,020,520	438,700	217,334	$2,703,184
St. Johns	250,037	978,711	181,200	49,588	$2,661,710

*Land area by county was obtained from the 2009 Florida Statistical Abstract.

Table 4-27 summarizes the peer group analysis for the performance statistics noted in Table 4-26. For each selected measure, the table provides Lee County's performance, the maximum value among the peer group, the minimum value among the peer group, the mean of the peer group, and the percent that Lee County values are away from the mean value. Peer rankings for each performance measure are illustrated in Figures 4-74 through 4-78.

Table 4-27
TD Peer Review – Performance Indicators (2009)

Measure	Lee County	Peer Group Maximum	Peer Group Minimum	Peer Group Mean	Lee County: % from Mean
Passenger Trips	109,742	351,558	98,165	209,810	-47.7%
Revenue Miles	1,205,198	1,256,262	978,711	1,107,930	8.8%
Service Area Population	623,700	623,700	100,200	318,283	96.0%
TD Population	220,007	220,007	49,588	125,550	75.2%
Operating Expenses	$3,249,138	$3,379,009	$1,871,428	$2,862,526	13.5%

Figure 4-74

Passenger Trips

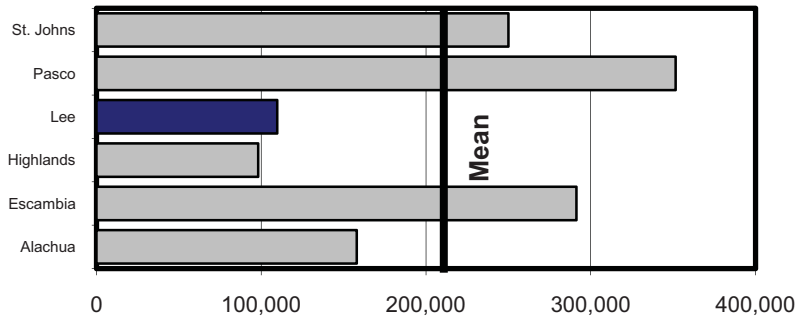


Figure 4-75

Revenue Miles

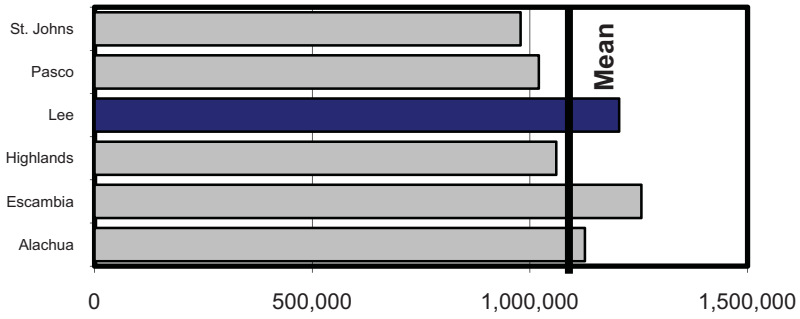


Figure 4-76

Service Area Population

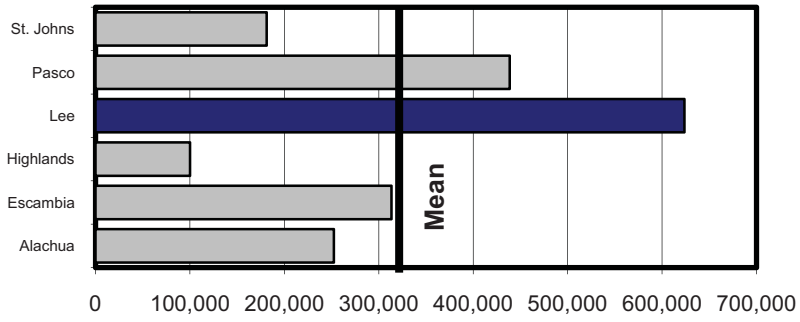


Figure 4-77

TD Population

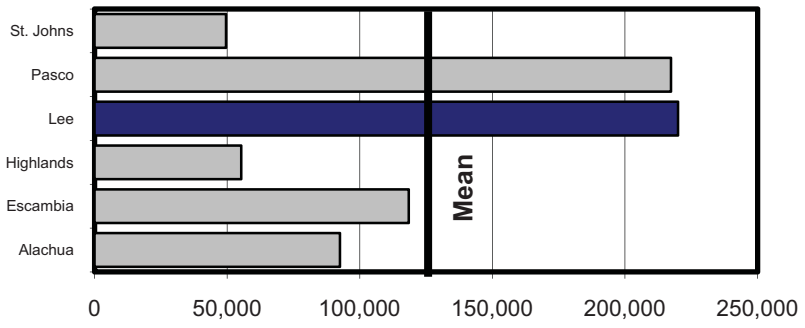
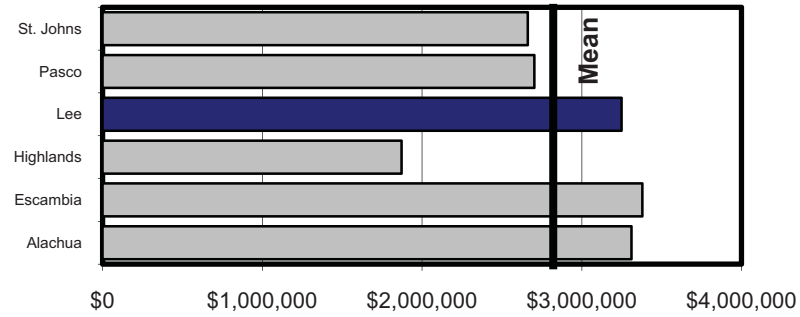


Figure 4-78

Operating Expenses



In addition, financial and operational performance measures were selected that provide a good indicator of overall system performance. These measures include:

- Operating Expense per Passenger Trip
- Operating Expense per Revenue Mile
- Passenger Trips per TD Capita
- Passenger Trips per Revenue Mile

Table 4-28 presents the peer group statistics for the financial and operational measures.

Table 4-28
TD Peer Group Financial & Operational Measures (2009)

County	Operating Expense per Passenger Trip	Operating Expense per Revenue Mile	Passenger Trips per TD Capita	Passenger Trips per Revenue Mile
Alachua	$20.95	$2.94	1.7	0.14
Escambia	$11.60	$2.69	2.5	0.23
Highlands	$19.06	$1.76	1.8	0.09
Lee	$29.61	$2.70	0.5	0.09
Pasco	$7.69	$2.65	1.6	0.34
St. Johns	$10.65	$2.72	5.0	0.26

Table 4-29 summarizes the peer group analysis for the financial and operational measures noted in Table 4-28. The tabular analysis includes Lee County's performance, the maximum value among the peer group, the minimum value among the peer group, the mean of the peer group, and the percent that Lee County values are away from the mean value. Peer rankings for each financial and operational measure are illustrated in Figures 4-79 through 4-82.

Table 4-29
TD Peer Review – Financial & Operational Measures

Measure	Lee County	Peer Group Maximum	Peer Group Minimum	Peer Group Mean	Lee County: % from Mean
Financial Measures					
Operating Expense per Passenger Trip	$29.61	$29.61	$7.69	$16.59	78%
Operating Expense per Revenue Mile	$2.70	$2.94	$1.76	$2.58	5%
Operational Measures					
Passenger Trips per TD Capita	0.5	5.0	0.5	2.2	-77%
Passenger Trips per Revenue Mile	0.09	0.34	0.09	0.19	-53%

Figure 4-79

Operating Expense per Passenger Trip

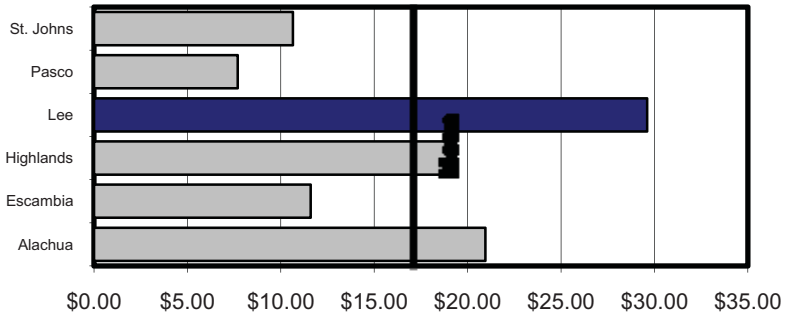


Figure 4-80

Operating Expense per Revenue Mile

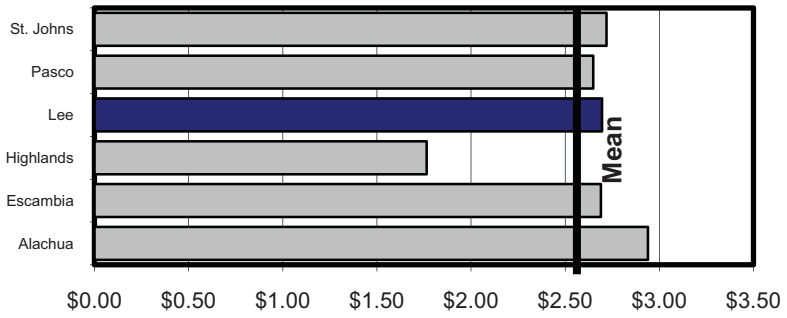


Figure 4-81

Passenger Trips per TD Capita

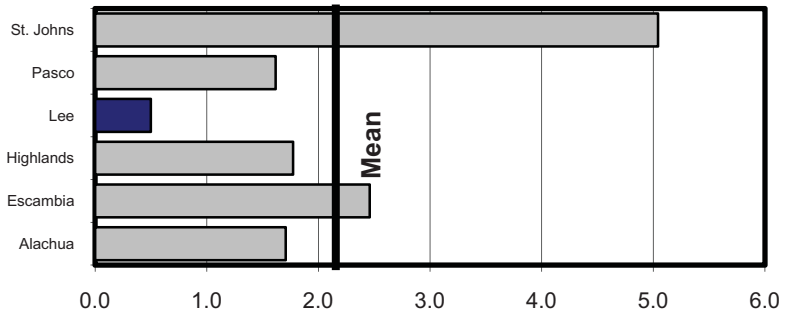
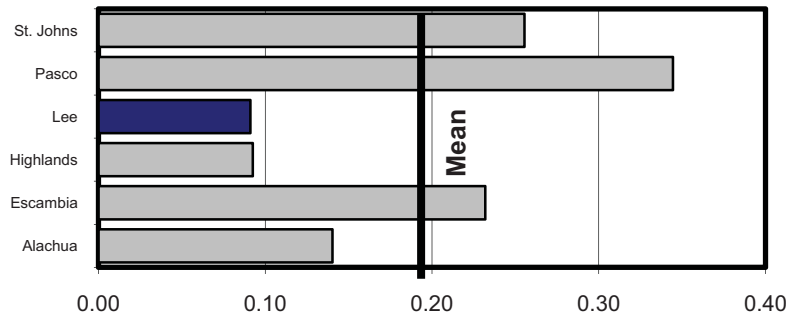


Figure 4-82

Passenger Trips per Revenue Mile



Summary Results of Transportation Disadvantaged Peer Review Analysis

The transportation disadvantaged peer review analysis reveals that Lee County has the largest potential TD population among counties in Florida with similar TD characteristics. The following highlights are drawn from the TD peer review analysis results presented previously.

- Although Lee County had the largest TD population among the peer group in FY 2009, it also had the second smallest number of total passenger TD trips.

- Lee County had the second highest operating costs, $3,249,138, among the selected peer group. Of the five selected peers, two other counties, Alachua County and Escambia County, had operating costs higher than the peer group mean, which was $2,862,526.

- Lee County had the highest operating cost per passenger trip, $29.61, while it had the lowest passenger trips per TD capita, 0.5, and the lowest passenger trips per revenue mile, 0.09.

TRANSIT CAPACITY & SUPPLY ANALYSIS

A transit capacity and supply analysis was performed. The analysis examines the number of routes in operation and the size and number of vehicles in use to determine the number of potential trips that can be carried per year. There are more sophisticated methods of determining system-wide capacity; however, based on the size of the LeeTran system and the demographic make-up of Lee County, a more simplified method was chosen based on resources available. The same methodology was applied in the analysis of ADA/Paratransit services.

Fixed-Route Service Supply/Capacity Analysis

The methodology used to estimate transit capacity is based on mileage. In order to determine capacity at the route level, the estimated seat miles and passenger miles were estimated using an average trip length provided by LeeTran. LeeTran conducts a random sampling of trips for NTD purposes. Passenger miles and passengers boarded information is collected on sampled trips. The average trip length is obtained by dividing passenger miles by passengers boarded for the sampled trips. The methodology for the system-wide capacity estimation is presented below using Route 10 data as an example:

Step 1 - Annual revenue miles, vehicle capacity, and ridership by route were provided by LeeTran staff. The route length for each LeeTran route was calculated using ArcGIS geographic information system data.

Step 2 - The estimated annual seat miles were calculated by multiplying the revenue miles by the average vehicle capacity. This provides a measure of potential route capacity based on the actual revenue miles of service and the maximum number of passengers that can be transported.

Revenue Miles	X	Average Vehicle Capacity	=	Estimated Annual Seat Miles
(134,450)		(32)		(4,302,391)

Step 3 - Annual passenger miles were estimated by multiplying the average trip length (provided by LeeTran) by the total number of passenger trips. This provides a measure of actual passenger miles traveled in 2009, showing the actual capacity utilized by riders.

Passenger Trips	X	Average Trip Length	=	Annual Passenger Miles
(161,160)		(3.8)		(606,370)

Step 4 - To determine the estimated excess capacity, the estimated passenger miles for each route for October 2008 through September 2009 was compared to the estimated annual seat miles to determine the percent of the capacity being used.

Estimated Passenger Miles / Estimated Seat Miles = Percent of Capacity Being Used
(606,370) (4,302,391) (14.1%)

100% - Percent of Capacity Being Used = Remaining Capacity
(100%) (14.1%) (85.9%)

Table 4-30 summarizes the process used to estimate annual capacity for the existing service routes.

Fixed-Route Capacity Analysis Summary

Based on the capacity analysis, LeeTran is using approximately 17 percent of its possible capacity. This shows that the existing bus service has substantial capacity remaining. Routes with the least amount of excess capacity include Routes 15, 70, and 490. Route 490, the seasonal Summerlin Square Park-and-Ride trolley, is experiencing the lowest levels of excess capacity among all the fixed-routes. Routes with the largest amount of excess capacity include Routes 80 and 160. Excess capacity for these two routes is 93 percent and 95 percent, respectively.

Excess capacity is not necessarily a weakness in the system. Expecting full buses all day long in a county with the density and land area of Lee is unrealistic. The ridership-to-capacity ratio should be monitored over time as part of future major updates to the TDP. As any of the other diagnostic tools utilized herein, the capacity analysis is a relatively simple way to track overall system utilization over time to see how the agency's efforts to increase ridership are faring.

COA Capacity Analysis

A comprehensive ridecheck was conducted during the Lee County COA effort. As part of this process, a vehicle load detail table was prepared for each route that presents the passenger load on each fixed-route by day, by direction, and by time-of-day. This information provides an opportunity to more closely examine vehicle capacity issues for each route. Appropriate recommendations can be provided based on the issues found. Following is a summary of facts, issues, and recommendations that resulted from the capacity analysis performed for the COA. It should be noted that trolley routes 400, 450, 490 were excluded from the analysis.

Table 4-30

2009 Fixed-Route Transit Supply/Capacity Analysis

Route	Revenue Miles	Average Vehicle Capacity*	Estimated Annual Seat Miles	Average Trip Length**	FY 2009 Annual Ridership	Annual Passenger Miles	Percent of Capacity	Estimated Excess Capacity
10	134,450	32	4,302,391	3.8	161,160	606,370	14.09%	85.91%
15	77,973	23	1,793,377	4.7	80,959	379,753	21.18%	78.82%
20	104,596	23	2,405,705	3.2	145,048	458,200	19.05%	80.95%
30	141,894	32	4,540,602	5.8	119,145	693,656	15.28%	84.72%
40	105,069	23	2,416,583	5.0	58,862	296,077	12.25%	87.75%
50	209,604	32	6,707,322	8.1	97,884	793,516	11.83%	88.17%
60	93,928	32	3,005,686	9.4	35,235	332,262	11.05%	88.95%
70	167,218	32	5,350,987	6.7	186,823	1,244,613	23.26%	76.74%
80	51,685	23	1,188,755	4.3	20,001	86,005	7.23%	92.77%
90	196,352	32	6,283,274	6.1	81,470	493,653	7.86%	92.14%
100	243,892	29	7,072,881	5.0	278,374	1,384,886	19.58%	80.42%
110	137,567	40	5,502,668	9.5	108,144	1,030,840	18.73%	81.27%
120	90,198	32	2,886,351	7.6	60,342	459,201	15.91%	84.09%
130	128,127	32	4,100,056	4.6	121,863	554,636	13.53%	86.47%
140	706,692	34.4	24,310,219	4.8	975,485	4,670,770	19.21%	80.79%
150	75,877	32	2,428,059	7.5	51,580	388,396	16.00%	84.00%
160	3,908	14	54,709	3.2	824	2,637	4.82%	95.18%
400	245,572	31	7,612,720	5.0	297,950	1,485,189	19.51%	80.49%
450	20,182	31	625,646	5.0	12,301	61,316	9.80%	90.20%
490	34,808	31	1,079,037	5.0	96,328	480,165	44.50%	55.50%
Total	2,969,591		93,667,026	6.0	2,989,776	15,902,141	16.98%	83.02%

*Average seating capacity for all bus routes is calculated by dividing total seating capacity for all vehicles in the fleet by the total number of vehicles. Total seating capacity and number of vehicles were obtained from the 2010 COA.

**System-wide average trip length estimated at 6.0 for all fixed-bus routes.

- Standing loads were recorded for Routes 100, 110, and 140.

- During the weekday P.M. peak service period, Route 100 experienced standing loads in the east-bound direction between the Rosa Parks Transportation Center and the intersection of Michigan Avenue and Markland Avenue.

- Standing loads on Route 110 were observed on weekdays in the east-bound direction during the P.M. peak service period.

- Of the three routes noted, Route 140 experienced the most significant capacity issues. These were observed at most stops along its route alignment during the weekday P.M. peak service period in both the northbound and southbound directions. The Route 140 presents an opportunity for adding a revenue service vehicle and thereby increasing service frequencies to potentially alleviate some of the capacity issues being experienced on the route.

Demand-Response Service Supply/Capacity Analysis

ADA demand-response services were evaluated to estimate annual capacity for 2009. The methodology used for the demand response service capacity estimation was identical to that for fixed-route service outlined in the previous subsection. Table 4-31 summarizes the process used to estimate annual capacity for the existing demand-response services.

Table 4-31
2009 Demand-Response Service Transit Supply/Capacity Analysis

Variable	Demand-Response - Directly Operated
Days/Week	7
Revenue Miles[1]	1,091,373
Average Vehicle Capacity[2]	15
Estimated Annual Seat Miles	16,370,595
Average Trip Length	11.5
2009 Passenger Trips	109,009
Annual Passenger Miles[1]	1,249,243
Percent of Capacity	7.6%
Estimated Excess Capacity	92.4%

[1]Source: LeeTran 2009 NTD Report

[2]Source: LeeTran

Demand-Response Service Capacity Analysis Summary

Based on the estimated capacity analysis, LeeTran is using approximately 8 percent of the possible capacity. This shows that demand response service has substantial capacity remaining. Excess capacity is not necessarily a weakness in the system, given the nature of demand response trips. Expecting full paratransit vans is unrealistic since the service operates on the basis of advanced trip reservations and multi-loading is often difficult to accommodate given the often diverse nature of origins and destinations, as well as travel time needs, for each patron.

Section 5
PUBLIC INVOLVEMENT

Public outreach and involvement is a critical component in the TDP development process. This LeeTran TDP update effort differs from previous efforts in that the number and type of public outreach efforts has been expanded in order to ensure that the plan priorities reflect a broad spectrum of perspectives, individuals, and organizations that will benefit from improved transit services. Consequently, more opportunities to gather public feedback from potential stakeholders, transit users and non-users, and the general public will support a more robust and well-rounded vision for public transportation services in Lee County.

Public outreach activities can be organized into the following categories.

- Review committee meetings
- Public workshops
- Community group presentations
- Discussion group workshops
- Stakeholder interviews
- On-board survey
- Bus operator interviews

A description of each public outreach activity and the resulting feedback gathered is presented in this section.

REVIEW COMMITTEE MEETINGS

A project review committee was established at the beginning of the project to monitor and provide input throughout the study. Review committee members consist of LeeTran, FDOT, and project consultant staff. A kickoff meeting with the review committee was held in December 2010. Follow-up meetings to discuss project efforts and documentation were held in February and June 2011.

PUBLIC WORKSHOPS

Two public workshops were conducted in January 2011, one the Rosa Parks Intermodal Center and one at the Green Market on McGregor Boulevard. A short survey was administered at each of these workshops to collect participant opinions on specific transportation- and transit-related issues, as well as basic demographic information and attitudinal information regarding the importance of specific aspects of LeeTran service. A total of 85 surveys were completed at the public workshops, with the results summarized in Table 5-1.

Table 5-1: Public
Workshop Survey Results

Question	Possible Responses	Public Workshop Survey Results
Q1: Which of the following improvement(s) to LeeTran service do you think are most important? (Check all that apply)	More benches and shelters at bus stops	64%
	Earlier service on existing routes	32%
	More bike racks at bus stops	32%
	Later service on existing routes	51%
	Bus service to new areas	35%
	More frequent service on existing routes	48%
	Express service	34%
Q2a: Lee County should consider implementing light rail as a premium service to connect communities within the county	5 = Strongly Agree	60%
	4 = Agree	14%
	3 = Neutral	17%
	2 = Disagree	5%
	1 = Strongly Disagree	4%
Q2b: Lee County should consider implementing bus rapid transit as a premium service along major roads such as US 41 and Colonial Blvd	5 = Strongly Agree	62%
	4 = Agree	16%
	3 = Neutral	15%
	2 = Disagree	4%
	1 = Strongly Disagree	3%
Q2c: Lee County should consider implementing commuter rail as a premium service for regional travel throughout the county and surrounding areas	5 = Strongly Agree	64%
	4 = Agree	15%
	3 = Neutral	16%
	2 = Disagree	3%
	1 = Strongly Disagree	3%
Q2d: Lee County should increase residential and commercial densities to better support the effectiveness of transit services	5 = Strongly Agree	56%
	4 = Agree	19%
	3 = Neutral	18%
	2 = Disagree	6%
	1 = Strongly Disagree	0%
Q3: The LeeTran 25-year Vision may include "premium" public transportation services such as express bus, bus rapid transit, light rail, and commuter rail services. Which of the following improvements might encourage you to use those services? (Check all that apply)	New destinations	41%
	Added amenities on vehicles or at the stations	32%
	More frequent service	54%
	Readily available transit traveler information	31%
	Expanded service hours	59%
	Other types of vehicles (i.e., rail-like trolleys)	40%
	Nicer vehicles	15%

- The top three improvements indicated by respondents include more benches and shelters at bus stops, later service on existing routes, and more frequent service on existing routes.
- In regard to premium services, light rail, bus rapid transit, and commuter rail all received favorable responses. Approximately 74 percent of respondents agree that light rail should be considered, 78

percent of respondents agree that LeeTran should provide BRT services along major roads, and approximately 79 percent of respondents agree that commuter rail should be considered as a premium service to connect communities within and outside the county.

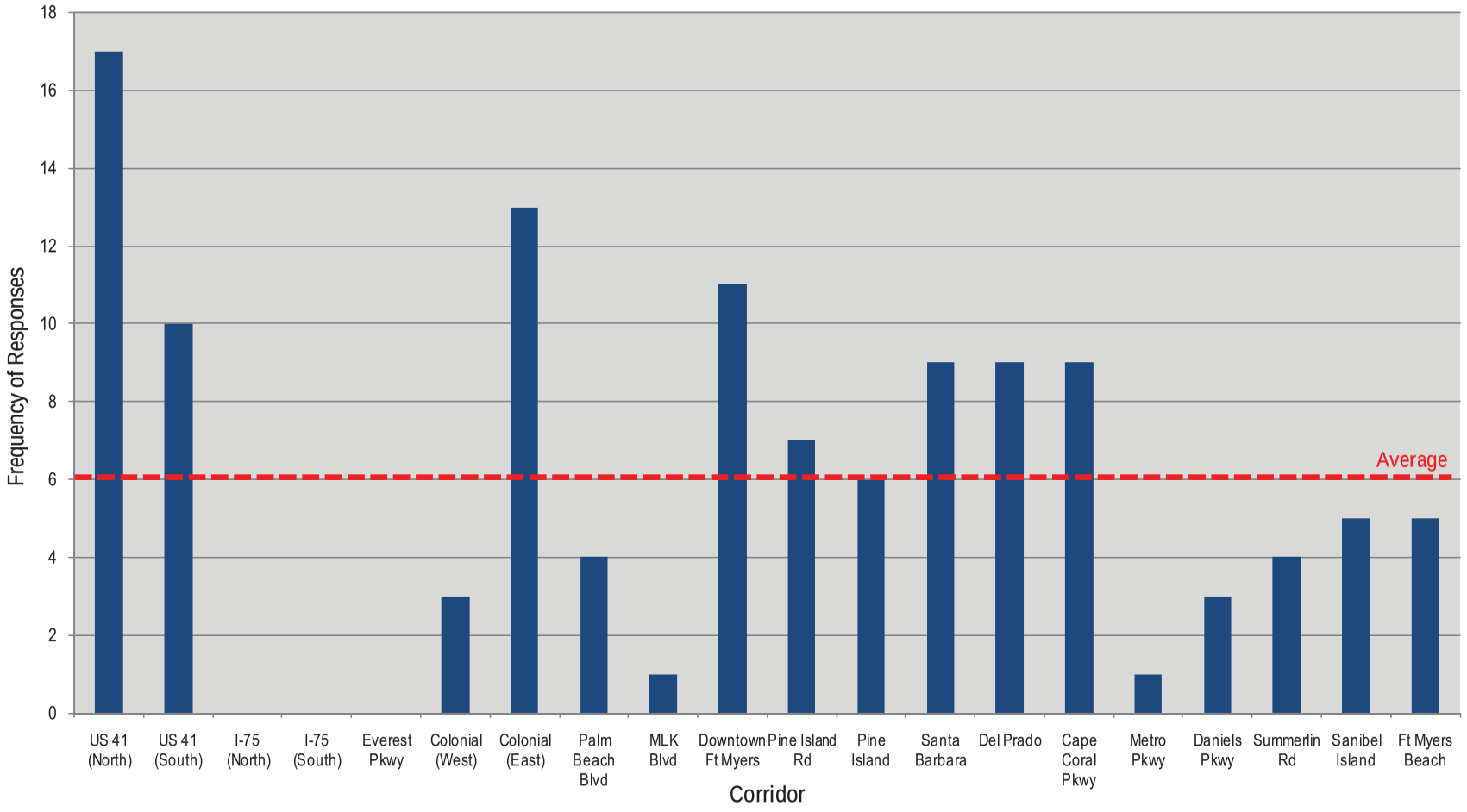
- Approximately 75 percent of respondents agree that Lee County should work to increase residential and commercial densities to better support the effectiveness of transit services, with 59 percent of respondents "strongly" agreeing.
- Additionally, survey respondents would be encouraged to use potential premium transit services in the future if the modes have expanded service hours, more frequent service, and connect to new destinations.

Additionally, participants were also asked to identify along which corridors they would like to see premium transit services in the future by highlighting a map provided to them on the back of the survey instrument. Each highlighted response was then assigned to a specific corridor, defined by the boundaries listed below.

- US 41 (North): Along US 41 from the Charlotte County line to Daniels Pkwy
- US 41 (South): Along US 41 from Daniels Pkwy to the Collier County line
- I-75 (North): Along I-75 from the Charlotte County line to Daniels Pkwy
- I-75 (South): Along I-75 from Daniels Pkwy to the Collier County line
- Everest Pkwy: Along the Midpoint Memorial Bridge connecting Cape Coral to McGregor Blvd
- Colonial Blvd (West): Along Colonial Blvd from McGregor Blvd to I-75
- Colonial Blvd (East): Along Colonial Blvd (Lee Blvd) from I-75 towards Lehigh Acres
- Palm Beach Blvd: Along Palm Beach Blvd from downtown Ft. Myers towards Buckingham Rd
- MLK Blvd: Along MLK Blvd/SR 82 from downtown Ft. Myers to Colonial Blvd (Lee Blvd)
- Downtown Ft. Myers: Routes within the downtown Ft. Myers cluster
- Pine Island Rd: Along Pine Island Rd from Pine Island to I-75/North Ft. Myers District
- Pine Island: Along Stringfellow Rd running the length of the island
- Santa Barbara Blvd: Along Santa Barbara Blvd from Cape Coral Pkwy to Pine Island Rd
- Del Prado Blvd: Along Del Prado Blvd from Cape Coral Pkwy to Pine Island Rd
- Cape Coral Pkwy: Along Cape Coral Bridge connecting Cape Coral to McGregor Blvd
- Metro Pkwy: Along Metro Pkwy from Colonial Blvd to south of Daniels Pkwy
- Daniels Pkwy: Along Daniels Pkwy from Summerlin Rd to the Airport
- Summerlin Rd: Along Summerlin Rd from CR 867 to Daniels Pkwy
- Sanibel Island: Along the Sanibel Causeway
- Ft. Myers Beach: Ft. Myers Beach District along Estero Blvd

Figure 5-1 summarizes the results of the map responses. Based on the information received, participants would like to see premium service along US 41, along Colonial Boulevard and Lee Boulevard into Lehigh Acres, and along corridors in east Cape Coral.

Figure 5-1
Public Workshop Survey Results – Premium Transit Corridors



Two additional public workshops were conducted in July 2011 to present the TDP Needs Plan. Changes to the existing system and proposed new routes and services were depicted visually with staff on hand to answer specific questions from patrons. Both workshops were conducted on July 20, 2011, with the first at the Lehigh Community Service Food Pantry from 9:30 a.m. to11:00 a.m., and the second at the Rosa Parks Transportation Center in Ft. Myers from 10:00 a.m. to 2:00 p.m. Feedback at the Lehigh event consisted largely of the desires of one community, Heron Pond, for transit services. A total of 10 to 12 persons attended the Lehigh event. Between 40 and 50 persons attended the Rosa Parks workshop, many of which were in agreement with the changes being proposed. Specifically, attendees indicated agreement with service proposals that included later evening service and more Sunday service.

COMMUNITY GROUP PRESENTATIONS

A series of presentations to various transportation-related groups in Lee County were given in February and March 2011. The community group presentations outlined the purpose of the TDP and gave a brief overview of LeeTran's existing service and vision. The presentations were conducted in order to retrieve public input in regard to transit goals, policies, and service improvements from the TDP and Vision Plan. Participants had an opportunity to comment on improvements to the existing service as well as map out specific desires for premium transit. The presentation was made to the following groups.

- Bike/Walk Lee
- Community Sustainability Advisory Committee
- Reconnecting Lee
- Horizon Committee

Each presentation consisted of open discussion and guided exercises for which comments received on each major topic were recorded on a large easel board. Ensuing discussions allowed attendees to elaborate or clarify any comments that needed additional information. Due to the volume of responses received, comments for each major topic were then grouped into sub-topics called response categories. This assisted in the organization and tabulation of similar responses collected during each of the presentations. In order to rate the relative importance of each response category among all of the response categories within each major topic, a high, medium, or low priority score was assigned based on the number of responses grouped under each. The discussion questions from Exercise 1 of the presentations are listed below.

- What is your perception of transit's role in the community?
- What do you see as appropriate goals for the transit system?
- Are there any county policies that should be changed to better support transit?
- Identify existing and/or future service improvements

- Identify potential funding sources for transit

Table 5-2 summarizes the major topics, response categories, and the corresponding priority score assigned to each response category based on the feedback received during the presentations.

Table 5-2
Community Group Presentations – Exercise 1 Results

Discussion Topic	Response Category	Priority
Roles / Goals / Policies	Education / Marketing	High
	Multi-Modal	Medium
	Economic Development & Land Use	High
	Connectivity	High
	Environmental	Low
	Infrastructure	Medium
	Funding	Low
	Intergovernmental & Agency Coordination	Low
Existing / Future / Premium Service	Expanded Service Hours	Low
	Service Frequency	Medium
	Capital Infrastructure & Technology	High
	Regional / Express Services	Medium
	Premium Services	Low
	Expanded Service Area / Coverage	High
Funding / Willingness	Automobile Use Tax	Medium
	Sales Tax	Low
	Tourist / Bed Tax / Rental Car Surcharge	Medium
	Gas Tax	Low
	Mobility Fees	Low
	Other	Low
	Education / Marketing	Low

Summary results from the first exercise include the following:

- Presentation attendees emphasized transit issues dealing with economic development & land use, connectivity, educating residents, and marketing of the system, and also touched on the need for a multi-modal system.
- The main focus for service improvements was enhancement of capital infrastructure, including bus stops, benches, park-and-ride lots, bike racks, and on-board amenities (i.e., wi-fi).
- Various user taxes and tourist taxes were suggested as potential funding sources, while gas and sales taxes and mobility fees were also mentioned.

Additionally, participants were also asked to identify along which corridors they would like to see premium transit services in the future using a map provided at the meetings. Options for premium transit included

express bus service, bus rapid transit, light rail, and commuter rail. Almost 500 responses were recorded and summarized. Figures 5-2 through 5-5 summarize the results of Exercise 2 from the community group presentations.

DISCUSSION GROUP WORKSHOPS

A discussion group is an excellent tool for revealing the attitudes of a specific group of people because of the open-ended nature of group discussions. As part of the TDP public outreach efforts, six discussion group workshops were held to gather general community perceptions on transit and to help identify issues and opportunities for LeeTran. Two different "user" groups and four different "non-user" groups were identified for the conduct of the discussion group workshops. Table 5-3 lists the various groups, the date and time the workshop was held with each group and the number of attendees at each workshop session.

Table 5-3
Discussion Group Workshops

Discussion Group	Venue and Meeting Date	Number of Attendees
LeeTran Bus Users	City/County Annex Building Downtown Fort Myers Monday, March 21st, 9:30 AM	7
Students	Edison State College Lee Campus Monday, March 21st, 3:00 PM	8
Social Service Agency Representatives	City/County Annex Building Downtown Fort Myers Monday, March 28th,11:00 AM	6
Business/Medical/Education Industry Representatives	City/County Annex Building Downtown Fort Myers Monday, March 28th, 9:00 AM	7
Transportation Planning Agencies	City/County Annex Building Downtown Fort Myers Monday, March 28th, 1:30 PM	7
County Departments	City/County Annex Building Downtown Fort Myers Monday, March 28th, 3:30 PM	12
Total Discussion Group Attendees		47

Figure 5-2
Community Group Presentations, Exercise 2 – Express Bus

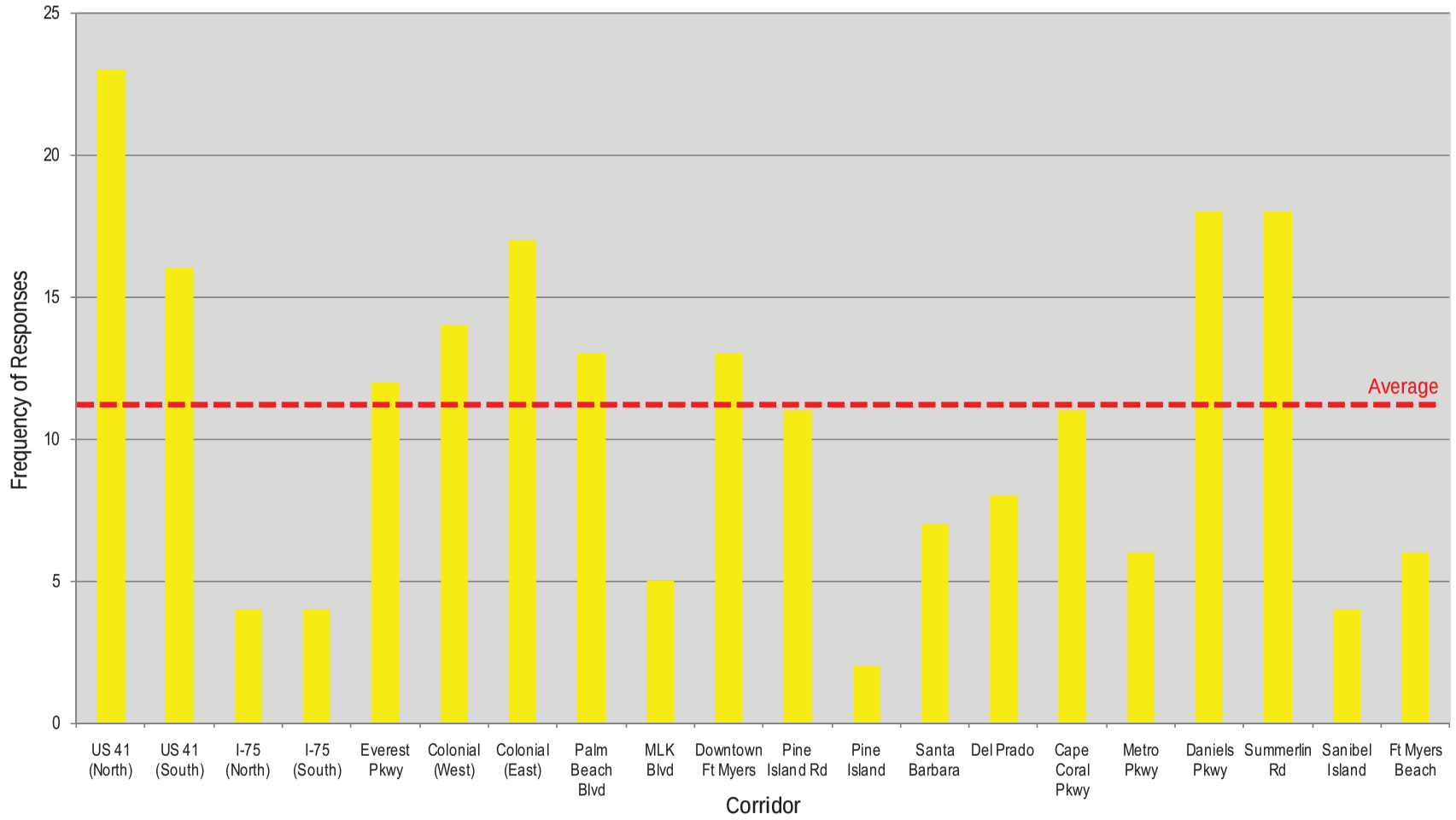


Figure 5-3
Community Group Presentations, Exercise 2 – Bus Rapid Transit

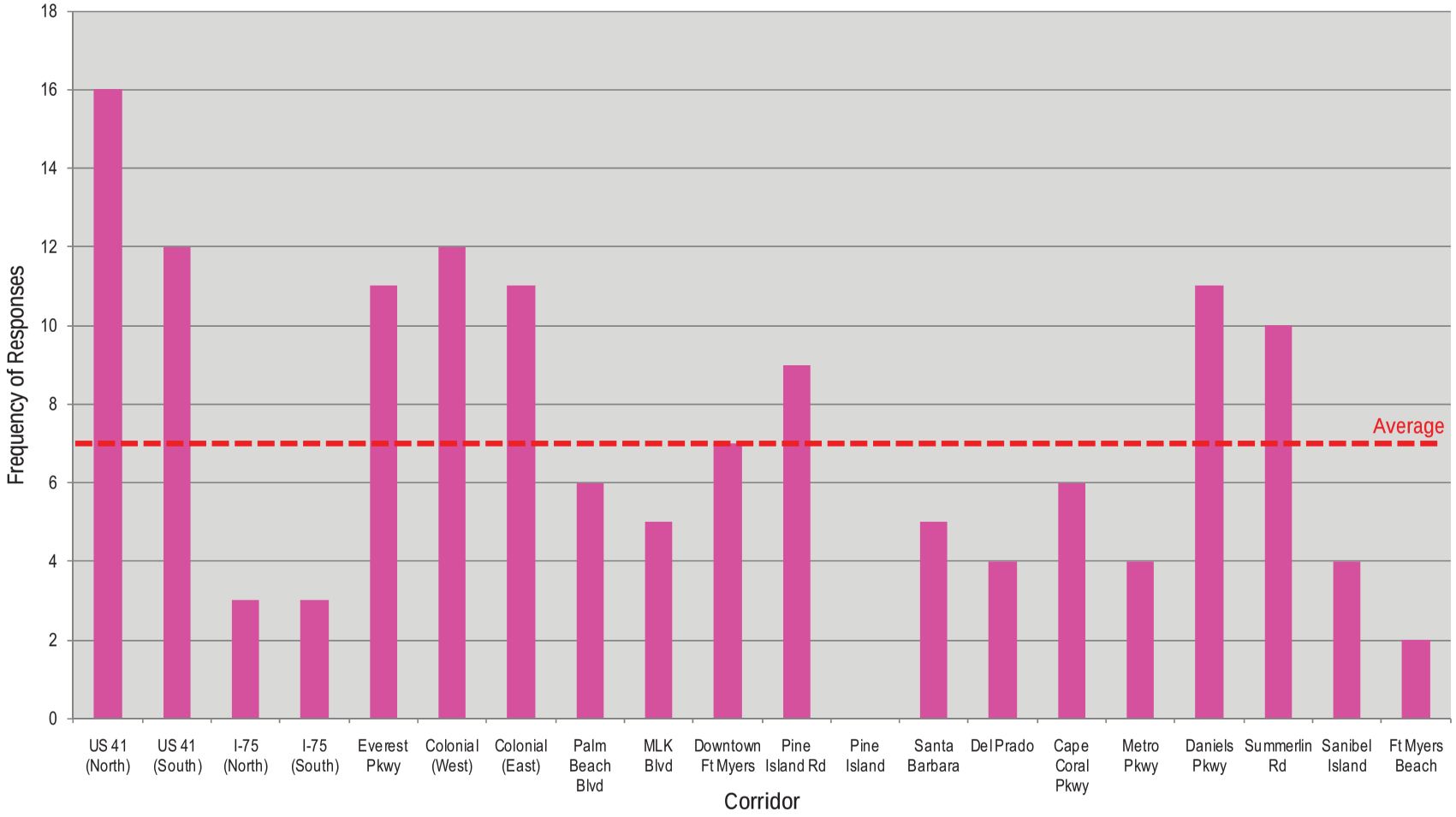


Figure 5-4
Community Group Presentations, Exercise 2 – Light Rail

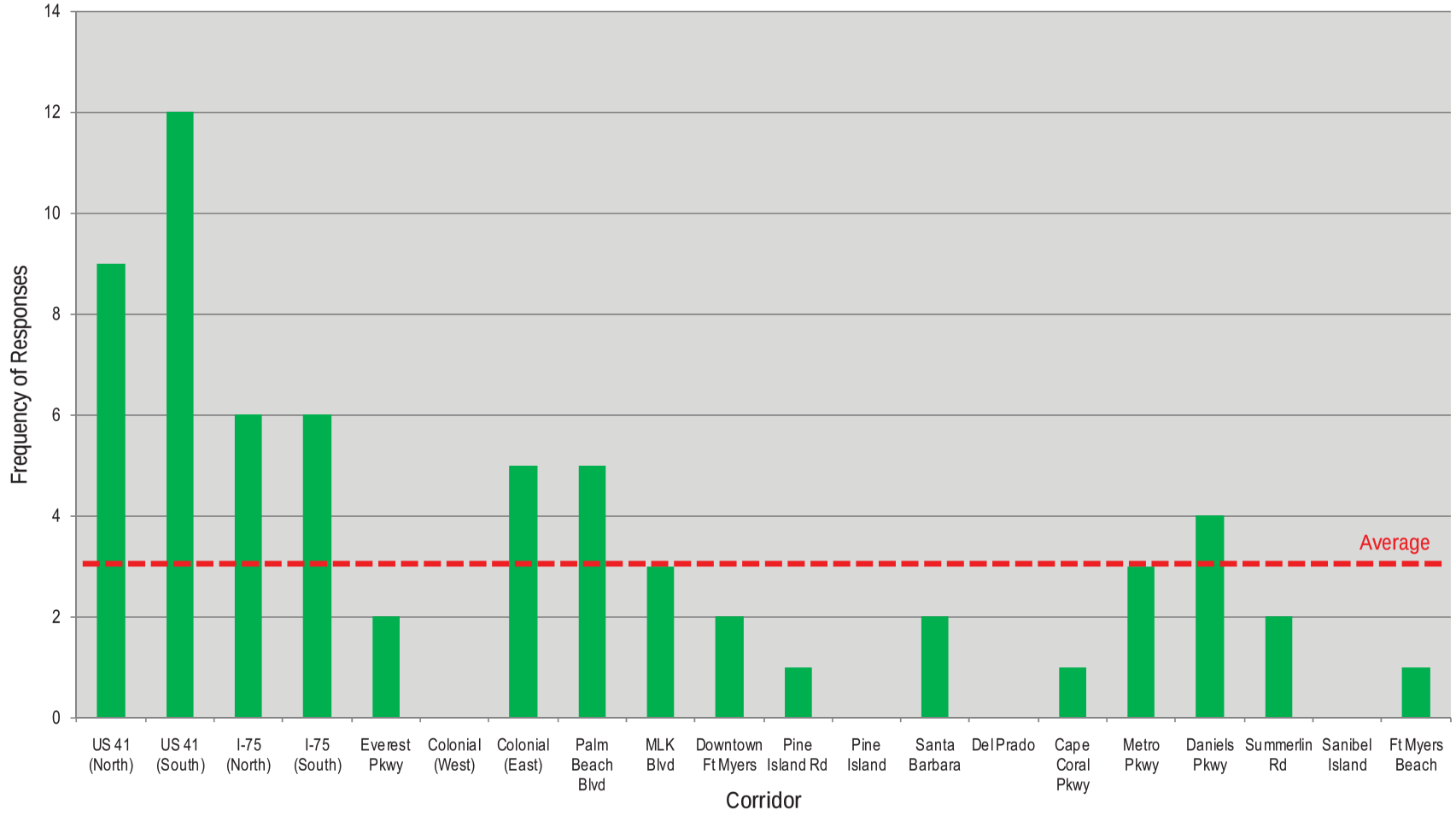
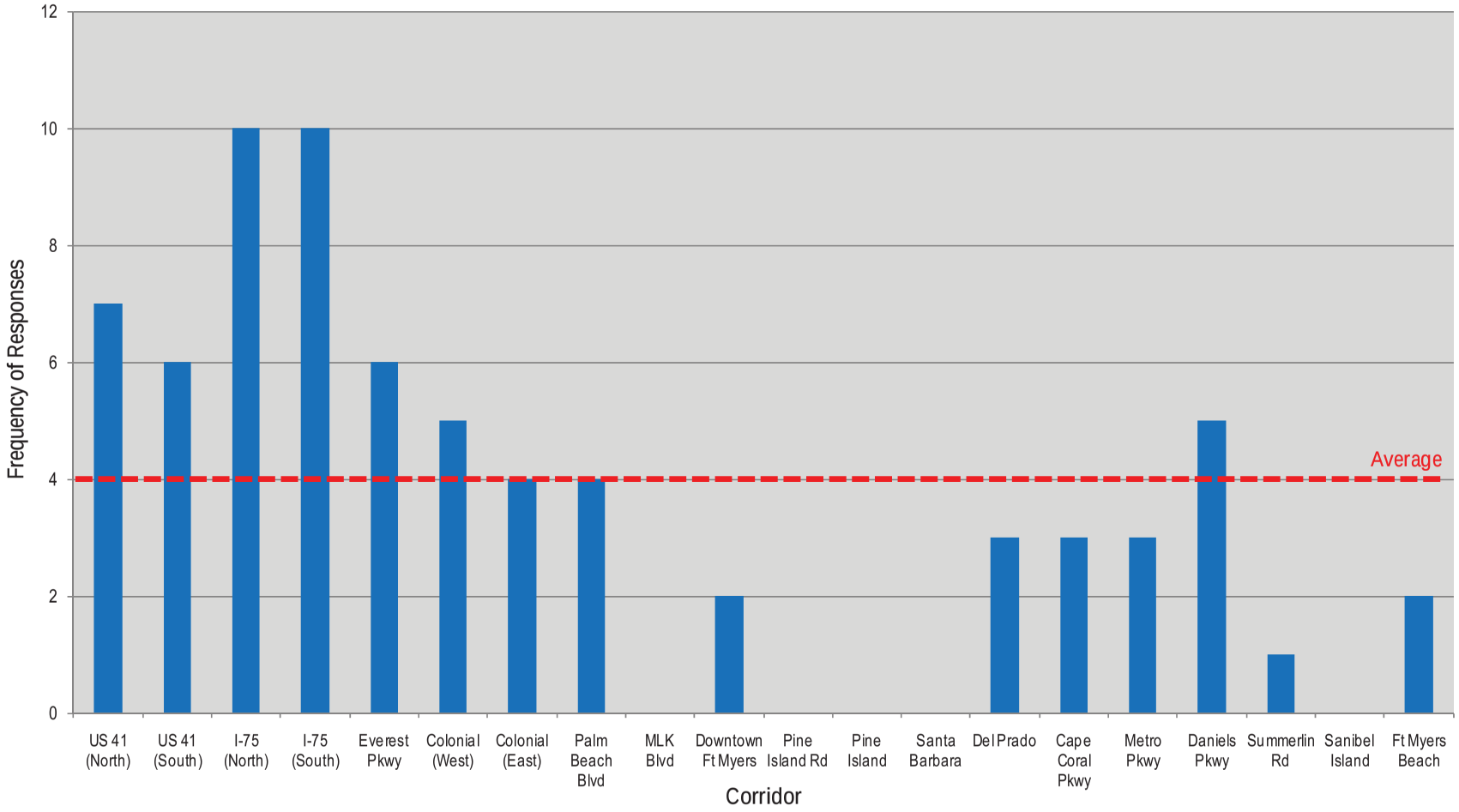


Figure 5-5
Community Group Presentations, Exercise 2 – Commuter Rail



DISCUSSION GROUP WORKSHOPS – USER GROUPS

The first two discussion group workshops were held with what are considered LeeTran bus service "users." Those two groups were LeeTran bus users and students. To solicit participants for the LeeTran bus user discussion groups, advertisements were placed on-board LeeTran fixed bus routes for a two-week period prior to the date of the meeting. Students were solicited via advertisements on college and university campuses in Lee County. The format for the two user groups varied slightly from the discussion format used for the "non-user" groups. User groups tend to focus on immediate needs and specific service improvements. Consequently, discussions with the user groups focused primarily on improvements to existing LeeTran services. A summary of major topics, themes, comments, and service improvements from each of the user group discussion workshops are listed below.

LeeTran Bus Users

- A large portion of the workshop focused on service improvements to the existing Route 110 and Lehigh Acres. Participants indicated that two-hour service frequencies, full buses, and long distances travelled to access bus stops are major concerns. Many anecdotal experiences were shared that related some of the issues occurring in the area. Attendees were very receptive to the idea of providing service to the area via a system of circulators that would feed into a trunkline service operating on Lee Boulevard.
- Strollers, wheelchairs, and grocery bags were blamed for a number of issues including slowing down the bus at bus stops and taking up too much space on already full buses. Storage capacity on buses needs to be increased to accommodate these items or a policy needs to be enforced to limit the size or number of such items.
- LeeTran should consistently enforce policies that discourage foul language and bad behavior onboard buses.
- A system for advising bus riders of approaching stops needs to be implemented. In some instances, bus riders cannot see their location, particularly in the early morning and late evening.
- More safety equipment, such as lighting and for standing when on-board the bus, should be made available for bus users.
- More holiday and Sunday service is needed.
- LeeTran should expand its marketing and outreach efforts. Some of the workshop attendees indicated getting most of their information regarding LeeTran from bus drivers.
- No-transfer rides should be made available between the following locations:
    - Downtown Fort Myers to Summerlin Square/Fort Myers Beach
    - Coconut to Summerlin Square/Fort Myers Beach

Students

- Students indicated increasing service frequency, improving transfer connections, and adding circulator services as service improvements that need to be implemented.
- Specific route improvements included the following:
    - Creating connections between Routes 60, 50, and the 110. Attendees indicated student demand for bus service between Lehigh Acres and Florida Gulf Coast University (FGCU).
- Several students indicated more service is needed in Lehigh Acres as the two-hour wait times between buses limits their ability to travel and attend classes.
- Connections between the LeeTran route accessing Edison College, Route 130, and Route 140 need to be improved as workshop participants indicated long waits between transfers.
- Students agreed that the effort to build new shelters was good and could be further enhanced by ensuring that adequate lighting was also present to deal with any safety issues.
- Major goals for LeeTran indicated by students include the following:
    - Get people out of their cars by providing a convenient transportation alternative.
    - Increase marketing and public outreach by marketing to specific groups about transit amenities and discounted passes for students. One student attendee was not aware of the reduced fare available for students and indicated that she had been paying the full price for LeeTran monthly passes.
    - Provide reliable customer service.

DISCUSSION GROUP WORKSHOPS – NON-USER GROUPS

Four workshops were held with non-user groups. Unlike the user group discussions, which focused on specific service improvements, discussion with the non-user groups consisted of a more structured approach and an outline of major topics. That outline of topics consisted of the goals and role of LeeTran and public transportation in Lee County, awareness and support for public transportation services, strengths and weaknesses of LeeTran service, service improvements, and funding.

During the workshops, comments received on each major topic were recorded on a large easel board. This allowed workshop attendees to see their comment and share it with the rest of the group. Ensuing discussions allowed attendees to elaborate or clarify any comments that needed additional information. Comments received for each major topic were then grouped into sub-topics called response categories. This assisted in the organization and tabulation of similar responses collected during each of the workshops. In order to rate the relative importance of each response category among all of the response categories within each major topic, a high, medium, or low priority score was assigned based on the number of responses grouped under each. Table 5-4 summarizes the major topics, response categories, and the corresponding priority score assigned to each response category based on the feedback received during the non-user discussion group workshops.

Table 5-4
Discussion Group Workshop Results – Non-User Groups

Discussion Topic	Response Category	Priority
Transit Role / Goals	Affordability / Equity	Medium
	Environment / Quality of Life	Medium
	Educate	Low
	Connect People / Places	High
	Funding	Low
	Economic Development	Medium
Awareness	Aware	High
	Unaware	Medium
Strengths	Affordable	Low
	Equipment	Medium
	Funding & Administration	Medium
	Customer Services / Connectivity	High
Weaknesses	Customer Services / Connectivity	High
	Infrastructure	High
	Education / Marketing	Medium
Improvements to Existing Service	Capital Infrastructure & Equipment	High
	Express Service	Medium
	Expanded Service Hours	Low
	Frequency	Medium
	Service Area	Low
	Connectivity	Low
	Fares	Low
	Education / Marketing	Low
Future Service Improvements	Connectivity	Medium
	Regional / Express Services	Medium
	Premium Transit Service	High
	Capital Infrastructure & Equipment	Medium
	Environmental	Low
	Un-served / Underserved Areas	High
Funding	Tourist / Bed Tax	Low
	Fares	Medium
	Federal	Low
	Gas Tax	Low
	Advertising	Low
	Public/Private Partnerships	Low
	Sales Tax	Low
	Other Tax	Medium

Non-User Groups

- Across all categories, the high priority issues included connecting people and places, customer service, route connectivity, infrastructure, equipment, un-served or underserved areas, and implementing premium transit services.
- Non-users emphasized that the main role/goal of transit is to connect people to places, giving people an opportunity to get where they want to go. Other roles/goals identified included using transit to enhance the quality of life of residents through congestion reduction and convenience, maintaining an affordable alternative to automobiles, and supporting economic development of the community.
- When asked about awareness of LeeTran service, non-users agreed that most people are aware of the service but are not necessarily interested in riding the bus. Riding the bus has become a last resort due to negative stereotypes and limited coverage.
- Non-users praised the services offered by LeeTran, including the Passport ADA service, the beach trolley, the automated route planner, and the service coverage. The use of hybrid vehicles, security cameras, and comfortable buses were also mentioned as strengths of the services.
- Customer service and connectivity were highlighted as weaknesses. Comments focused on low service frequency and cross-county connectivity. Participants also criticized the lack of supportive bus stop infrastructure and park-and-ride opportunities.
- Recommended improvements to existing service highlighted the need for better capital infrastructure and equipment, previously mentioned as a weakness of the service. Comments also touched on the addition of express service to the airport, improved frequency, later service hours, and an expanded fixed-route service area.
- Future service improvements recommended by non-users include BRT and light rail service. Respondents would also like to see better East-West connectivity (especially to Lehigh Acres) and expanded coverage to Cape Coral Hospital, the new Boston Red Sox stadium facilities, and regional connections to surrounding counties.
- Proposed funding suggestions centered on fare increases and taxes (including gas tax, sales tax, and user taxes). Discussion group participants believe that tourist taxes (bed tax, rental car surcharge) should be applied to transit as tourists are a big portion of the LeeTran users.

STAKEHOLDER INTERVIEWS

As part of the public involvement process for the Lee County TDP update, a series of interviews was conducted with 19 stakeholders identified by LeeTran staff. The 19 stakeholders included a number of key officials, as well as representatives from several jurisdictions and organizations throughout Lee County with an interest in transportation services. Table 5-5 provides a list of stakeholders that were interviewed for the update process.

Table 5-5: List of Stakeholders Interviewed

Name	Title	Affiliation
Tammy Hall	Commissioner	Lee County BOCC
Brian Bigelow	Commissioner	Lee County BOCC
Ray Judah	Commissioner	Lee County BOCC
Frank Mann	Commissioner	Lee County BOCC
Tom Leonardo	Councilman	City of Fort Myers
John Sullivan	Mayor	City of Cape Coral
Ben Nelson, Jr.	Mayor	City of Bonita Springs
Kevin Ruane	Mayor	City of Sanibel
Bob Raymond	Vice Mayor	Town of Fort Myers Beach
Levon Simms	Councilman	City of Fort Myers
Kevin McGrail	Councilman	City of Cape Coral
Peter Brandt	Councilman	City of Cape Coral
Chris Chulakes-Leetz	Councilman	City of Cape Coral
Mike Flanders	Councilman	City of Fort Myers
John Spear	Councilman	City of Bonita Springs
Karen Hawes	County Manager	Lee County BOCC
Jim Wall	Business Development Director	Southwest Florida Works
Steve Nice	District President	Edison State College
Joe Shepard	Vice President	Florida Gulf Coast University

A series of 13 detailed questions were developed to facilitate the discussion and obtain stakeholders' perceptions of three major areas of questions related to public transportation in Lee County, including:

- General transit issues
- LeeTran Vision
- Transit funding issues

A copy of the interview script that was used for all of the interviews is presented in Appendix A. The remainder of this section summarizes the results of the stakeholder interviews; where possible, common perceptions and themes are identified.

General Transit Issues

What is your perception of transit's role in the community?

Stakeholders were asked to indicate what they perceived as transit/public transportation's role in the community. Responses are summarized below.

- Provide and expand upon the core level of service
- Transportation for the underprivileged
- Move people, prevent congestion
- Affordable, efficient, and accessible transportation
- Transportation choice of last resort
- Get people to jobs and to various life-sustaining activities
- Alleviate the use of personal transportation
- Move people who do not have the means otherwise to move themselves
- Solution to stopping sprawl
- Helpful to the environment
- Meet the needs of tourist and shopping-oriented trips
- Gets people around the county to activity points, places of interest, and employment

How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in the last few years?

Stakeholders were asked to indicate the perceived level of awareness that the community has for the existing transit services. Differing opinions were categorized as "high" or "low" awareness and are summarized below.

- High awareness
    - Strong support in Fort Myers Beach
    - Community awareness and support for the system and services
    - College students are aware and support the system
    - Support is growing, awareness is apparent
    - Awareness has increased since the economic downturn

- Low awareness
    - Due to the desire to use an automobile for travel
    - Limited awareness due to limited service
    - Perception that "buses are empty"
    - Awareness is low, many people do not know how to ride the system
    - Inefficient transportation system with minimal community support
    - Perception that everyone should/will use a car over transit
    - Limited marketing

What are the major strengths and accomplishments of the transit system?

Strengths were grouped and summarized into three major categories: Leadership/Staff, Equipment, and Resource Management.

- Leadership / Staff – Stakeholders acknowledged the strong, receptive leadership as well as the dedicated and knowledgeable staff of LeeTran as a major strength of the system. The County Commission was also praised for its commitment to continuing service.

- Equipment – Stakeholders were pleased with the recent conversion to hybrid buses and the efforts to build better bus shelters, especially along US 41. Bike access and accommodation was also mentioned as a strength of the service.

- Resource Management – Stakeholders were aware of budget constraints and praised LeeTran for providing a good service given these circumstances. Staff is getting the job of the core service provision accomplished.

What are some weaknesses of the transit system?

Stakeholders were asked to list areas for LeeTran improvement, as summarized below.

- County leaders have shown themselves to be supportive of transit, but LeeTran staff has too many constraints placed on them. For example, LeeTran needs to be part of the zoning decision-making process. The County needs to improve leadership as a whole.
- The service is not properly funded and not properly marketed.
- The service is not frequent enough and it is inefficient due to the fact that Lee is a largely suburban and dispersed county.
- Service is not convenient or accessible to people who work. Major industrial clusters do not seem to be a priority, while most hubs and destinations are located at malls or major shopping centers.

LeeTran Vision

What do you see as appropriate goals for the transit system?

Stakeholders were asked to list goals that LeeTran should strive for and the reason for pursuing that goal.

- Alleviate congestion and parking problems
- Reduce the dependence on personal transportation
- Increase park-and-ride hubs and opportunities
- Establish connectivity to Charlotte County and Collier County (regional connectivity)
- Develop of a vision for public transportation service in Lee County and a realistic timeline and implementation schedule for that vision
- Increase service efficiency, effectiveness, and ridership
- Implement BRT service

What improvements are needed in the transit system to attract more riders and meet community goals? Specify where and why?

Stakeholders were asked for their opinion regarding priority needs to improve LeeTran service and Lee County in general. Some stakeholders also suggested certain services that they believe LeeTran should not pursue.

- Needs
    - Improve scheduling and timing
    - Implement higher frequencies, circulator services, and improve express and local service
    - Implement connectivity to neighboring communities
    - Utilize smaller vehicles with high frequencies within certain neighborhood communities
    - Increase number of shelters and improve bus stop infrastructure
    - Implement later evening service and increase system coverage
    - Increase park-and-ride opportunities and combine service with express routes
    - Focus service on industrial clusters and account for 2nd and 3rd shift workers

- Does not need
    - High speed rail is not a viable transportation solution for Lee County
    - Light rail and commuter rail are not feasible

Are there areas currently not served or under-served by transit that should receive a higher priority? If so, where?

Stakeholders agreed that the top priority for new service is Lehigh Acres. Other areas mentioned include the urban pockets of Cape Coral and North Fort Myers, western Cape Coral, the bedroom communities of Cape Coral, and the Research Diamond and airport areas. The Research Diamond is described as a diamond-shaped area that stretches north to the new JetBlue baseball stadium and south to FGCU. The east and west extents of the diamond are the Southwest Florida International Airport and just east of I-75, respectively. Connection to Collier County and Charlotte County (regional connectivity) was also considered as a high priority as well as a north-south service along McGregor Boulevard.

Should LeeTran be looking at new areas for transit service, or should it concentrate on areas within the existing service?

Stakeholder responses were grouped based on their recommendations to focus on the core area or new areas. The results are shown below, with support and reasoning for each option.

- Core
  - Focus on more effective/efficient service
  - Focus on areas with high densities
  - Achieve sustainable ridership levels in existing area

- New areas
  - Focus on geographic coverage and expand to new areas

What is happening in Lee County in terms of residential and commercial development?

In Lee County, development is slowly picking back up; however, it will not reach levels seen before the "bubble burst." The County needs to emphasize infill development as cities are the solution to sprawl, but efforts are being undermined by a shift in growth towards the south, near the FGCU campus. While some stakeholders believe that residential and commercial development are currently stalled, planned developments along Pine Island Road, where a regional mall is being proposed, and in the Research Diamond indicate otherwise.

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Are there any County or other land use policies that should be changed to help the transit system reach its goal?

As previously mentioned, Lee County needs to emphasize infill development and increase efficiency through intensification. Intensification will be encouraged through the offering of diverse transportation

options. The County must resist every effort by the development community to create urban sprawl, perhaps by adopting a form of "veto" power or other ability to be able to highlight those new/proposed developments that are the most transit unfriendly. Stakeholders also suggested that the County require new developments to include transit and bus stops based on land use and use public transportation as an economic development tool. Updating the land use policy and zoning requirements to better support transit and transportation concurrency could help the County and cities create high-density hubs. Additionally, transit service could be provided in a Community Redevelopment Area (CRA) environment, with businesses being allowed to subsidize.

Transit Funding Issues

What existing or new local funding source(s) do you believe are appropriate to help fund public transportation?

Stakeholders mentioned both gas tax and sales tax as the most viable funding options for transit. One interviewee suggested that gas tax be charged as a percentage and not as a cost per gallon. Opinions were torn over sales tax, with some stating it as the only option while others immediately dismissed it as a funding option. Other suggestions included ad valorem tax, private sector contributions, and shifting roadway general fund monies to transit.

Do you believe that there is a willingness in the community to consider additional local funding sources for transit?

The stakeholders overwhelmingly agreed that there is no willingness at the current time, largely due to the economic situation. However, some do believe that with a proper plan and appropriate marketing, the community could be supportive.

Do you believe that LeeTran would benefit from a transition in its governance from the County along with the establishment of a dedicated funding to resolve the County's current transit funding needs?

Stakeholders were asked to comment on the possibility of creating a transit authority to operate public transportation in Lee County, with some respondents supporting the idea and others opposing it. Reasons for or against a transit authority are summarized below.

- Support
    - Could be an option to properly fund the service
    - Transit Authority would be a good idea if the board consisted of dedicated and accountable persons; elected officials create more bureaucracy and make it difficult to implement change

  - LeeTran should remain a countywide service, but with an independent taxing authority
  - Governance structure with a dedicated funding source would allow for the creation of a stable agency
  - Transit Authority should be developed independent of politics with a fair apportionment
  - Yes, but only if ridership is increased

- Oppose
  - Governance is not the issue
  - Issue with City funding – "donor" city in terms of ad valorem and tourist development taxes
  - Would not be any different than what the County and Board of County Commissioners (BOCC) are currently doing
  - Transit Authority board could become too much of a politically-motivated body

ON-BOARD SURVEY

To solicit information from LeeTran's fixed-route bus patrons, an on-board survey was distributed in March 2010 as part of LeeTran's COA. The survey questionnaires that were utilized are similar in format and in the types of questions asked in LeeTran's other major on-board survey efforts completed in 2000, 2003, and 2006. This was done to allow for comparative analysis of current and historical survey results. The most recent survey sought demographic, travel behavior, and satisfaction information from the system's users. This section briefly summarizes the results of the on-board survey effort. A detailed analysis of the 2010 on-board survey effort can be found in the most recent LeeTran COA document.

Survey Methodology

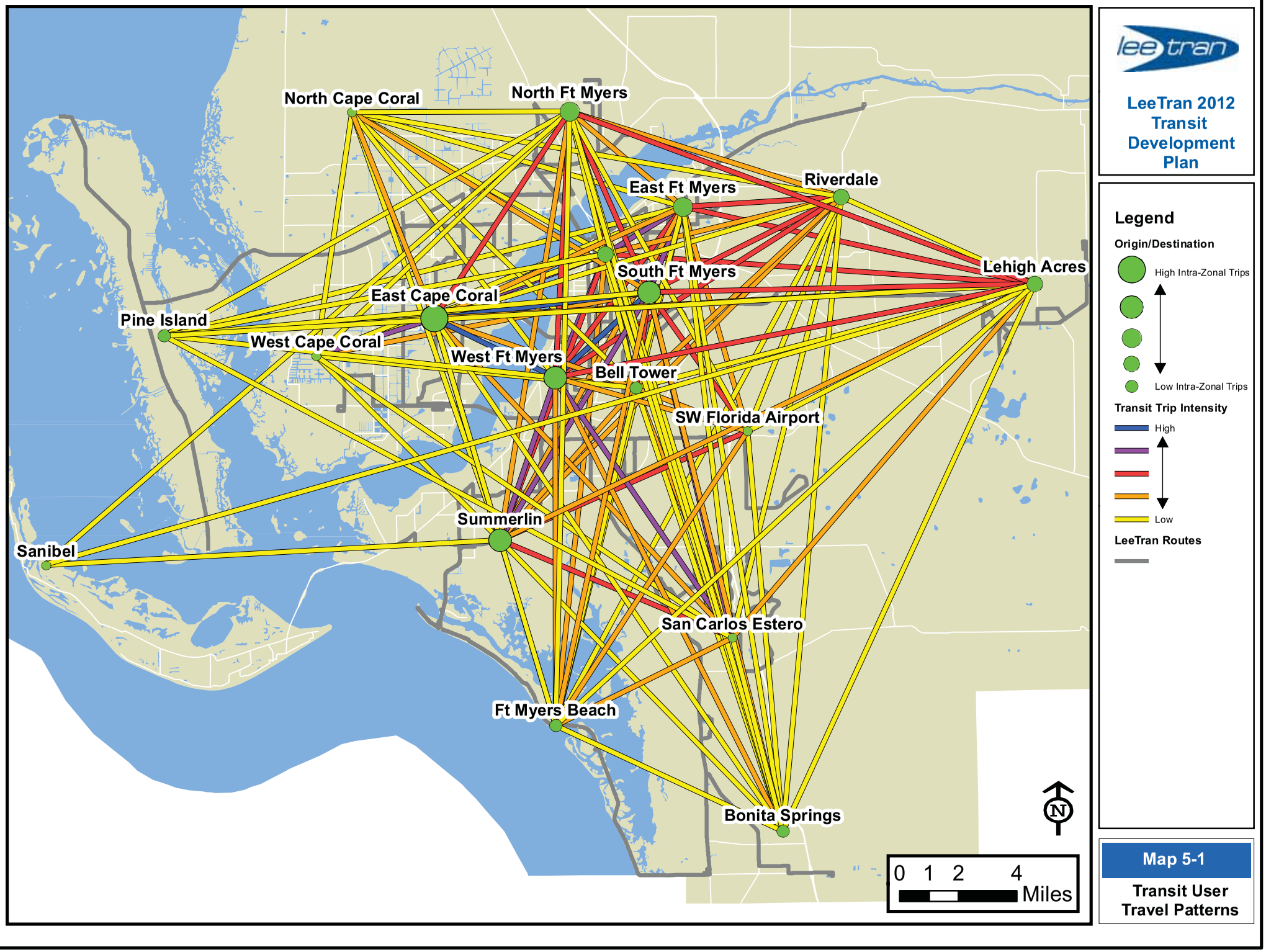
The method utilized for surveying bus riders was the distribution of a self-administered questionnaire to all persons boarding surveyed LeeTran bus routes. Two different survey instruments were designed, one to be distributed on LeeTran local service routes (standard surveys) and one to be distributed on the trolley service operating on Fort Myers Beach (trolley surveys). The standard survey instruments also were translated into Spanish language versions for distribution to Spanish-speaking patrons who were not able to complete the English versions.

The on-board survey was distributed by a team of trained survey personnel. Prior to sending surveyors out on LeeTran buses, an orientation session was conducted in order to instruct surveyors about their duties and responsibilities and to address any issues or concerns that they may have had about the survey process.

LeeTran staff indicated a desire to maximize the survey coverage of its bus service in terms of days of the week, service period, and number of bus runs. All bus runs for one weekday, one Saturday service day,

and one Sunday service day were selected for on-board survey distribution. A total of 7,087 LeeTran bus riders responded to the survey, with 4,983 standard surveys and 2,104 trolley surveys. For the standard survey, an average response rate by question of 76.4 percent was achieved while the trolley survey achieved an average response rate of 89.9 percent.

Using responses to trip origins and destinations, an origin-destination analysis was performed. Respondents indicated the address or name of their trip start location and their trip end destination, providing a specific address; name of the place, business, or building; or nearest intersection of where they were coming from and going to. Origin and destination locations do not refer to the beginning and end of the transit bus trip, but apply to the location of the actual trip start and trip end (i.e., home, work, hospital, airport, etc.). The information was then geocoded using ArcGIS software, which assigns geographical coordinates to data records. Once geocoded, the trip origins and destinations were assigned to specific geographic areas of the county. Geographical areas were determined by grouping Traffic Analysis Zones (TAZs) based on municipal boundaries and major employment and residential areas. Once trip origins and destinations were mapped, desire lines were drawn between corresponding trip pairs. Trip pairs between the same geographic areas were then aggregated to assess the volume of trips between the geographic areas throughout the county. Map 5-1 illustrates the intensity of transit trips between areas and reflects the results of the origin-destination analysis.

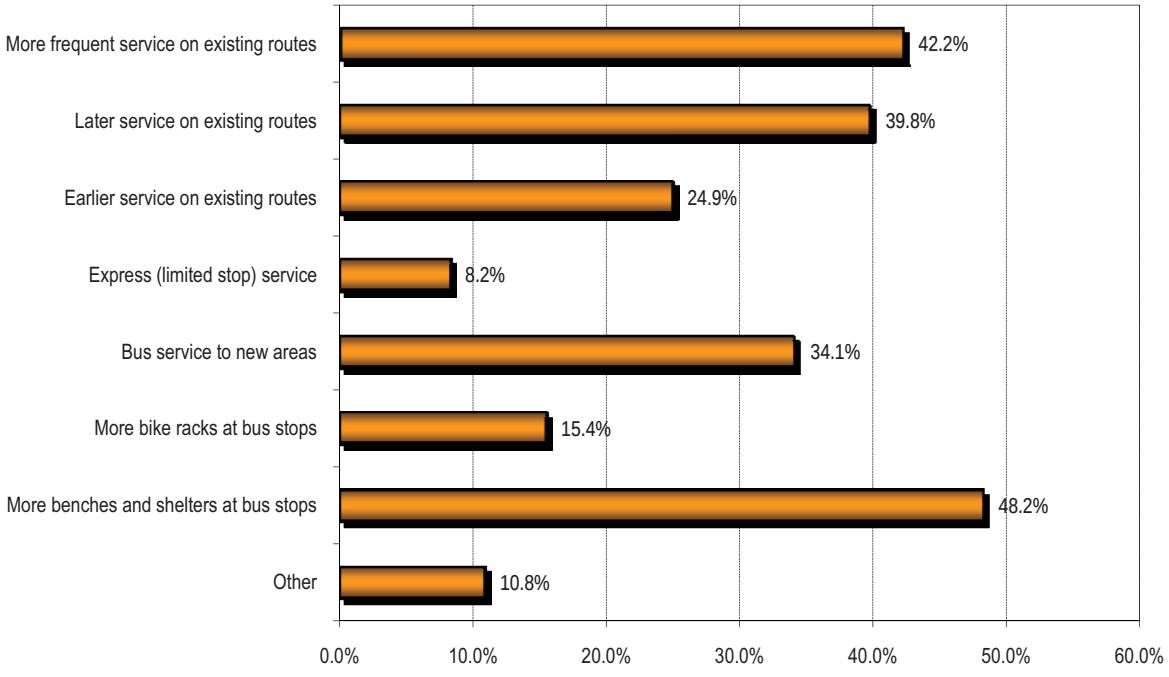

North Cape Coral
North Ft Myers
East Ft Myers
Riverdale
South Ft Myers
Lehigh Acres
East Cape Coral
Pine Island
West Cape Coral
West Ft Myers
Bell Tower
SW Florida Airport
Summerlin
Sanibel
San Carlos Estero
Ft Myers Beach
Bonita Springs
0 1 2 4
Miles
N
LeeTran 2012 Transit Development Plan
Legend
Origin/Destination
High Intra-Zonal Trips
Low Intra-Zonal Trips
Transit Trip Intensity
High
Low
LeeTran Routes
Map 5-1
Transit User Travel Patterns

General Conclusions

Results from the standard on-board survey provided insight into various aspects of the LeeTran fixed-route bus service. Salient conclusions drawn from the standard survey analysis are summarized below.

- Surveyed bus riders are satisfied with LeeTran service. The average overall satisfaction rating was 4.15 out of 5.
- Work-based trips are the second largest share of LeeTran trips. Approximately 30 percent of respondents indicated work as the final destination of their particular bus trip while approximately 23 percent of respondents indicated work as the origin of their particular bus trip.
- Bus riders are primarily regular users of the service. Over 63 percent of respondents indicated that they ride the bus at least five days per week. In addition, approximately 48 percent indicated that they have been using LeeTran service for more than two years.
- Survey respondents indicated more benches and shelters at stops as the most important service improvement needed to be implemented.
- In addition to more benches and shelters at stops, other notable needed service improvements include more frequent service on existing routes and later service on existing routes. Figure 5-6 displays the results to the service improvement question from the 2010 on-board survey.
- The average LeeTran bus rider is a middle-aged man of a white ethnic heritage and an annual household income of $18,228.

Figure 5-6
Service Improvements Preference



The following is a summary of major conclusions that were drawn from the on-board trolley survey analysis.

- Most trolley riders are visitors on vacation, with a typical period of stay of two weeks or less.
- The majority of trolley riders travel with family members or friends and the average number of people traveling with the respondent is about two or three.
- Unlike regular LeeTran bus service users, the majority of trolley service users are "choice" or discretionary riders. The primary reason for using the trolley indicated by those users is the convenience offered to its riders.
- Most respondents (59%) visit Fort Myers once or more per year, and 94 percent of respondents indicated a future plan to visit the Fort Myers area. More than 75 percent of respondents indicated that they used the trolley service more than once during their stay.
- The average LeeTran trolley rider is a middle-aged woman of white ethnic heritage and an annual household income of $41,629.

Respondents typically enjoy riding the trolley service. They are most satisfied with the courtesy of the trolley operators, the ability to get where they want to go, and the location of trolley stops.

LEETRAN OPERATOR INTERVIEWS AND SURVEY

Bus operators are a valuable source of information as they reflect the eyes and ears on the road for LeeTran's daily operation. Operator insight into public opinion and need can also supplement information that cannot otherwise be collected through other means. Information can include safety and security issues, an understanding of travel characteristics on specific routes, and representation of needs for those who may not be willing to participate in other public outreach activities.

To gather feedback from operators, two different approaches were employed. The first consisted of interviews with operators and the second consisted of a survey that was distributed to all LeeTran bus operators.

LeeTran Operator Interviews

Operator interviews were targeted to operators on specific routes. Targeting the interviews allowed for more detailed assessments of specific routes. Because operators deal with the day-to-day nuts and bolts of system operation, it was important to keep interviews focused to specific improvements on specific routes. Selected routes for the interviews included Routes 40, 50, 90, 110, 120, and 150. Two operators were interviewed for each route.

Route 40 – Cape Transfer Center/Coralwood Mall

- Operators indicated that route productivity along Hancock Bridge Parkway, Cultural Park Boulevard, and Pine Island Road is very low and that it is probably unnecessary to cover those areas.
- The Cape Coral City Hall area provides a good concentration of activity points and operators see a number of riders using Route 40 to access these locations. Operators further added that this area could serve as a major hub for LeeTran services in Cape Coral.
- The route could use a consistent schedule and service frequency. The current schedule consists of 60-minute peak and 120-minute off-peak service frequencies. To accomplish this, LeeTran includes a split shift as part of its operator roster.
- Major activity points in need of service include the Wal-Mart Neighborhood Market on Nicholas Parkway and service to Kismet Parkway. Operators indicated receiving lots of requests north of Pine Island Road. Such a service could replace existing Route 40 service along Pine Island Road, Hancock Bridge Parkway, and Cultural Park Boulevard.
- Although arrival times are good at the Cape Transfer Center, improvements could be made at the other transfer locations along the route.
- There have been requests by riders to create a more direct connection between Santa Barbara Boulevard and Country Club Boulevard. Such a connection could facilitate creation of a more grid-like network of service with synchronized timing.

Route 50 – Southwest Florida Airport/Summerlin Square

- Operators indicate that it would be beneficial to advertise Route 50 service at the airport. Many of the bus patrons using the service to connect to the airport learned about the service through word of mouth. There was a question regarding taxicab companies working to prohibit such advertisements.
- The mix of bus riders departing from the airport consists of an even distribution of workers and airport patrons (i.e., persons flying in to Fort Myers). It was unclear where exactly airport patrons were traveling to within Lee County and the thought was that many were probably transferring to another LeeTran route at Bell Tower and traveling throughout the county.
- Operators indicated that their perception of the typical Route 50 ridership did not consist of area visitors and tourists, but instead were largely minorities, students traveling to Heritage Institute, or workers.
- When asked about direct connections to Cape Coral, operators indicated that such a direct service was not necessary and that it would be more beneficial to improve the timing between Route 50 and Route 30 at the Bell Tower Shops. In addition, direct service to Sanibel was also considered

unnecessary and the operators further indicated that the Tanger Outlet Center was far enough west to serve as a route end point.

- Direct service to the Gulf Coast Town Center and to the new Boston Red Sox ballpark may be a good idea, but on a practical basis it was unclear whether anyone would actually use such a service.
- It was suggested to eliminate the last Health Park stop on the 9:10 p.m. eastbound return trip to the Bell Tower Shops.
- Operators indicated two safety issues that need to be addressed:
    - It is often difficult to merge and access the eastbound stop at the Walgreens on Summerlin Road just past Pine Ridge Road because of traffic completing right-hand turns onto Summerlin Road from Pine Ridge Road.
    - Another difficult merge noted by operators was from an eastbound stop at Costco on Cypress Lake Drive near US 41. Operators indicated that traffic at US 41 can queue up and make it difficult to access the stop and merge back into the through traffic lanes.

Route 90 – North Fort Myers

- Operators indicated that Route 90 is a very confusing route, even for drivers. Bus riders experience confusion even at Merchants Crossing, where there are currently three possible locations from which to catch a different Route 90. It was agreed that splitting the route into two distinct routes would alleviate much of the confusion.
- There are lots of regular bus riders on the Route 90. In addition, operators indicated that ridership is steady throughout the course of the day. Consequently, both operators were reluctant to offer any areas from which to cut service.
- One of the major issues raised was that of wheelchairs. It appears that the Route 90 experiences a higher proportion of wheelchair passengers. This not only affects the timeliness of the route, but more importantly, there have been instances where more than two wheelchair passengers have needed to board the bus at the same time. The opening of the new Veteran's Administration facility will further aggravate the problem as more wheelchair passengers are expected. A specific request to alleviate some of these issues in the short-term is to use two 35-foot vehicles as opposed to the 29-foot vehicles, which will provide greater capacity and help to accommodate multiple wheelchair passengers.
- Safety issues consist largely of lighting within the Suncoast Estates. Operators indicated that in the mornings it is sometimes difficult to see bus riders waiting at bus stops.
- Service requests indicated by passengers include connections to Route 40 at Del Prado Boulevard and a possible extension east along Bayshore Road to I-75. In addition, operators did not see an issue with re-establishing two-way service on Pine Island Road and Pondella Road.

Route 110 – Lehigh Acres/Edison Mall

- Operators indicated very strongly that service needs to be improved along this route. They are aware of many requests for additional service and discussions with bus riders reveal that many walk long distances from adjacent residential neighborhoods to access the Route 110 on Lee Boulevard.
- The route should be split into two distinct routes. Even three routes would work. One of the routes would operate as an express route connecting Edison Mall to Homestead Plaza. The other routes could serve as circulators, one in Lehigh Acres and the second in the residential areas near The Forum and possibly connecting to Gunnery Road and Lee Boulevard.
- Service frequency on the express service would operate every 30 minutes in the peak and every 60 minutes during off-peak hours.
- Service on Joel Boulevard to 12th Street and on 3rd Street is viewed as unnecessary. Much of the concentration of activity should be focused closer to the Lehigh core.
- Operators specifically mentioned eliminating the one-way loop on Beth Stacy Boulevard connecting to the Presbyterian Homes. There is very low ridership on this segment and the narrow roads pose a safety issue. One operator actually noted a training accident that occurred at that location. The two or three regulars that board the Route 110 have the option of accessing the route by using pedestrian walkways and access into the Winn Dixie shopping plaza.
- Service to the Ruth Cooper Center should be discontinued after 5:00 p.m.

Route 120 – Edison Mall/Cape Coral

- Operators agree that Route 120 along Country Club Boulevard is "dead." It may be beneficial to continue up Country Club Boulevard and connect to City Hall. Operators also indicate that the Miramar Street loop could be eliminated as ridership levels are low along this stretch of Route 120.
- The largest concentration of boardings generally occurs at major transfer points. Those locations include the Cape Transfer Center, Coralwood Mall, and Edison Mall. One other location where operators see high levels of activity is at Southwest Florida College. Student ridership occurs mostly in the morning and originates mostly at the Cape Transfer Center.
- Because of where boardings are occurring, operators indicated that the route is being used largely to transfer between and connect to other LeeTran routes.
- Transfers at the Cape Transfer Center are timed appropriately and the transfer center is actually over-capacity at 10:30 a.m. and 5:15 p.m.
- One safety issue was raised by the operators. The last westbound stop along Colonial Boulevard at Summerlin Road should be eliminated. It is difficult to merge back into traffic to access the Midpoint Bridge. In addition, the stop is already served by Route 130.

Route 150 – Coconut Point Mall

- Ridership on Route 150 consists of a variety of users including people going to work, to shop, or to school.
- Operators disagreed with the use of smaller vehicles as strollers and wheelchairs are common on Route 150 and smaller vehicles would impact the number of persons able to board the bus. Operators indicated that the route experiences full bus loads during the morning and mid-morning in the westbound direction.
- Operators are receiving regular requests for service to Collier County. Another location where more direct connection is needed is the Naples-Fort Myers Greyhound Track.
- When asked about comparing Terry Street between Old US 41 and Imperial Street to Dean Street, operators indicated that Dean was a better option for Route 150.
- One safety and reliability issue raised was the lack of a traffic signal at Dean Street and Old US 41. Operators noted that traffic can queue up and right-hand turns onto Old US 41 can be just as difficult as left hand turns onto Dean Street. The situation seems to further aggravate what is perceived to be a tight route in terms of schedule.
- Operators identified a new medical center along US 41 near Highland Woods Boulevard.
- Bus stops in need of bus shelters include the Bonita Grande Publix, Terry Street and Old US 41, and Rosemary Drive and Old US 41.

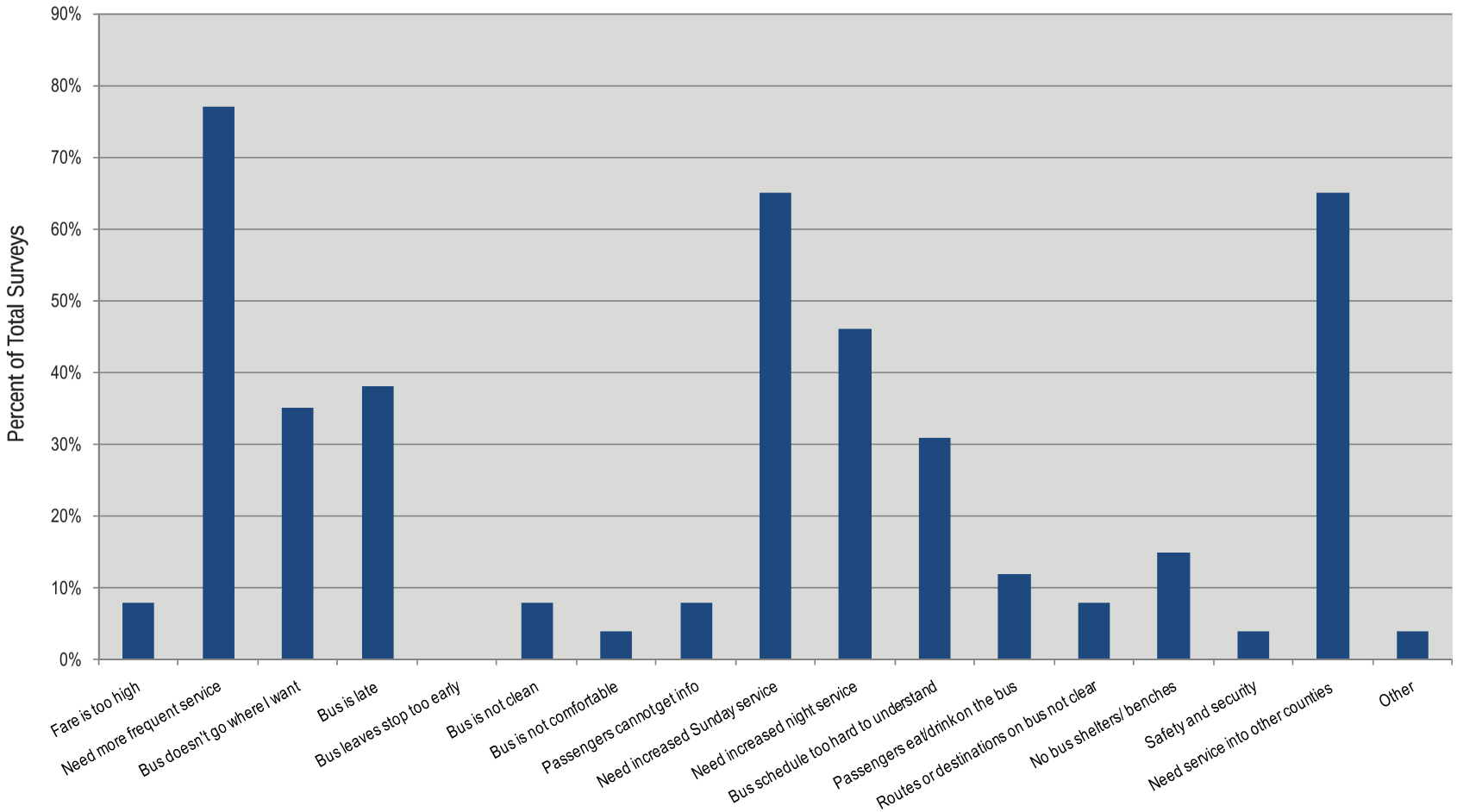
LeeTran Operator Survey

Operator surveys were distributed to all LeeTran bus operators. Survey questions requested information about customer complaints, safety problems, and service improvements. Question 1 provided a list of common complaints and asked operators to mark the most commonly heard complaints. Figure 5-7 illustrates the responses to Question 1. As shown in the figure, “need more frequent service,” “need increased Sunday service,” “need increased night service,” and “need service into other counties” are the most common complaints.

As a follow-up, operators were asked if they believed that the complaints were justified. The majority of operators agreed that the frequency and expanded service hours/coverage complaints were valid because LeeTran service does not currently offer adequate levels of service frequency and service hours.

When asked about safety concerns, only one-third of the operators responded, with insufficient lighting at stops highlighted as one of the major concerns. Operators also mentioned that certain stops were too close to signalized intersections, making it difficult for them to cross traffic and make left turns to continue along the bus route.

Figure 5-7
LeeTran Operator Surveys, Question 1 – Common Complaints from Passengers



As part of the survey, LeeTran operators were asked to provide specific service improvement recommendations. Responses were grouped based on similarity and category.

- Connectivity / Timing – Operators were concerned with coordination of current bus times, stating that a lot of connecting routes leave before their bus arrives at the stop. Many outbound times are unrealistic in the current traffic conditions, causing buses to be late. Routes 130, 140, 150, 30, 60, and 70 were mentioned specifically.
- Frequency – Operators requested more buses during peak service periods to cut wait times and ensure timeliness, specifically on Routes 110, 15, and the Beach Trolley. Expanded night and Sunday service was also listed as needed improvements.
- Coverage – Based on comments from passengers, operators agree that LeeTran needs to expand its service area. Points of interest include Pine Island, Cape Coral, Lehigh Acres, and surrounding counties.
- Eliminate Service – A small number of operators suggested that certain routes be eliminated, as they are already covered by a different route or the ridership is nonexistent. Specifically, one operator noted restructuring service in the Dunbar area, as there are several routes providing duplicate service.
- Capital Infrastructure & Equipment – Operators requested better lighting (as it is hard to see riders waiting at bus stops at night) working A/C units on the buses, and improved transfer hubs.

Additionally, drivers requested that LeeTran provide better instructions on priorities, including schedule adherence and customer service. Operators would also like a system in place where they can easily report safety issues with bus stops (including sign placement and visibility) and make sure that action is taken to repair the situation.

Section 6
TRANSIT DEMAND AND MOBILITY NEEDS

Transit demand and mobility needs were assessed for the study area using various analytical techniques. Two market assessment tools and ridership forecasting software were used to assess demand for public transportation services. This section includes the results of that demand analysis. When combined with the public involvement feedback presented in Section 5, the demand assessment yields the building blocks for a transit services Needs Plan for the county.

In addition to the transit demand assessment, this section also documents the situation appraisal for the TDP. Every agency submitting a TDP is required to conduct a situation appraisal of the environment in which the agency operates. As land use and economic changes occur throughout Lee County, an appraisal of those changes assists in identifying appropriate changes to the structure of public transportation services to better serve the evolving operating environment.

MARKET ASSESSMENT

The transit market assessment for Lee County includes an evaluation from two different perspectives: the discretionary market and the traditional market. Analysis tools for conducting each market analysis include a Density Threshold Assessment (DTA) and a Transit Orientation Index (TOI), respectively. The two analysis tools can be used to determine whether existing transit routes are serving areas of the county considered to be transit-supportive for the corresponding transit market. The transit markets and the corresponding market assessment tool used to measure each are described in detail below.

- Discretionary Market – Density Threshold Assessment (DTA)

  The discretionary market refers to potential riders living in higher density areas of the county that may choose to use transit as a commuting or transportation alternative. A DTA was conducted based on industry standard relationships to identify those areas of Lee County that will experience transit-supportive residential and commercial density levels in 2020. TAZ data obtained from the Lee County MPO were used to conduct the DTA.

  Three levels of density thresholds were developed to indicate whether or not an area contains sufficient densities to sustain efficient fixed-route transit operations. The levels include:

  - Minimum – Reflects minimum population or employment densities to consider basic fixed-route transit services (i.e., fixed-route bus service).

- High – Reflects high population or employment densities that may be able to support higher levels of transit investment than areas that meet only the minimum density threshold (i.e., increased frequencies, express bus).

- Very High – Reflects very high population or employment densities that may be able to support higher levels of transit investment than areas that meet the minimum or high density thresholds (i.e., premium transit services, etc.).

The following table presents the density thresholds for each of the noted categories.

Table 6-1: Transit Service Density Threshold

Transit Mode	Population Density Threshold[1]	Employment Density Threshold[2]
Minimum	4.5 - 5 dwelling units/acre	4 employees/acre
High	6 - 7 dwelling units/acre	5 - 6 employees/acre
Very High	>=8 dwelling units/acre	>=7 employees/acre

[1] TRB, National Research Council, TCRP Report 16, Volume 1 (1996), *Transit and Land Use Form,* November 2002, MTC Resolution 3434 TOD Policy for Regional Transit Expansion Projects.
[2] Based on a review of research on the relationship between transit technology and employment densities.

- Traditional Market – Transit Orientation Index (TOI)

The traditional transit market refers to population segments that historically have had a higher propensity to use transit and/or are dependent on public transit for their transportation needs. Traditional transit users include the elderly, youth, and households that are low income and/or have no vehicles.

A TOI assists in identifying areas of the county where a traditional transit market exists. To create the TOI, 2010 Environmental Systems Research Institute (ESRI) demographic data estimates were compiled at the block group level and categorized according to each block group's relative ability to support transit based on the prevalence of specific demographic characteristics. For this analysis, five population and demographic characteristics were used to develop the TOI. Each characteristic is traditionally associated with the propensity to use transit. The five characteristics that were used to produce the index include the following:

- Population density (persons per square mile)
- Proportion of the population age 60 and over (older adults)
- Proportion of the population under age 16 (youths)
- Proportion of the population below the poverty level
- Proportion of households with no vehicles (zero-vehicle households)

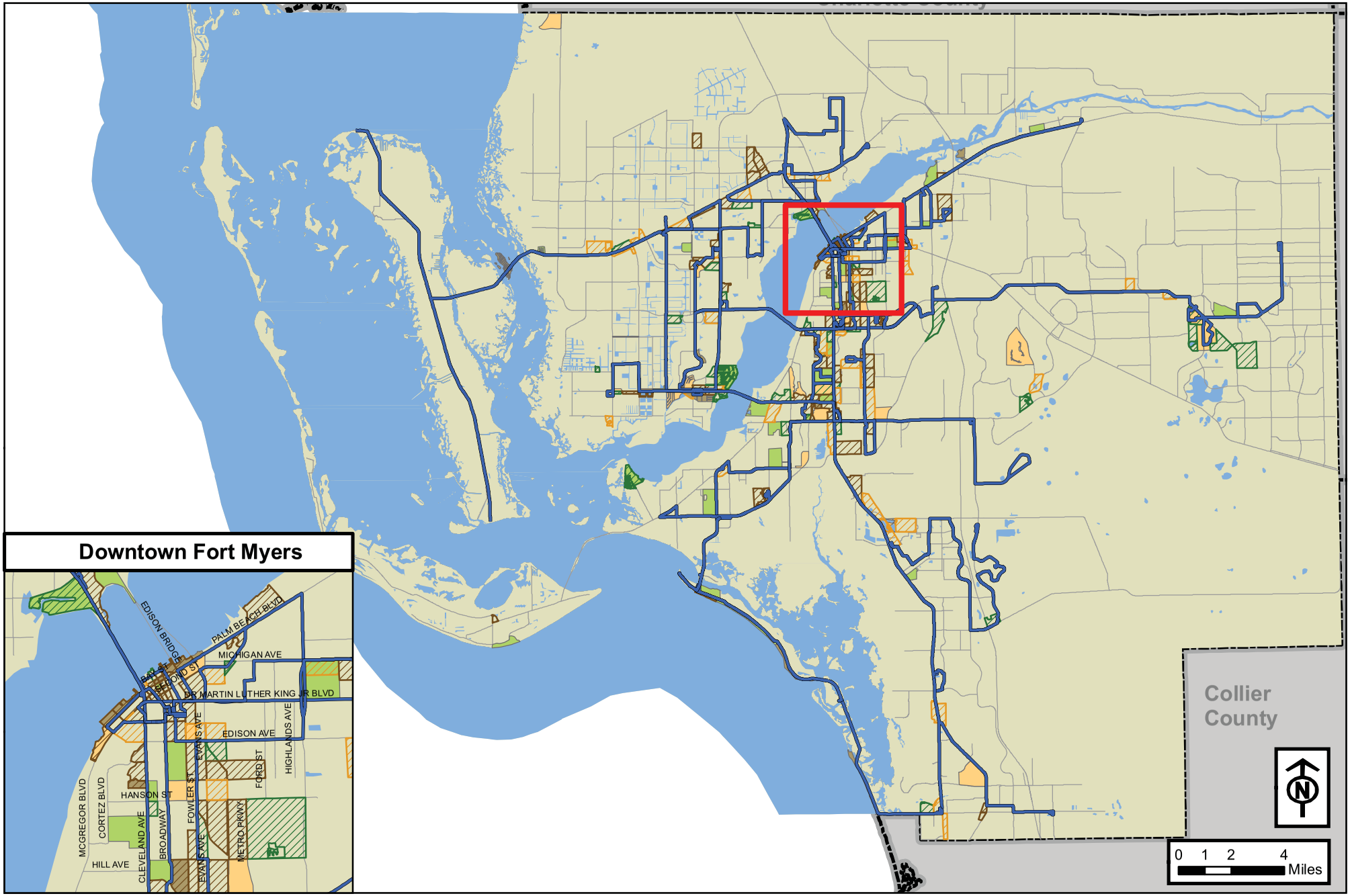
ESRI data do not include zero-vehicle household information. As a surrogate measure, the number of households with an annual income equal to or less than $10,000 was used. It was assumed that households earning less than $10,000 were not able to afford vehicles or other costs associated with vehicle ownership. The block groups are rated as "Very High," "High," "Medium," or "Low" in their respective levels of transit orientation, where "Very High" reflects a very high transit orientation, i.e., a high proportion of transit dependent populations.

Maps 6-1 and 6-2 illustrate the 2020 DTA and the 2010 TOI, respectively. In addition, those maps include the existing LeeTran service network in order to show how well LeeTran covers those areas of the county that are considered transit supportive for both market assessments.

T-BEST MODELING FOR LEETRAN FUTURE ALTERNATIVES

Ridership forecasts were prepared using the FDOT-approved transit demand forecasting tool, Transit Boardings Estimation and Simulation Tool (TBEST). TBEST is a comprehensive transit analysis and ridership-forecasting model that is capable of simulating travel demand at the individual route level. The software was designed to provide near- and mid-term forecasts of transit ridership consistent with the needs of transit operational planning and TDP development. In producing model outputs, TBEST also considers the following:

- *Transit network connectivity* – Refers to the level of connectivity between routes within the bus network. The greater the connectivity between bus routes, the more efficient the bus service becomes.
- *Spatial and temporal accessibility* – Refers to service frequency and to distance between stops. The larger the physical distance between potential bus riders and bus stops, the lower the level of service utilization. Similarly, less frequent service is perceived as less reliable and, in turn, utilization decreases.
- *Time-of-day variations* – TBEST accommodates peak period travel patterns by rewarding peak service periods with greater service utilization forecasts.
- *Route competition and route complementarities* – TBEST accounts for competition between routes. Routes connecting to the same destinations or anchor points, or that travel on common corridors, experience decreases in service utilization. Conversely, routes that are synchronized and support each other in terms of service to major destinations or transfer locations and schedule benefit from that complementary relationship.



LeeTran 2012 Transit Development Plan

Legend

Employment Density Threshold
- Very High
- High
- Minimum

Population Density Threshold
- High
- Medium
- Minimum

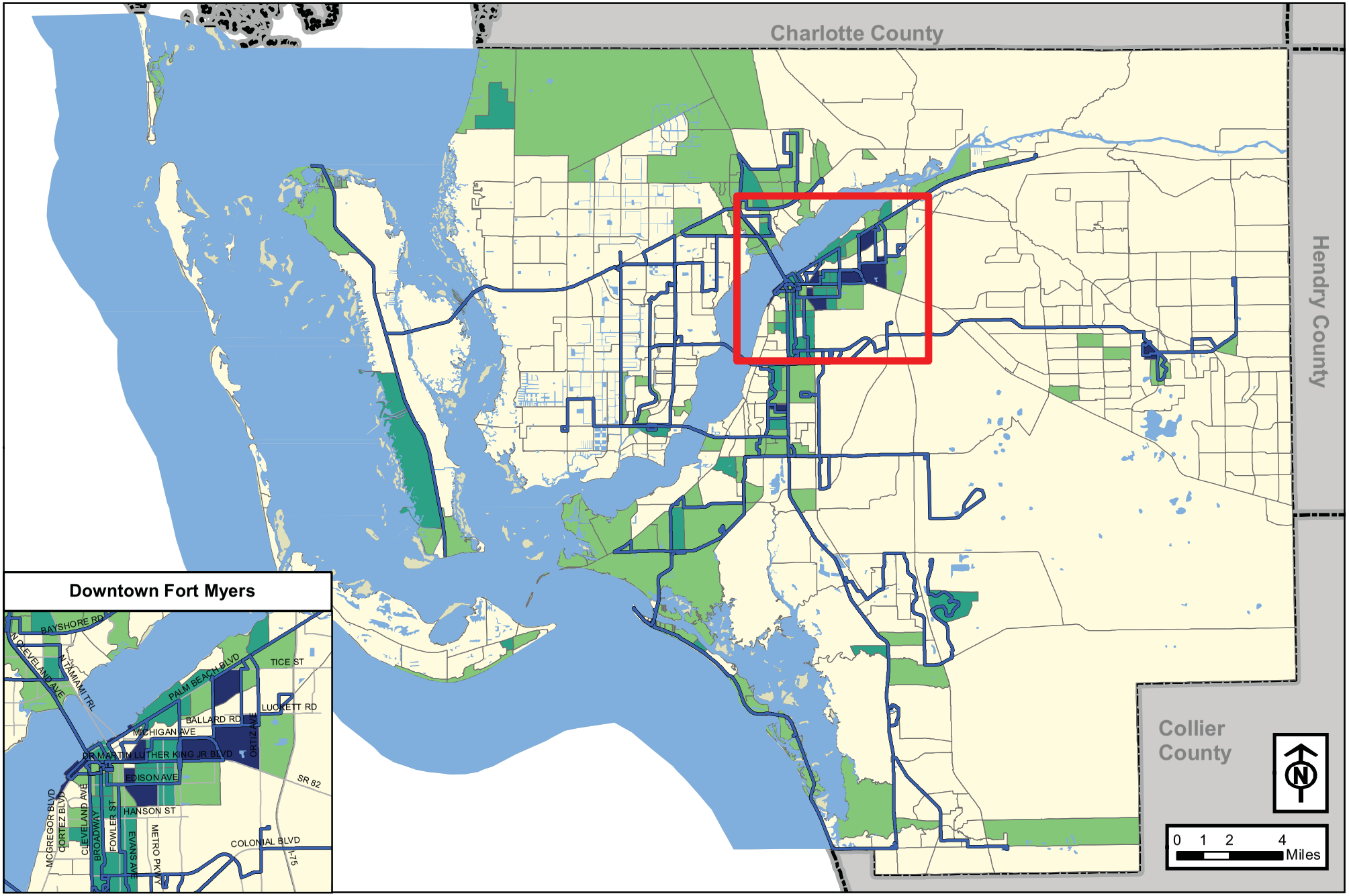
LeeTran Routes

Major Roads

Source: Lee County MPO

Map 6-1

2020 Density Threshold Assessment (DTA)



LeeTran 2012 Transit Development Plan

Legend

TOI

- Very High
- High
- Medium
- Low

LeeTran Routes

Major Roads

Map 6-2

Lee County 2010 Transit Orientation Index

The following section outlines the model input and assumptions used, includes a description of the TBEST scenario run performed using the model, and summarizes the ridership forecasts produced by TBEST.

Model Inputs/Assumptions and Limitations

TBEST uses various demographic and transit network data as model inputs. The inputs and the assumptions made in modeling the LeeTran system in TBEST are presented below. It should be noted, however, that the model is not interactive with roadway network conditions. Therefore, ridership forecasts will not show direct sensitivity to changes in the roadway traffic conditions or speeds.

- *Transit Network* – The transit route network for all LeeTran routes was updated to reflect 2010 conditions, the validation year for the model. The transit network in TBEST required various edits to reflect the current route alignments and service characteristics in Lee County, including:
    - Matching service span to existing service spans;
    - Modifying headways, also known as the frequency with which a bus will arrive at a stop (e.g., one bus every 60 minutes or one bus every 30 minutes);
    - Establishing passenger travel times on board a bus; and
    - Defining special generators.

- *Demographic Data* – The demographics used as the base input for the TBEST model are derived from the 2000 Census and 2007 InfoUSA spatial and tabular databases. The model uses a Census-Block-level personal geodatabase as the format for spatial distribution of population data. Varying data sets were used for TBEST because demographic data in TBEST are hard-coded and cannot be modified by end-users.

- *Population and Employment Growth Rates* – TBEST uses a socio-economic data growth function to project population and employment data. A population growth rate and an employment growth rate were calculated using the ACS. System-wide annual growth rates (from 2002 to 2009) derived for total population and employment are 3.1% and 2.3%, respectively. As indicated previously, population and employment data are hard-coded into the model and cannot be modified by end-users. As applied, the growth rates do not reflect fluctuating economic conditions as experienced in real time.

- *Special generators* – These were determined in order to evaluate locations with opportunities for high ridership. LeeTran special generators include the following:

    - Edison Mall
    - Bell Tower Shops
    - Tanger Outlet Center

- Coconut Point Town Center
- Coralwood Mall
- Gulf Coast Town Center
- Florida Gulf Coast University
- SW Florida International Airport

- *TBEST Model Limitations* – According to Rule 14-73.001 Florida Administrative Code, TBEST is the FDOT-approved model for transit ridership forecasting as part of TDPs in Florida. It has long been a desire of FDOT to have a standard modeling tool for transit demand that could be standardized across the state similar to the Florida Standard Urban Transportation Model Structure (FSUTMS) model used by MPOs in developing LRTPs. However, while TBEST is an important tool for evaluating improvements to existing and future transit services, model outputs do not account for latent demand for transit that could yield significantly higher ridership, and, correspondingly, model outputs may over-estimate demand in isolated cases. In addition, TBEST cannot display sensitivities to external factors such as an improved marketing and advertising program, changes in pricing service for customers, and other local conditions.

Although TBEST provides ridership projections at the route and bus stop levels, its strength lies more in its ability to facilitate relative comparisons of ridership productivity. As a result, model outputs are not absolute ridership projections, but rather are comparative for evaluation in actual service implementation decisions. TBEST has generated interest with DOTs in other states and continues to be a work in progress that will become more useful as its capabilities are enhanced in future updates to the model. Consequently, it is important for the transit agency to integrate sound planning judgment and experience when interpreting TBEST results.

Using these inputs, assumptions, and actual ridership data, the TBEST model was validated. Using the validation model as the base model, TBEST ridership forecasts for the TDP planning horizon year, FY 2021, were developed. The generated annual ridership forecasts reflect the estimated level of service utilization if no changes were to be made to any of the fixed-route services.

Table 6-2 shows the projected number of annual weekday riders by route in 2021 and ridership growth rates from 2010 to 2021 derived from TBEST. According to TBEST, average weekday ridership is expected to increase 18 percent (from 10,033 to 11,842 average daily riders) by 2021. Ridership on six routes (Route 10, 30, 50, 120, 130, and 160) is forecasted to grow by more than 30 percent. However, one route shows a decline in ridership. Route 80 shows a decline of 27 percent. Map 6-3 has been prepared to illustrate the percent change in ridership among existing LeeTran fixed-route services.

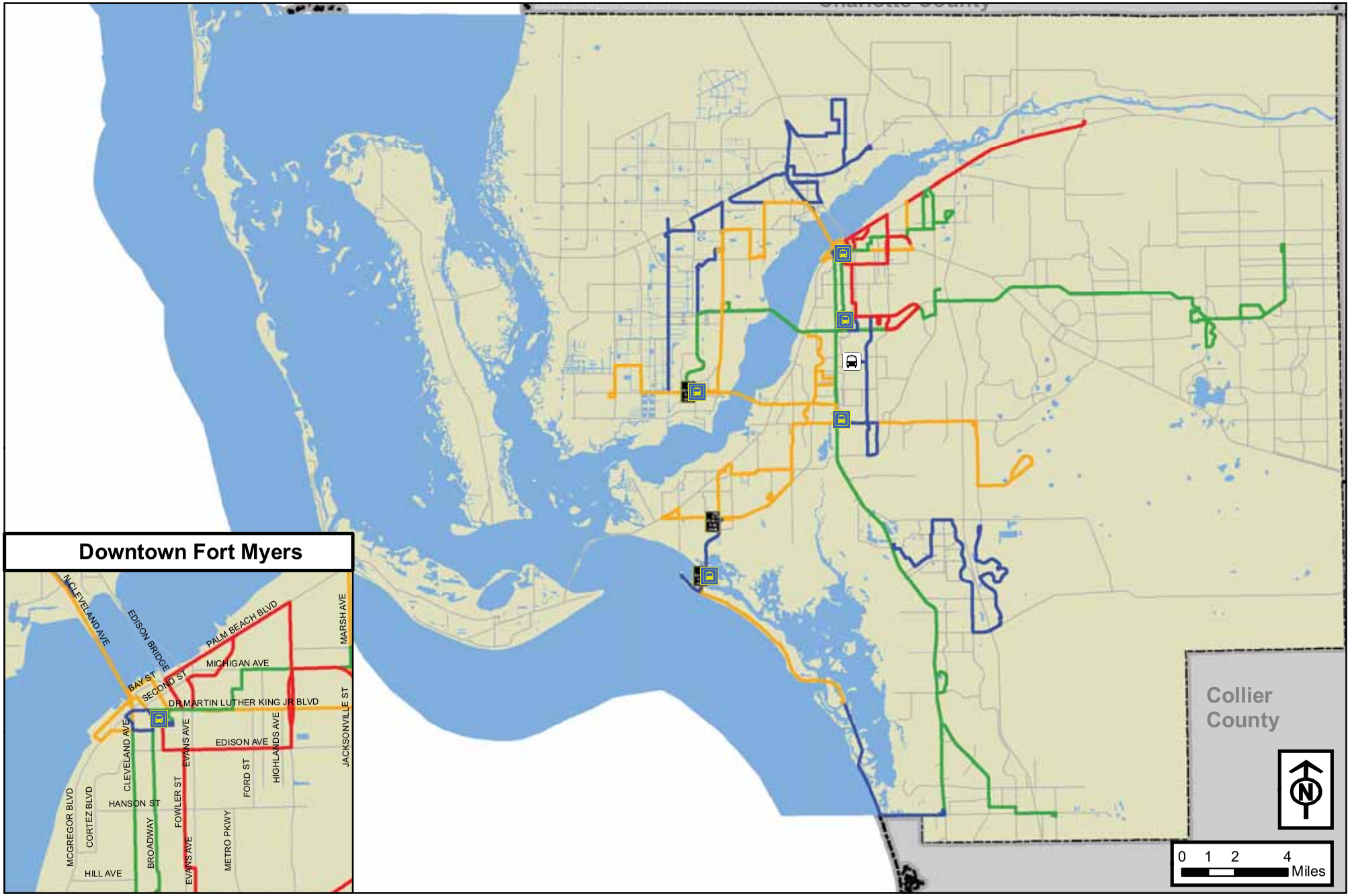
Table 6-2: Annual Ridership and Growth Rates

LeeTran TBEST Ridership and Growth Rates (2010 - 2021)				
Route	Average Weekday Daily Ridership (2010)	Average Weekday Daily Ridership (2021)	Absolute Change (2010-2021)	Growth Rate (2010-2021)
Route 10	591	834	243	41%
Route 15	275	338	63	23%
Route 20	491	623	132	27%
Route 30	390	542	152	39%
Route 40	186	232	46	25%
Route 50	323	455	132	41%
Route 60	121	152	31	26%
Route 70	623	795	172	28%
Route 80	93	68	-25	-27%
Route 90	276	310	34	12%
Route 100	919	1,135	216	24%
Route 110	387	480	93	24%
Route 120	180	243	63	35%
Route 130	453	593	140	31%
Route 140	3,263	3,347	84	3%
Route 150	229	292	63	28%
Route 160*	3	4	1	33%
Route 410	939	1,071	132	14%
Route 450	44	53	9	20%
Route 490	247	275	28	11%
Total All Routes	10,033	11,842		18%

*Route 160 operates one day per week on an on-call basis.

Implications

Based on the TBEST results shown, maintaining the status quo will result in marginal increases in transit ridership. In order for LeeTran to increase the market share for transit, service expansion will need to occur and service improvements identified in this TDP, through other transit planning efforts and in the public feedback received, will need to implemented.



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LeeTran 2012 Transit Development Plan

Legend

- LeeTran Hubs
- Park-and-Ride Facility
- Administrative Office

LeeTran Routes
Absolute Changes in Weekday Ridership

- < 50
- 50 - 124
- 125 - 200
- > 200

Map 6-3

LeeTran 2021 Ridership Forecast Percent Change

SITUATION APPRAISAL

Many efforts are currently underway in the county that reveal a desire among county officials to implement more transit-supportive land use and development patterns. The efforts have been embraced with optimism by many in the county and, if implemented, are expected to impact the demographic and economic makeup of the county. Consequently, those impacts will spur changes in the future transit market of Lee County and may offer new opportunities to improve service. As changes occur, an appraisal of the impacts of those changes needs to be performed and appropriate changes to the structure of transit service should be considered. In its effort to meet changing market needs, LeeTran will work to tailor its services to provide the most effective service possible. This section provides an evaluation of the impacts on LeeTran service from findings in the data, documents, and information presented in previous sections of this report.

Socioeconomic Trends

According to forecasts derived from the Bureau of Economic and Business Research (Medium-level projections), Lee County's population is projected to increase by 43 percent from 2010 to 2025 (607,913 to 866,500). That increase in population will have an impact on the transportation infrastructure in the county. To better assess the impact of the growth in population on transportation needs, it is important to understand which transit dependent populations and markets could be impacted or may benefit from public transportation services. The market assessments presented previously in this section, the traditional market assessment and the discretionary market assessment, reveal that many of the areas of the county that are considered transit-supportive in terms of these two markets are currently being served by LeeTran.

It is important to note that the transit dependent population is forecasted to grow by 47 percent, from 265,916 in 2010 to 391,855 in 2025. As the transit dependent population increases, the need for TD service is also expected to increase. Another important transit market is the tourist/visitor market. The County experienced a five percent increase in visitors in 2009 from 2008 levels.

> *Implications* – LeeTran must strive to meet the County's demand for public transportation as the population continues to grow. Traditional and discretionary market segments are anticipated to grow consistent with the overall population growth within the county. LeeTran should continue to target its base ridership, which consists of traditional bus users, while at the same time make efforts to gain discretionary riders and capture more of the tourist travel market. LeeTran's continued success depends on its ability to tailor services that will expand its rider base and capture new transit markets and riders.

Travel Behavior

The analysis of 2008 Census American Community Survey (ACS) data indicates that approximately 65 percent of the workers residing in Lee County also work in Lee County. Approximately 35 percent of workers commute to neighboring counties. Collier County ranks first among counties to where Lee County workers are traveling. According to the 2000 U.S. Census, within the Lee County area, approximately 36 percent of the labor force travels from suburb to suburb, 31 percent of the labor force travels between cities and suburbs, and 22 percent of the labor force travels from city to city (the central cities for Lee County are designated as Fort Myers and Cape Coral).

The origin-destination analysis reveals that some major roadways carry a large proportion of transit trips. Those roadways should be considered for premium transit service. Based on on-board survey data, the most intense concentration of trips were between the following areas.

- Downtown Fort Myers and South Fort Myers
- East Cape Coral and West Fort Myers
- East Cape Coral and South Fort Myers
- West Fort Myers and South Fort Myers

Implications – LeeTran will continually be challenged by the need to provide service to those needing public transportation but living in areas that are low-density and/or are not transit-supportive (e.g., those traveling from suburb-to-suburb for work). Innovative public transit options should be considered. Corridors with the highest transit trip intensity should receive priority when considering premium bus service. Other corridors experiencing high volumes of transit utilization may be targeted for other service enhancements or modifications.

Land Use

In the past decade, Lee County has been a high growth area. Residential building rates increased nearly 50 percent through the mid part of the decade, before drastically dropping following the 2007 economic downturn. The period before the downturn was characterized by sprawl development patterns due to Lee County planning policies, Land Development Code (LDC) regulations, market forces, and population growth. Development consisted primarily of low density, single use residential and single use commercial centers with an auto-centric transportation system linking the uses together.

Consequently, Lee County has used the economic downturn as an opportunity to strategically evaluate its current planning and land development practices to determine how to ensure a more sustainable future. Looking forward, there are a number of ongoing efforts throughout the county that are intended to change that land use pattern and that will encourage a sustainable approach to future development. The County,

along with various municipalities, is looking to establish specific form and transportation standards to guide desired community character for urban, suburban, and rural areas as well as promote a more compact pattern of development that supports efficient and cost-effective infrastructure and service delivery. Lee County wants to approach transportation in a new way and increase the County's focus on multi-modal systems that will support a more compact and sustainable development pattern and strengthen linkages between land use and transportation decision-making and investments. In November 2009, Lee County established a "Complete Streets Program" policy that addresses retrofitting existing roads and the development of new roads to include mobility features for transit, bicycle, pedestrians, and automobiles. The Complete Streets program will be implemented through the County's Sustainability Department.

> *Implications* – LeeTran must continue to participate and coordinate with ongoing efforts that encourage transit-supportive development throughout Lee County. LeeTran should work to ensure that land development policies and land development codes require transit infrastructure to support adequate levels of transit service.

House Bill (HB) 7207, named the Community Planning Act, is the biggest change to growth management laws in many years – repealing most of the state-mandated growth management planning laws that have governed development activities within the State of Florida since the original Growth Management Act in 1975. State-mandated concurrency requirements have been repealed and, consequently, a large share of growth management responsibility has shifted to cities and counties.

The new legislation also supersedes Senate Bill (SB) 360, the Community Renewal Act, which required the preparation of mobility plans within dense urban land areas and Transportation Concurrency Exemption Areas. Instead, a local jurisdiction interested in implementing its own concurrency ordinance or mobility plan can still do so, but will have limitations on how to implement and enforce the ordinance. HB 7207 strengthens legislative language that supports multi-modal approaches to transportation by stating that Comprehensive Plan Transportation Elements "shall provide for a safe, convenient multi-modal transportation system" (F.S. Section 163.3177 (6b)). LeeTran stands to gain through implementation of mobility fees as such fees may provide for flexibility in the way revenues can be spent, both in terms of capital infrastructure and transit operations.

> *Implications* – LeeTran should remain aware and informed regarding the status and implications of local grow management decisions on future services including the potential development of local mobility plans and associated mobility fees.

Public Involvement

LeeTran has undertaken several activities to garner public input on future transit enhancements. In January 2011, two public workshops were held to discuss LeeTran enhancement priorities and user

satisfaction with the current transit system. The workshops were conducted to provide a forum for the public to express concerns and generate ideas regarding the most important needed improvements for the LeeTran system. LeeTran also conducted four discussion group presentations with local agencies to discuss the purpose of the TDP and identify existing service needs and desired locations for premium transit services. Between February and March 2011, LeeTran presented to Bike/Walk Lee, Reconnecting Lee, the Community Sustainability Advisory Committee, and the Horizon Committee. Additionally, in March 2010, as part of the LeeTran COA, an on-board survey of LeeTran fixed-route buses was conducted to collect rider input on current transit services and to provide direction for future improvements, marketing, and policies. Finally, LeeTran conducted a series of detailed interviews with stakeholders and bus operators to discuss existing and future service characteristics of LeeTran service. General conclusions drawn from those public involvement efforts include the following.

- Expand Service Coverage – Participants expressed a desire for LeeTran to expand its service coverage and reach new and underserved areas of Lee County. More service coverage in Lehigh Acres was heard over and over again throughout the public outreach efforts. Currently, there is only one Lehigh route available to residents, Route 110. Other areas where a need for new services was identified include north and west Cape Coral, the new Research Diamond area and associated sports facilities, and connectivity to surrounding counties.
- More Service Hours/Frequency – Aside from expanding service to new areas, the public also indicated a need to improve the existing service. Public workshop feedback emphasized later service hours for most routes and increased frequency as high priority issues. In addition, more weekend service was also a priority among bus users.
- Circulator Routes – The public and stakeholders showed interest in implementing a system of neighborhood circulators that would serve as feeder services to higher capacity, more frequent trunk-line services. Circulators would penetrate neighborhoods and other low volume areas, and would utilize smaller vehicles.
- Regional Connectivity – Feedback received through public outreach efforts emphasized a need to connect Lee County with Collier and Charlotte counties with improved public transportation services. Many residents and stakeholders, particularly in the south county, indicated that more transportation options should be provided for completing inter-county trips. LeeTran staff is meeting quarterly with Collier County staff in an effort to improve regional connectivity between the two counties.
- Infrastructure – Insufficient infrastructure was commonly mentioned as a major weakness of the current transit system. LeeTran needs to upgrade current bus stops and concentrate on maintaining them as well as add more benches, shelters, and amenities for bus customers. Improving stop and station visibility and improving the accessibility of bus stops were also noted as high priority improvements. In addition, passenger amenities need to be consistent with American with Disabilities Act Accessibility Guidelines (ADAAG).

- Premium Service – Participants recognized the need for premium transit services. Premium transit services, such as BRT, light rail, and commuter rail services, were considered important in order to improve the perception of transit services throughout the county and attract more users to the system. Although considered an important element, many did not consider such projects as viable projects at this time nor were they considered a higher priority to other improvements such as improving existing services and infrastructure.
- Funding – Although gas tax and sales tax were the top funding ideas, those who stated their support for those taxing options stated it with much trepidation. The general consensus was that an increase in taxes during the current economic climate is not acceptable and/or highly unlikely.

  Implications – LeeTran should take public input received into account when prioritizing service improvements for Lee County. Across all public involvement efforts, a variety of improvements were identified, including, but not limited to, service, infrastructure, and even changes to the structure of the LeeTran fixed-route bus network. Important to the agency will be the need to balance the allocation of limited resources. One of the major strategic planning considerations for transit agencies is whether to enhance public transportation by extending service to new areas, anticipating that new ridership will be generated, or improving service and service frequency in proven areas. How to distribute public transportation service is a policy decision that LeeTran will need to balance based on the availability of resources.

Peer Review / Trend Analysis

Ridership levels and public transportation usage are increasing in Lee County. Unfortunately, this increase is due partly to the cost of energy. This has negatively impacted the agency as the fixed-route trend analysis reveals. While service effectiveness (i.e., passenger trips per revenue hour) improved between 2005 and 2009, cost efficiency (i.e., operating cost per passenger trip) reflected a negative trend. This trend is consistent with increasing operating costs resulting from increasing energy costs.

Among its peers, LeeTran ranks high in terms of operating expense per capita. Conversely, LeeTran has a negative standing within the peer group in terms of passenger trips per revenue mile, vehicle miles per capita, and operating expense per passenger trip. This may be an indication of a need to make a higher investment per capita in transit services in order to improve the efficiency of the service.

Implications – Although LeeTran's fixed-route ridership increased between 2005 and 2009, the unit cost to provide those trips also increased. In addition, it is important to note that LeeTran gains less ridership per unit of service supplied compared with other peers in its peer group. LeeTran should continue to monitor these trends and search for ways to allocate resources in a manner that maximizes the efficiency of the service. In addition, it may be beneficial for the agency to

implement its previously-developed performance monitoring program in order to better identify underperforming routes.

Technology / Image

LeeTran has made notable strides to "green" its transit fleet. The total number of hybrid-electric vehicles in the current fleet totals four. Compared with conventional buses, hybrid-electric buses consume less fuel, have a longer brake life, and reduce emissions. The conversion of transit vehicles to more environmentally-friendly propulsion systems is currently a common trend in the transit industry and has helped agencies combat the negative stigma associated with urban transit services. The cost of the hybrid vehicles can be a barrier and LeeTran will need to balance the benefit of purchasing high-cost hybrid vehicles against the benefits of replacing an aging fleet with conventional vehicles. The peer review indicates that the average age of LeeTran's fleet increased from 6.5 years in 2005 to 9.5 years in 2009.

One other notable effort to improve LeeTran's image is the ongoing effort to construct bus stop shelters along US 41. Feedback collected during the public outreach efforts indicates that the shelter program has been well received and has improved the visibility and perceived permanence of the service.

Implications – LeeTran should continue its effort to replace its vehicle fleet with hybrid vehicles and also improve transit station infrastructure. Emphasis on technology and "green" initiatives will enhance customer service, encourage sustainability, and improve the overall perception of the service.

Funding

Securing a dedicated long-term funding source for public transportation services in the county is a goal that many in the county have aspired to achieve. To date, those efforts have not been successful and LeeTran continues to function as a county department and is subject to the same budgetary process that other county departments must follow. As the County works to balance its budget under the current economic climate, LeeTran will have to continue to compete with other departments to maintain existing funding levels. The prospects of finding another funding source in the near future are low as stakeholder interviews conducted for the TDP revealed a general consensus among the group that any new taxes would not be well-received or supported by the public at this time. Consequently, the ability to expand services and meet the transit demand and mobility needs throughout the county will be limited unless LeeTran's share of the County's budget grows.

Implications – In order to expand service, funding levels will need to increase. The current economic climate has made the ability to create new revenue streams for the agency more difficult

and LeeTran will have to work cooperatively with on-going efforts throughout the county in order to make progress in expanding public transportation in the county.

Section 7
ALTERNATIVES DEVELOPMENT AND EVALUATION

This section presents the development and evaluation of alternative service improvements to LeeTran's fixed-route service for the 2012 LeeTran TDP. Those service-based improvements, or alternatives, to fixed-route service represent a major portion of the Needs Plan for the TDP. The Needs Plan was developed based on feedback received through the TDP public outreach efforts, analysis of the transit demand and market assessments, consideration of the situation appraisal implications, and discussions with LeeTran staff. Alternatives consist of improvements to existing service and also improvements that expand service. Consequently, the alternatives reflect the desire of the community and have been designed to address public transportation needs throughout the county. In addition to presenting the Needs Plan, a methodology for prioritizing service improvements in that Needs Plan is also presented in this section. The resulting prioritization will be utilized to develop the TDP implementation plan and financial plan. As Lee County continues to grow, the prioritized Needs Plan will assist LeeTran in selecting and implementing service improvements as additional funding becomes available.

NEEDS PLAN ALTERNATIVES DEVELOPMENT

As indicated, the Needs Plan alternatives were developed based on a number of different efforts including public involvement, data analysis, expected evolution of the operating environment, and feedback received from LeeTran staff. Public outreach efforts consisted of a variety of tasks including public workshops, surveys, interviews with LeeTran operators, discussion group and community group workshops, and stakeholder interviews. To supplement the public feedback and data analysis, the recently completed LeeTran COA was also consulted. The COA included a number of improvements focused on maximizing the efficiency of the service. Those COA improvements considered to be consistent with community desires were added to the list of alternatives.

Alternatives can be grouped into two major categories: improvements to existing service and improvements that expand service.

- Existing service improvements – Consist of improvements to service frequency, extended service hours, and/or more weekend service. In addition, some of the improvements include route realignments focused on either improving connectivity and/or improving the efficiency of the corresponding service.

- Service expansion – Consists of new routes operating in areas of the county with no existing service. New service modes also fall under this category of service improvements.

To better organize the Needs Plan network, services have been grouped into five categories. Organization into those five categories assists in determining a consistent service plan for each service category. A service plan consists of a specific service frequency, span of service, stop spacing, and days of service. The benefit of such a categorization and corresponding service plan is two-fold. First, for comparative purposes, creating a service plan benchmark allows for a fair evaluation between alternatives within the same category. Second, the service plan benchmarks reflect implementation guidelines to be used whenever LeeTran is ready to roll out new service. Service categories are described below.

- Neighborhood Circulator – Flexible service that provides accessibility to neighborhood-level destinations. In addition, circulators enhance connectivity within downtowns and activity centers, and connect to major stops and transit center hubs. For the TDP evaluation, new neighborhood circulators are proposed to operate on 60-minute service frequencies five days a week between the hours of 6:00 a.m. and 10:00 p.m.
- Secondary Trunklines – Trunkline, high capacity services that operate on major corridors and offer faster travel options. Stops are generally less frequent and, in some instances, service can vary during peak service periods. For the TDP evaluation, new secondary trunklines are proposed to operate on 45- to 60-minute service frequencies five days a week between the hours of 6:00 a.m. and 10:00 p.m.
- Bus Rapid Transit (BRT) – BRT is the highest level of service in the Needs Plan. BRT service is considered high quality, premium transit service that incorporates a host of transit technologies and passenger amenities. BRT is targeted to operate in dense urban corridors. For the TDP evaluation, BRT services are proposed to operate on 10- to 15-minute service frequencies five days a week between the hours of 6:00 a.m. and 8:00 p.m.
- Express – Express services are characterized as peak-hour limited stop services. Express service ideally operates as a point-to-point service. For the TDP evaluation, express services are proposed to operate on 45- to 60-minute service frequencies five days a week during a.m. and p.m. peak service periods.
- Trolley – Trolley services are unique services that provide connectivity to Fort Myers Beach. Trolleys target tourist and visitor markets and operate using a trolley vehicle.

Some exceptions to the service plans do exist. Those exceptions are generally associated with existing services. Existing services have a defined service plan. Consequently, the service plans for existing services are reflected in the Needs Plan network alternatives as they exist today.

Table 7-1 presents all of the Needs Plan alternatives, their corresponding service category, and a brief service description. As shown in that table, the Needs Plan list of alternatives also includes existing services. Existing services are kept in the list of Needs Plan alternatives in order to provide a comparative evaluation between maintaining existing service and implementing a redesigned service for the same route.

Table 7-1
Needs Plan Alternatives

Route #	Route Name (Updated)	Description	Mode
-	Downtown Circulator	New Service (New Route)	Neighborhood Circulator
Route 10	Michigan Links / Edison Mall	Existing Service (Maintenance)	Neighborhood Circulator
Route 10	Michigan Links / Edison Mall	New Service (New Route)	Neighborhood Circulator
Route 10	Michigan Links / Edison Mall	Existing Route (Later Evening Service)	Neighborhood Circulator
Route 15	Tice/Ortiz / Edison Mall	Existing Service (Maintenance)	Neighborhood Circulator
Route 15	Tice/Ortiz / Edison Mall	New Service (Route Realignment)	Neighborhood Circulator
Route 20	Dunbar / Downtown Ft. Myers	Existing Service (Maintenance)	Neighborhood Circulator
Route 20	Dunbar / Downtown Ft. Myers	New Service (Route Realignment)	Neighborhood Circulator
Route 30	Cape Coral / S. Ft. Myers	Existing Service (Maintenance)	Secondary Trunkline
Route 30	Cape Coral / S. Ft. Myers	New Service (Route Realignment)	Secondary Trunkline
Route 30	Cape Coral / S. Ft. Myers	Existing Route (Sunday Service)	Secondary Trunkline
Route 40	Cape Transfer Ctr. / Coralwood Mall	Existing Service (Maintenance)	Neighborhood Circulator
Route 50	SW FL Airport / Summerlin Sq.	Existing Service (Maintenance)	Secondary Trunkline
Route 50	SW FL Airport / Summerlin Sq.	New Service (Route Realignment)	Secondary Trunkline
-	Research Diamond East	New Service (New Route)	Neighborhood Circulator
-	Research Diamond West	New Service (New Route)	Neighborhood Circulator
Route 60	San Carlos Park / FGCU	Existing Service (Maintenance)	Neighborhood Circulator
Route 60	San Carlos Park / FGCU	New Service (Route Realignment)	Neighborhood Circulator
-	Estero Circulator	New Service (New Route)	Neighborhood Circulator
Route 70	Cape Coral / Ft. Myers	Existing Service (Maintenance)	Secondary Trunkline
Route 70	Cape Coral / Ft. Myers	Existing Route (Later Evening Service)	Secondary Trunkline
Route 70	Cape Coral / Ft. Myers	Existing Route (Sunday Service)	Secondary Trunkline
Route 80	Bell Tower / Edison Mall	Existing Service (Maintenance)	Secondary Trunkline
Route 80	Bell Tower / Edison Mall	New Service (Route Realignment)	Secondary Trunkline
-	Central Ft. Myers Circulator	New Service (New Route)	Neighborhood Circulator
Route 90	North Ft. Myers East	Existing Service (Maintenance)	Neighborhood Circulator
Route 90	North Ft. Myers East	New Service (Route Realignment)	Neighborhood Circulator
Route 95	North Ft. Myers West	New Service (Route Realignment)	Neighborhood Circulator
Route 100	Riverdale / Downtown Ft. Myers	Existing Service (Maintenance)	Secondary Trunkline
Route 110	Lehigh Acres / Edison Mall	Existing Service (Maintenance)	Secondary Trunkline
Route 110	Lehigh Acres / Edison Mall	New Service (Route Realignment)	Secondary Trunkline
Route 110	Lehigh Acres / Edison Mall	Existing Route (Sunday Service)	Secondary Trunkline
Route 110	Lehigh Acres / Edison Mall	Existing Route (Later Evening Service)	Secondary Trunkline
-	Lehigh Circulator	New Service (New Route)	Neighborhood Circulator
-	Gunnery Rd Circulator	New Service (New Route)	Neighborhood Circulator
Route 120	Edison Mall / Cape Coral	Existing Service (Maintenance)	Secondary Trunkline
Route 130	Edison Mall / Summerlin Sq.	Existing Service (Maintenance)	Secondary Trunkline
Route 130	Edison Mall / Summerlin Sq.	New Service (Route Realignment)	Secondary Trunkline
-	US 41 BRT	New Service (New Route)	Bus Rapid Transit
Route 140	Merchants Crossing / Coconut Point	Existing Service (Maintenance)	Secondary Trunkline
Route 140	Merchants Crossing / Coconut Point	Existing Route (Later Evening Service)	Secondary Trunkline
Route 150	Bonita Springs	Existing Service (Maintenance)	Neighborhood Circulator
Route 150	Bonita Springs	Existing Route (Sunday Service)	Secondary Trunkline
Route 150	Bonita Springs	New Service (Route Realignment)	Neighborhood Circulator
-	Ft. Myers Beach Trolley	Existing Service (Maintenance)	Trolley
-	Charlotte Express	New Service (New Route)	Express Service
-	Collier Connector	New Service (New Route)	Express Service
-	Lehigh Express	New Service (New Route)	Express Service
-	Treeline / Ben Hill Griffin	New Service (New Route)	Secondary Trunkline
-	Pine Island Rd Express	New Service (New Route)	Express Service
-	Chiquita Circulator	New Service (New Route)	Neighborhood Circulator
-	McGregor Blvd	New Service (New Route)	Secondary Trunkline

Important to note is the addition of only one BRT route. Because of the costs and timeframe associated with implementing such a service, it is anticipated that only one BRT line would be possible within the ten-year planning horizon of the TDP. That BRT service, the US 41 BRT, was identified in the Bus Rapid Transit Feasibility Study completed in 2007. Map 7-1 illustrates new services and Needs Plan alternatives with service alignment changes to be included in the TDP alternatives evaluation.

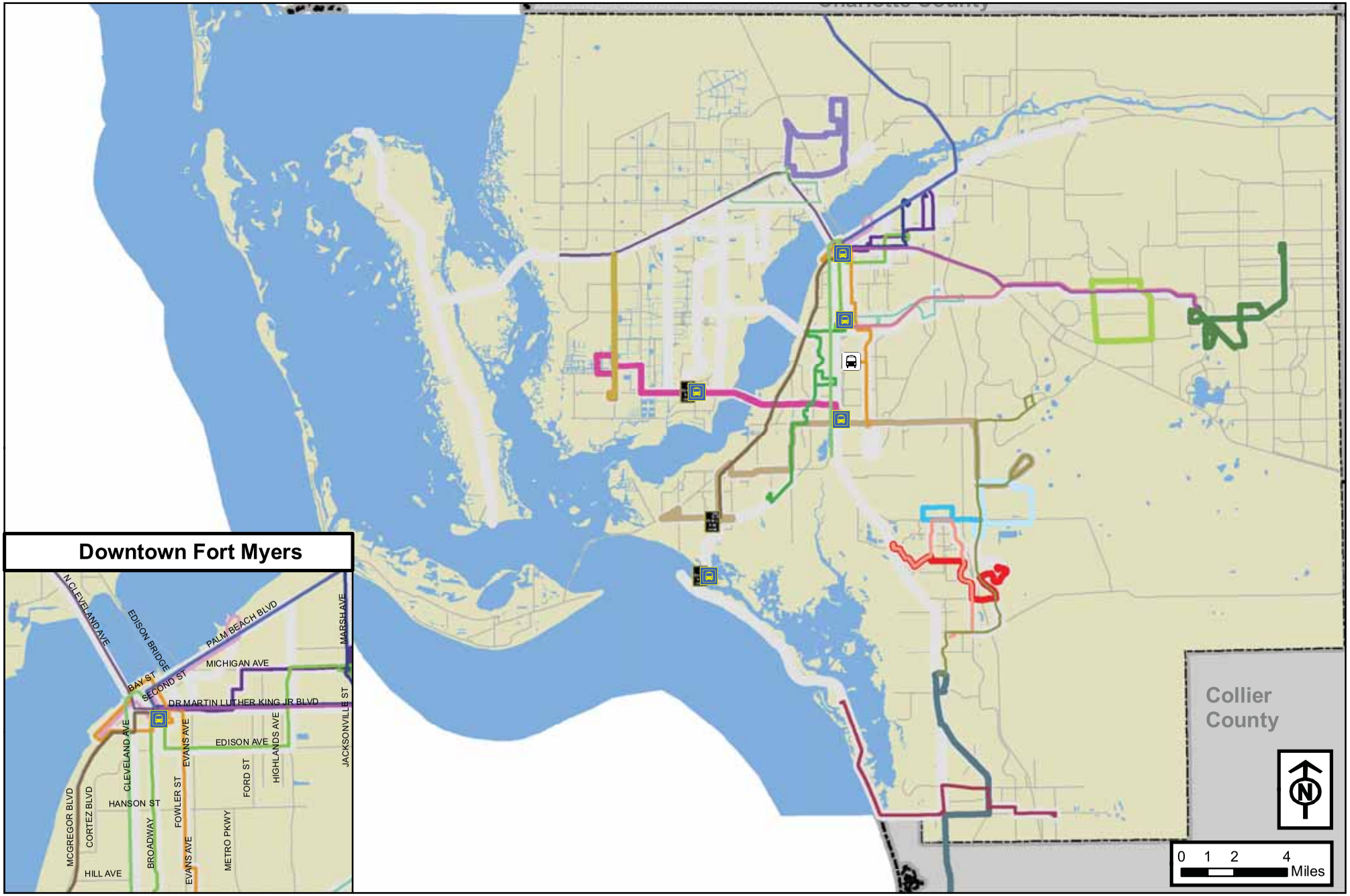
ALTERNATIVES EVALUATION METHODOLOGY

To prioritize and program service improvements, it is important to weigh the benefits of each service improvement against the others. By conducting an evaluation of the service improvements in the Needs Plan, LeeTran can better prioritize projects and allocate funding using an objective service implementation process. This section identifies and defines the evaluation criteria utilized in prioritizing the service improvements developed for the TDP Needs Plan and the methodology by which those criteria were applied.

Three evaluation categories were identified for determining criteria for the evaluation: Transit Markets, Productivity and Efficiency, and Programmed Improvements. Table 7-2 lists the evaluation categories, each category's corresponding criteria, the associated measure of effectiveness, and the assigned weighting for each criterion. A description of all the elements in the table follows.

Table 7-2
Alternatives Evaluation Measures

Category	Criteria	Measure of Effectiveness	Relative Weighting	Overall Category Weight
Transit Markets	Public Involvement	Level of interest in specific alternatives	14%	33%
	Traditional Market	Percent of corridor length in "High" or "Very High" TOI	8%	
	Choice Market	Percent of corridor length in areas that meet the "Minimum" tier for employment or residential density	8%	
	Regional Market	Connectivity to an adjacent county	3%	
Productivity & Efficiency	Productivity	Trips per hour (TBEST generated trips and revenue hours of service)	11%	33%
	Cost Efficiency	Cost per trip (including new trips)	11%	
	Cost	Net cost after subtracting farebox revenues	11%	
Programmed Improvement	Programmed	LeeTran has programmed the improvement	34%	34%
Total			100%	100%



LeeTran 2012 Transit Development Plan

Legend

- Route 10
- Route 15
- Route 20
- Route 30
- Route 50
- Route 60
- Route 80
- Route 90
- Route 95
- Route 110
- Route 130
- Route 150
- Central Fort Myers Circulator
- Charlotte Express
- Chiquita Circulator
- Collier Connector
- Downtown Circulator
- Estero Circulator
- Gunnery Road Circulator
- Lehigh Circulator
- Lehigh Express
- McGregor Blvd
- Pine Island Rd Express
- Research Diamond East
- Research Diamond West
- Treeline/Ben Hill Griffin
- US 41 BRT
- Existing Routes
- Major LeeTran Hubs
- Park-and-Ride Facility

Map 7-1

Needs Plan Alternatives

Transit Markets

The transit demand analysis is characterized as a market assessment. For the evaluation of alternatives, four transit markets have been identified including public involvement, the traditional market (which uses TOI data), the choice market (which uses DTA data), and the regional market.

- *Public Involvement* – An extensive public outreach process was performed for this TDP effort that resulted in a number of opinions and suggestions from transit users, non-users, and community organizations. For the alternatives evaluation, a particular route or type of service was categorized as "no interest," "moderate interest," or "high interest" based on an in-depth review of public workshop feedback, on-board surveys, discussion group workshops, stakeholder interviews, and bus operator interviews.

- *Traditional Market* – The traditional transit market refers to population segments that historically have had a higher propensity to use transit and/or are dependent on public transit for their transportation needs. For the alternatives evaluation, the proportion of each corridor operating within a "high" or "very high" TOI area was calculated.

- *Choice Market* – The discretionary market refers to potential riders living in higher density areas of the county that may choose to use transit as a commuting or transportation alternative. The proportion of each corridor meeting the "minimum" residential or employment density threshold in the DTA was calculated and used for the alternatives evaluation.

- *Regional Market* – Each potential route was assessed for potential regional connectivity. Inter-county routes having connections to surrounding counties were scored higher than those strictly limited to Lee County. Three exceptions were made to the inter-county rule, Route 110, Route 140, and the Pine Island Express, which provide service between satellite communities within Lee County and downtown Fort Myers. Based on conclusions drawn from public involvement input, regional connectivity is a desired attribute for LeeTran routes.

Productivity and Efficiency

Productivity is generally measured in terms of ridership. Service efficiency is used by transit agencies to gauge how well they are using their existing resources. Each is critical to the success of the agency and services performing well in terms of their productivity and efficiency should receive a higher priority than those services performing poorly. Forecasted ridership, revenue hour, and operating cost figures for each individual alternative are included in Appendix F.

- *Productivity* – Productivity was measured in terms of annual passenger trips per revenue hour of service. To provide for an equal comparison between alternatives, passenger trips and revenue hours of service were generated using TBEST software.

- *Cost Efficiency* – The cost efficiency of each alternative was evaluated using a standard transit industry efficiency measure, operating cost per passenger trip. Operating costs used were calculated using revenue hour information generated by TBEST. Two operating costs were assigned, $80.66 and $103.38. The higher cost, which includes the costs to provide the required American with Disabilities Act (ADA) complementary demand-response service, was assigned to alternatives proposed to operate in new service areas.

- *Cost* – In addition to cost efficiency, net cost was taken into account when assessing alternatives. Net cost is used to rank alternatives based on their financial feasibility. Each alternative's net cost was determined by subtracting the farebox revenue projections from the annual operating cost projections. Farebox revenue projections were determined by multiplying LeeTran's average fare, $0.73, by the ridership forecasts generated by TBEST.

Programmed Improvement

Based on the results of the COA completed in 2010, LeeTran has programmed a number of efficiency improvements in the upcoming fiscal year. These improvements are added to the analysis of alternatives. Including those programmed improvements in the evaluation allows for a comparison between those improvements and the new services identified in the Needs Plan.

An additional criterion, Programmed Improvement, was added to credit programmed service improvements. Weighting for the Programmed Improvement criterion is based on LeeTran's priority of improving the efficiency of existing service using existing resources. As a result, the weighting assignment for programmed improvements is higher than the other criteria because each of those improvements accomplishes that objective without the need for additional resources.

Evaluation and Analysis

As noted, each criterion is assigned a weight. Weighting the criteria affords the opportunity to measure the relative importance of each criterion among the group of criteria to be applied. For each transit alternative, a score was determined either through the computation of the selected measure of effectiveness or through the educated judgment of the analyst. Potential scores were assigned depending on the relative comparison of a given transit alternative with other transit alternatives as it relates to a given criterion. A higher score is consistent with a higher ranking for a given alternative for the criterion being evaluated. The highest score is equal to the total weight given to each of the criterion, as previously shown in Table 7-2.

The thresholds for computation-based criteria (traditional market, choice market, trips per hour, operating cost per trip, and net operating cost) were determined using the average of the entire data set and one standard deviation above or below the average. In the case that one standard deviation resulted in an unreasonable threshold (i.e., a negative cost) one-half of a standard deviation was used. Table 7-3 includes the thresholds and scoring for each criterion used in the alternatives evaluation.

Table 7-3
Scoring Thresholds

Score Guide	Range	Score
Public Involvement	None	0
	Moderate	7
	High	14
Market Potential 1 (% Serving Traditional Market)	0.0% - 10.3%	0
	10.4% - 22.1%	3
	22.2% - 45.9%	6
	> 45.9%	8
Market Potential 2 (% Serving Choice Market)	0.0% - 15.7%	0
	15.8% - 40.1%	3
	40.2% - 64.6%	6
	> 64.6%	8
Regional Connectivity	No	0
	Yes	3
Trips per Hour	0.0 - 5.2	0
	5.3 - 25.6	4
	25.7 - 46.0	7
	> 46.0	11
Operating Cost per Trip	$0 - $2.81	11
	$2.82 - 5.16	7
	$5.17 - $9.85	4
	> $9.85	0
Net Operating Cost	$0 - $242,742.16	11
	$242,742.17 - $526,574.24	7
	$526,574.25 - $1,094,238.40	4
	> $1,094,238.40	0
Programmed Improvement	No	0
	Yes	34

Using the scoring thresholds shown in Table 7-3, each criterion for each individual route was assigned a score. Routes with higher scores possess more desirable attributes and should receive higher priority in the LeeTran needs plan. Improvements along existing routes received a significant scoring increase due to the fact that the routes are already aligned and riders are familiar with them. Additionally, routes that were mentioned frequently in public involvement efforts also received higher scoring, relative to other category

measures. Table 7-4 presents the prioritization ranking of the LeeTran Needs Plan Alternatives. Additional route detail (including passenger trips, revenue hours, operating cost, etc.) is located in Appendix F.

Table 7-4
Needs Plan Alternatives Priority Ranking

Rank	Route #	Route Name	Description	Mode
1	Route 10	Michigan Links / Edison Mall	New Service (New Route)	Neighborhood Circulator
2	Route 15	Tice/Ortiz / Edison Mall	New Service (Route Realignment)	Neighborhood Circulator
3	Route 20	Dunbar / Downtown Ft. Myers	New Service (Route Realignment)	Neighborhood Circulator
4	Route 80	Bell Tower / Edison Mall	New Service (Route Realignment)	Secondary Trunkline
5	Route 130	Edison Mall / Summerlin Sq.	New Service (Route Realignment)	Secondary Trunkline
6	-	Collier Connector	New Service (New Route)	Express Service
7	Route 95	North Ft. Myers West	New Service (Route Realignment)	Neighborhood Circulator
8	Route 140	Merchants Crossing / Coconut Point	Existing Service (Maintenance)	Secondary Trunkline
9	-	Central Ft Myers Circulator	New Service (New Route)	Neighborhood Circulator
10	Route 110	Lehigh Acres / Edison Mall	New Service (Route Realignment)	Secondary Trunkline
11	Route 50	SW FL Airport / Summerlin Sq.	New Service (Route Realignment)	Secondary Trunkline
11	Route 90	North Ft. Myers East	New Service (Route Realignment)	Neighborhood Circulator
11	Route 150	Bonita Springs	New Service (Route Realignment)	Neighborhood Circulator
14	-	US 41 BRT	New Service (New Route)	Bus Rapid Transit
15	Route 30	Cape Coral / S. Ft. Myers	New Service (Route Realignment)	Secondary Trunkline
16	-	Downtown Circulator	New Service (New Route)	Neighborhood Circulator
17	Route 10	Michigan Links / Edison Mall	Existing Service (Maintenance)	Neighborhood Circulator
17	Route 10	Michigan Links / Edison Mall	Existing Route (Later Evening Service)	Neighborhood Circulator
17	-	Lehigh Express	New Service (New Route)	Express Service
20	Route 20	Dunbar / Downtown Ft. Myers	Existing Service (Maintenance)	Neighborhood Circulator
21	-	Pine Island Rd Express	New Service (New Route)	Express Service
22	Route 70	Cape Coral / Ft. Myers	Existing Service (Maintenance)	Secondary Trunkline
22	-	Lehigh Circulator	New Service (New Route)	Neighborhood Circulator
24	Route 15	Tice/Ortiz / Edison Mall	Existing Service (Maintenance)	Neighborhood Circulator
24	Route 130	Edison Mall / Summerlin Sq.	Existing Service (Maintenance)	Secondary Trunkline
26	Route 70	Cape Coral / Ft. Myers	Existing Route (Later Evening Service)	Secondary Trunkline
26	Route 100	Riverdale / Downtown Ft. Myers	Existing Service (Maintenance)	Secondary Trunkline
26	Route 110	Lehigh Acres / Edison Mall	Existing Route (Sunday Service)	Secondary Trunkline
26	Route 110	Lehigh Acres / Edison Mall	Existing Route (Later Evening Service)	Secondary Trunkline
26	-	Charlotte Express	New Service (New Route)	Express Service
31	Route 140	Merchants Crossing / Coconut Point	Existing Route (Later Evening Service)	Secondary Trunkline
32	Route 40	Cape Transfer Ctr. / Coralwood Mall	Existing Service (Maintenance)	Neighborhood Circulator
33	-	McGregor Blvd	New Service (New Route)	Secondary Trunkline
34	Route 80	Bell Tower / Edison Mall	Existing Service (Maintenance)	Secondary Trunkline
35	Route 150	Bonita Springs	Existing Service (Maintenance)	Neighborhood Circulator
36	Route 30	Cape Coral / S. Ft. Myers	Existing Service (Maintenance)	Secondary Trunkline
36	Route 70	Cape Coral / Ft. Myers	Existing Route (Sunday Service)	Secondary Trunkline
36	Route 110	Lehigh Acres / Edison Mall	Existing Service (Maintenance)	Secondary Trunkline
36	Route 120	Edison Mall / Cape Coral	Existing Service (Maintenance)	Secondary Trunkline
40	Route 30	Cape Coral / S. Ft. Myers	Existing Route (Sunday Service)	Secondary Trunkline
40	Route 60	San Carlos Park / FGCU	New Service (Route Realignment)	Neighborhood Circulator
40	Route 150	Bonita Springs	Existing Route (Sunday Service)	Secondary Trunkline
43	Route 90	North Ft. Myers East	Existing Service (Maintenance)	Neighborhood Circulator
43	-	Gunnery Rd Circulator	New Service (New Route)	Neighborhood Circulator
45	Route 60	San Carlos Park / FGCU	Existing Service (Maintenance)	Neighborhood Circulator
45	-	Ft. Myers Beach Trolley	Existing Service (Maintenance)	Trolley
47	Route 50	SW FL Airport / Summerlin Sq.	Existing Service (Maintenance)	Secondary Trunkline
48	-	Estero Circulator	New Service (New Route)	Neighborhood Circulator
49	-	Treeline / Ben Hill Griffin	New Service (New Route)	Secondary Trunkline
50	-	Research Diamond East	New Service (New Route)	Neighborhood Circulator
50	-	Research Diamond West	New Service (New Route)	Neighborhood Circulator
50	-	Chiquita Circulator	New Service (New Route)	Neighborhood Circulator

Section 8
GOALS, OBJECTIVES, AND INITIATIVES

Goals and objectives are an integral part of any transportation plan because they provide the policy direction to achieve the community's vision. The goals and objectives presented in this section were prepared based on the review and assessment of existing conditions, feedback received during the public involvement process, and the review of local transportation planning documents. They are consistent with the goals and objectives found in the 2035 MPO Long Range Transportation Plan for Collier and Lee Counties and the Transportation Element of the Lee County Comprehensive Plan. Initiatives have been developed for each objective to set a course of action for attaining the specified objective.

DEFINITIONS

Goal

A "Goal" is a long-term end toward which programs or activities are ultimately directed.

Objective

An "Objective" is a specific, measurable, intermediate end that is achievable and allows measurement of progress toward a goal.

Initiative

An "initiative" is the course of action or way in which programs and activities are conducted to achieve an identified objective.

GOALS, OBJECTIVES, AND INITIATIVES

Table 8-1 presents the goals, objectives, and initiatives for the 2012 TDP Major Update. Additional columns are included in the table to allow for the future assessment of objectives and initiatives. This will provide a tool for measuring the extent to which objectives and initiatives have been accomplished and/or implemented over time.

Table 8-1

2012 TDP Update Goals, Objectives, and Initiatives

Objective/ Initiative	Description	Implemented (Yes/No)	Assessment
Goal 1 - Increase the Market Share for Transit			
Objective 1.1	Increase the number of one-way, fixed-route passenger trips by an average of five percent annually, from 3.0 million in FY 2008/09 to 5.0 million in FY 2020/21.		
Objective 1.2	Meet the fixed-route performance measures included in Objective 43.1 and Policy 43.3.1 in the Lee Comprehensive Plan, which state that the County will maintain operating standards of 14 passengers per revenue vehicle hour, 1.3 passengers per revenue vehicle mile, and farebox revenues at a minimum of 20% of operating expenses.		
Initiatives for Objectives 1.1 through 1.2			
Initiative 1.1	Continue to maintain existing LeeTran service levels.		
Initiative 1.2	Implement new and expanded services prioritized in the Lee MPO LRTP, the LeeTran TDP, and Vision Plan.		
Initiative 1.3	Implement the performance monitoring program that addresses performance standards for fixed-route service.		
Initiative 1.4	Develop a Marketing and Education Program by March 2012.		
Initiative 1.5	Expand marketing and educational efforts to local universities and colleges.		
Initiative 1.6	Explore opportunities for marketing hybrid vehicles and other environmentally-friendly transit technologies.		
Initiative 1.7	Develop and distribute marketing materials that integrate the opinion and transit needs of community business leaders.		

Table 8-1
2012 TDP Update Goals, Objectives, and Initiatives (Continued)

Objective/ Initiative	Description	Implemented (Yes/No)	Assessment
Goal 2 - Provide a High Quality Service			
Objective 2.1	Develop/implement two high-quality premium transit lines, such as express or BRT service, by 2021.		
Objective 2.2	Expend a minimum of $150,000 on ADA compliant bus shelters and transit infrastructure each year through 2021.		
Objective 2.3	Convert 50% of the existing vehicle fleet to "green," environmentally-friendly propulsion technologies by 2021.		
Initiatives for Objectives 2.1 through 2.3			
Initiative 2.1	Continue to explore and pursue funding opportunities for implementing BRT services along high-density corridors in Lee County.		
Initiative 2.2	Expand opportunities for multi-modal travel, including express bus service, park-and-ride facilities, and improved bicycle and pedestrian access by implementing the TDP capital improvement plan.		
Initiative 2.3	Complete a park-and-ride study that integrates and supports MPO LRTP, TDP 10-Year, and Vision Plan premium transit services.		
Initiative 2.4	Operate a fixed-route fleet of vehicles with an average age of less than seven and a half years.		
Initiative 2.5	Complete an inventory, assessment, and prioritization of ADA compliant bus stop infrastructure and incorporate into a Passenger Amenities Program by December 2012.		
Initiative 2.6	Continue to implement bus stop shelter prioritization program.		

Table 8-1

2012 TDP Update Goals, Objectives, and Initiatives (Continued)

Objective/ Initiative	Description	Implemented (Yes/No)	Assessment
Goal 3 - Build Meaningful Community Partnerships			
Objective 3.1	Support and participate in local and regional economic development and transportation planning efforts.		
Objective 3.2	Conduct a minimum of 50 public outreach and community involvement events each year through 2021.		
Initiatives for Objectives 3.1 through 3.2			
Initiative 3.1	Work with the Lee Transit Task Force to ensure long-term viability of public transportation options in Lee County.		
Initiative 3.2	Coordinate with the County Planning Department, the Transportation Planning Department, the Sustainability Department, and other appropriate agencies/departments in developing transit-friendly land development regulations.		
Initiative 3.3	Establish a Citizen Transit Advisory/Guidance Committee that meets regularly and provides feedback to LeeTran staff regarding every day, on-the-ground operational issues.		
Initiative 3.4	Continue to coordinate with other transportation planning agencies in the county and region in regard to improving transportation system connectivity and implementation of premium transit services, including commuter rail service.		

Table 8-1

2012 TDP Update Goals, Objectives, and Initiatives (Continued)

Objective/ Initiative	Description	Implemented (Yes/No)	Assessment
Goal 4 - Ensure the Long-Term Viability and Stability of the Service			
Objective 4.1	Maintain local support for the fixed-route bus service consistent with the financial plan in the 2012 TDP Update.		
Objective 4.2	Expand revenue base in order to fund TDP 10-Year and Vision Plan service enhancements.		
Initiatives for Objectives 4.1 through 4.2			
Initiative 4.1	Submit grant applications/requests for funding available through federal, state, and local sources.		
Initiative 4.2	Request financial support from municipalities in Lee County on an annual basis.		
Initiative 4.3	Work with the Lee Transit Task Force to ensure long-term viability of public transportation options in Lee County.		
Initiative 4.4	Establish service implementation guidelines that address the coordination of new service within incorporated areas of Lee County.		

Section 9
IMPLEMENTATION AND FINANCIAL PLAN

This section presents Needs Plan costs and the TDP implementation and financial plan. Based on the work and analyses performed to prepare the previous sections of this report, a set of operations, capital, and infrastructure priorities are outlined for the ten-year planning horizon of the TDP. The operations, capital, and infrastructure priorities are consistent with goals, objectives, and initiatives presented in this report. In addition, capital and operating costs are presented that reflect the costs associated with implementation of all service improvements in the TDP Needs Plan. A summary of cost-feasible projects and unfunded needs is presented at the end of this section.

TEN-YEAR TDP PRIORITIES

TDP priorities have been grouped into two major categories, operations priorities and capital and infrastructure priorities. Each category and its corresponding priorities is described below.

Operations

Operations priorities refer specifically to transit service. For example, new bus routes and realignment of existing services are considered operational improvements. TDP operations priorities for the 2012 TDP include the following.

- Maximize existing service efficiency and resource utilization – Improving ridership levels for every unit of service provided (i.e., passenger trips per revenue hour) is a major goal for LeeTran. New units of service have been difficult to deliver because of the economic conditions facing the county and nation over the last several years. With a shrinking county budget to draw funds from, LeeTran must compete with other county departments for funding and work diligently to make best use of their available budget. Several service improvements are programmed in FY 2012 that are designed to bolster the efficiency of existing routes.

- Implement high-frequency premium bus service on US 41 – Aside from I-75, US 41 is the most heavily travelled corridor in the county. The existing Route 140, which operates on US 41, is the backbone of the LeeTran fixed-route bus network and carries over 30 percent of the system's total ridership. High-frequency premium bus service along this corridor is a high priority for LeeTran and the Lee MPO, and such a service is anticipated to improve mobility within the corridor, enhance economic development opportunities in the corridor, and also improve the visibility and perception of transit services in the county.

- Implement new fixed bus routes – Ten new fixed bus routes were identified through the transit demand assessment, public involvement activities, and through discussions with LeeTran staff. These new services are designed to capture emerging and under-served transit markets and also meet expectations regarding transit connectivity to fast-developing areas in the county.

- Implement inter-county and express bus service – There is demand for providing inter-county commuter bus service between Lee County and Charlotte and Collier Counties. Four express bus services, supported by a network of five new park-and-ride facilities, are included in the TDP Needs Plan. The express bus services will connect the three counties and also provide peak-hour connectivity between Fort Myers and outlying areas in Cape Coral and Lehigh Acres.

- Continue Expansion of Transit Marketing Program – Marketing and public education is perhaps the most difficult task for public transportation systems, primarily due to the lack of available resources. LeeTran will continue developing and expanding its marketing program to enhance the education process for residents and visitors in Lee County. The development of a marketing and education program that includes activities and information such as a business mailing list, summer bus promotion programs, and presentations and other informational meetings in the community is a key initiative that should be pursued. Such a program is a critical investment in the long term development of the public transportation system.

Capital and Infrastructure

Capital and infrastructure priorities refer to improvements not related directly with service delivery. For example, rolling stock (i.e., vehicles) are treated as an upfront capital investment. Additional examples of capital needs include administrative functions such as planning studies. TDP capital and infrastructure priorities for the 2012 TDP include the following.

- Replace aging vehicle fleet with vehicles that use environmentally friendly propulsion technology – The average age of the fleet has increased from six years to over nine years since preparation of the 2006 TDP Major Update. One of LeeTran's major capital priorities is replacement of the aging fleet. A strategic policy decision to replace revenue vehicles in the fleet with environmentally-friendly vehicles is anticipated to improve the public perception of the service as well as reduce operating costs. LeeTran staff estimates an operating cost savings of 30 to 40 percent for hybrid vehicles in its current revenue vehicle fleet.

- Improve stop amenities and infrastructure – Feedback gathered through the public involvement effort indicates a strong desire on the part of system users to improve transit stop infrastructure and amenities. Efforts to add shelters along US 41 have been well received by the community and LeeTran has committed to improving stops and ensure their compliance with ADAAG and

other accessibility requirements. Because of the number of stops that may need improvement, LeeTran will work on preparation of a Passenger Amenities Program that will inventory and prioritize bus stop enhancements. Improving stops and stop infrastructure will enhance the visibility of the service and possibly draw more users to the system.

- Construct a new LeeTran administrative facility – Over the last several years, Lee County has been working on building a new administration and maintenance facility to house the County's transit service. The current facility is not large enough for the existing operation and staff has been constrained for several years in a location with limited parking for staff and service vehicles. Design and construction of the new facility has begun and is anticipated to take approximately two to three years.

TEN-YEAR TDP NEEDS PLAN COSTS

This section of the TDP presents capital and operating costs associated with implementation of the ten-year Needs Plan. Understanding that LeeTran is operating under significant funding constraints, all of the Needs Plan service improvements will not be able to be funded under the agency's existing budget. Nevertheless, operating and capital costs for the Needs Plan and an implementation program for services in the Needs Plan have been prepared in the event that additional funding is identified. Those service improvements that can be programmed in the existing budget are shown in the cost-feasible plan, which is included at the end of this section. Needs Plan cost estimates include complete cost estimates for LeeTran including both capital and operating costs through fiscal year 2021.

Cost Assumptions

Needs Plan improvements consist of three major categories: modifications to existing services, new local bus routes, and premium bus routes. Premium bus routes include express and BRT services. Maps 9-1 through 9-3 illustrate each category of improvements, respectively. Map 9-4 has been prepared to illustrate the entire Needs Plan network.

Numerous assumptions were made to develop service characteristics and forecast public transportation costs for the improvements in the Needs Plan. Those assumptions, identified for operating and capital costs for fixed-route and paratransit services, are based on a variety of factors, including NTD data, trend data, the 2006 TDP Major Update, vendor quotes for capital expenses, and discussions with LeeTran staff. These assumptions are summarized in Table 9-1. Other capital infrastructure not shown in Table 9-1 but that is programmed in the Lee County Capital Improvements Plan (CIP) includes design and construction of the new administration facility and enhancement of several park-and-ride facilities and transit stations.

LeeTran 2012 Transit Development Plan

Legend

LeeTran Hubs

Administrative Office

Park-and-Ride Facility

Existing Routes with Changes

- Route 10
- Route 15
- Route 20
- Route 30
- Route 50
- Route 60
- Route 80
- Route 90
- Route 95
- Route 110
- Route 130
- Route 140
- Route 150

Other Service

Map 9-1

Existing Routes with Changes

LeeTran 2012 Transit Development Plan

Legend

LeeTran Hubs

Administrative Office

Park-and-Ride Facility

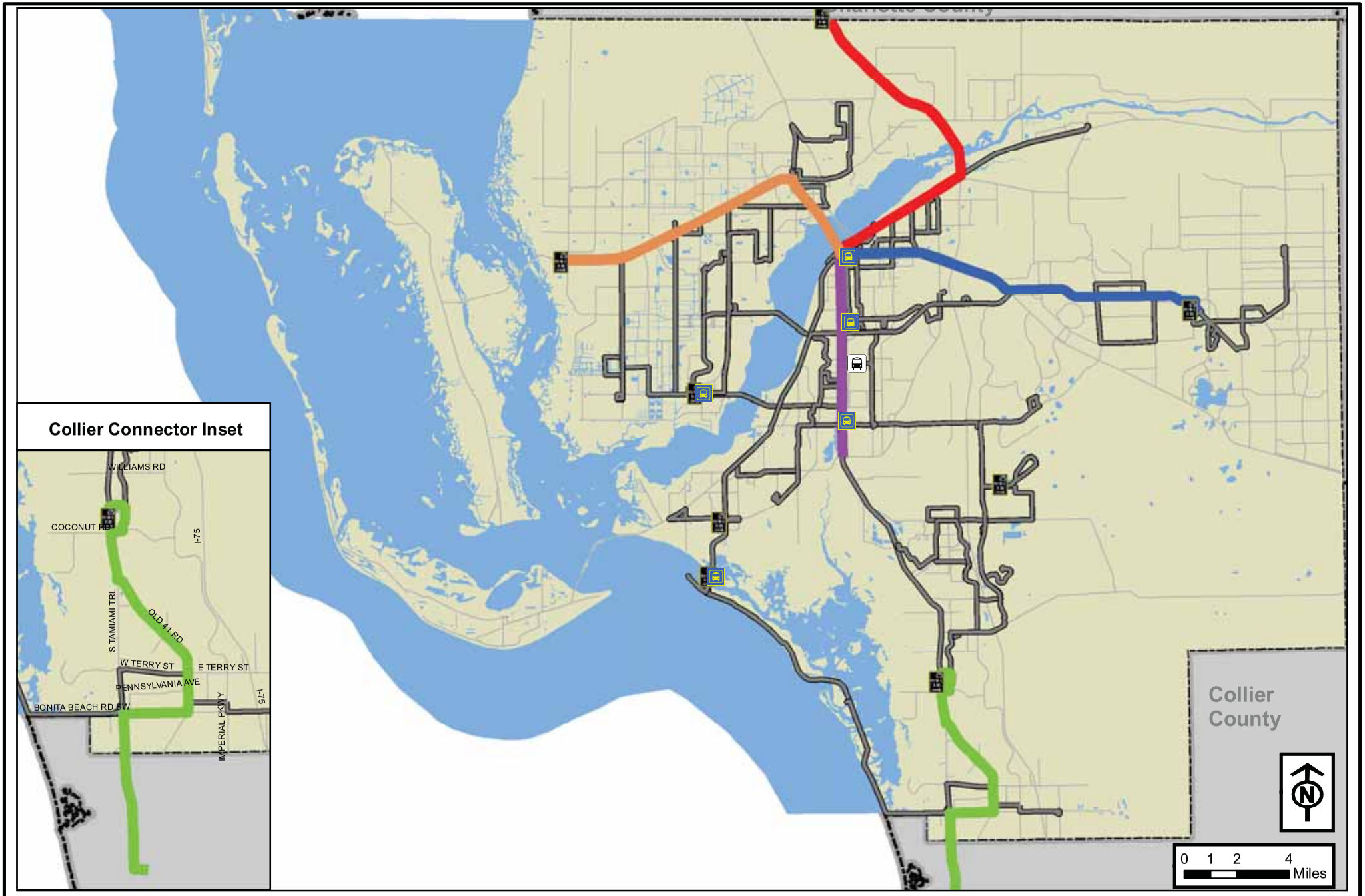
New Local Services

- Central Fort Myers Circulator
- Chiquita Circulator
- Downtown Circulator
- Estero Circulator (San Carlos Pk)
- Gunnery Road Circulator
- Lehigh Circulator
- McGregor Blvd
- Research Diamond East
- Research Diamond West
- Treeline/Ben Hill Griffin

Other Service

Map 9-2

Proposed New Local Routes



LeeTran 2012 Transit Development Plan

Legend

LeeTran Hubs

Administrative Office

Park-and-Ride Facility

Express Service
- Charlotte Express
- Collier Connector
- Lehigh Express
- Pine Island Rd

US 41 BRT

Other Service

Map 9-3

Premium Bus Routes and Park-and-Ride Facilities

LeeTran 2012 Transit Development Plan

Legend

- LeeTran Hubs
- Administrative Office
- Park-and-Ride Facility
- Premium Services
- New Local Services
- Existing Routes with Changes
- Existing Routes without Changes

Map 9-4

2021 Needs Plan

Table 9-1
Cost Assumptions

Assumption	Life Span (Years)	Cost (2012)
Operating Cost per Revenue Hour – ADA included	n/a	$103.38
Operating Cost per Revenue Hour	n/a	$80.66
Bus Cost (Gillig 40' Low Floor Hybrid)	12	$583,096
Trolley Cost	10	$265,920
Paratransit Vehicle Cost	5	$75,000
Support Vehicle Cost	5	$20,000
Simple Bus Stop (every ¼-mile for new service)	n/a	$12,000
Sheltered Bus Stop (every mile for new service)	n/a	$25,000
APC Unit Cost	n/a	$8,480
Farebox Unit Cost (Upgrade - Odyssey)	n/a	$13,295
Farebox - System Replacement (65 Vehicles)	n/a	$942,767
AVL Fleet Cost (Automated Stop Announcement)	n/a	$775,000
Ticket Vending Machine (Indoor)	n/a	$20,000
Ticket Vending Machine (Outdoor)	n/a	$25,000
New Park-and-Ride Facility	n/a	$1,200,000
Spare Vehicle Ratio	n/a	20%
Operating Cost Inflation Rate	n/a	2.00%
Capital Cost Inflation Rate	n/a	3.00%
Capital Revenue Inflation Rate	n/a	2.00%
Average Fare	n/a	$0.73

To support the development of capital costs, a vehicle replacement and expansion schedule was prepared. Vehicle replacement refers to vehicles needed to replace vehicles in the existing fleet. Vehicle expansion refers to additional vehicles beyond those in the existing fleet that are needed to implement new service. A vehicle replacement schedule was prepared using LeeTran's existing fleet inventory and the assumed useful life span for vehicles shown in Table 9-1. The number of expansion vehicles was determined using route lengths, average speeds, and service frequencies. For new services, bus acquisition is assumed to take place in the year prior to service implementation. All new buses will also require APC and farebox upgrades, which will be installed at the time of purchase. A 20-percent spare ratio is also factored into the vehicle expansion schedule. Table 9-2 summarizes vehicle replacement and expansion needs in each year within the ten-year planning horizon of the TDP. A total of 66 buses and 11 trolleys will be needed to be purchased through the ten-year planning horizon of the TDP.

Table 9-2
Vehicle Replacement/Expansion Needs

Bus Needs	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Replacement Schedule											
Buses (Hybrid)	15	10	7	0	0	0	0	2	4	1	39
Trolleys	11	0	0	0	0	0	0	0	0	0	11
Paratransit Vehicles	22	8	7	6	1	22	8	7	6	1	88
Support Vehicles	15	4	10	14	0	15	4	10	14	0	86
Expansion Schedule											
Buses (Hybrid)	0	5	5	3	4	2	1	7	0	0	27
Spare Vehicles	0	1	1	1	1	1	1	1	0	0	7
APC	0	6	6	4	5	3	2	8	0	0	34
Farebox Upgrade	0	6	6	4	5	3	2	8	0	0	34

Revenue Assumptions

A summary of salient issues regarding the development of operating and capital revenues is provided below.

- Operating revenues are based on LeeTran's FY 2012 budget request to the County.
- The operating revenue contribution from the County consists of a total of $11.4 million in FY 2012, $10.8 million coming from the general fund and $0.6 million coming from county gas tax revenues.
- The FTA 5307 amount to be used for preventative maintenance is approximately $900,000 in each year of the TDP, except in FY 2012. Preventative maintenance expenses total $1.0 million in that fiscal year.
- Available revenues in FY 2012 and FY 2013 for the new administration facility contain carry over balances from previous FTA 5307 grant awards.
- The costs for County CIP park-and-ride facility improvements will be split evenly between County and FDOT grant funding.
- The MPO has approved $1.1 million in STP funds each year beginning in FY 2017 for vehicle replacement.

Table 9-3 summarizes the projected operating costs and revenues for the LeeTran Needs Plan from FY 2012 through FY 2021. That table categorizes costs by service improvement category. Major categories include maintenance of existing service and new service. Based on the cost and revenue assumptions applied, an operating shortfall of $67 million is anticipated over the ten-year planning horizon of the TDP.

Table 9-4 summarizes the projected capital costs and revenues for the LeeTran Needs Plan from FY 2012 through FY 2021. Similar to the operating summary shown in Table 9-3, Table 9-4 organizes costs into two major categories, maintenance of existing service and new service. Based on the costs and revenue assumptions applied, a capital shortfall of $47 million is anticipated over the ten-year planning horizon of the TDP.

COST FEASIBLE PLAN

Much of the operating shortfall can be attributed to implementation of new services. At this time, budget constraints do not allow for implementation of additional revenue hours of service. As a result, many service improvements in the Needs Plan will remain unfunded unless additional revenue streams are identified. For FY 2012, LeeTran has prepared a balanced operating budget, which includes a host of service efficiency improvements. Those efficiency improvements are identified in Table 9-5 and represent the Cost Feasible Plan for the ten-year TDP. Unfunded needs from the Needs Plan and their corresponding year of proposed implementation are also shown in Table 9-5.

Capital shortfalls are largely a result of an aging fleet. Coupled with a policy to replace vehicles with higher-cost hybrid vehicles, vehicle replacement and expansion and associated technology upgrades constitute over 60 percent of the ten-year Needs Plan capital costs. Vehicle procurement will continue to be an issue for LeeTran and the agency is working on creative solutions to modernize its fleet. Cost feasible capital improvements include all projects in the Lee County CIP which include design and construction of the new administrative facility, improvements to park-and-ride facilities, and development of bus stop infrastructure.

Table 9-3

Needs Plan Operating Costs and Revenues

Revenue Source	FY12 Proposed	FY13 Estimated	FY14 Estimated	FY15 Estimated	FY16 Estimated	FY17 Estimated	FY18 Estimated	FY19 Estimated	FY20 Estimated	FY21 Estimated	Total
Operating Costs											
Existing Fixed-Route Service Costs	$4,224,133	$4,350,857	$4,481,383	$4,615,824	$4,754,299	$4,896,928	$5,043,836	$5,195,151	$5,351,006	$5,511,536	$48,424,953
Existing ADA Service Costs	$679,211	$699,587	$720,575	$742,192	$764,458	$787,392	$811,014	$835,344	$860,404	$886,216	$7,786,393
Existing Personnel Costs	$14,108,607	$14,229,373	$14,798,547	$15,390,489	$16,006,109	$16,646,353	$17,312,206	$18,004,694	$18,724,882	$19,473,878	$164,695,138
Existing IGS & Indirect Costs	$1,251,363	$1,376,499	$1,514,150	$1,665,564	$1,832,121	$2,015,333	$2,216,866	$2,479,854	$2,775,338	$3,107,495	$20,234,583
Maintain Existing Service (Costs)	$20,263,314	$20,656,316	$21,514,655	$22,414,069	$23,356,987	$24,346,006	$25,383,922	$26,515,043	$27,711,630	$28,979,125	$241,141,067
Expanded Local Service	$0	$631,692	$644,325	$657,211	$670,355	$683,762	$697,438	$711,388	$725,616	$740,130	$6,161,917
New Local Service	$0	$0	$1,027,164	$1,383,413	$1,900,885	$3,460,720	$3,945,565	$4,387,855	$4,475,613	$4,565,126	$25,146,341
Express / Connector Service	$0	$0	$85,597	$305,582	$311,693	$317,927	$324,286	$330,772	$337,387	$344,135	$2,357,379
Premium Service (US 41 BRT)	$0	$0	$0	$0	$0	$0	$0	$0	$1,686,933	$1,720,672	$3,407,605
Marketing	$0	$500,000	$500,000	$500,000	$500,000	$100,000	$100,000	$100,000	$100,000	$100,000	$2,500,000
New Service (Costs)	$0	$1,131,692	$2,257,086	$2,846,206	$3,382,933	$4,562,409	$5,067,289	$5,530,015	$7,325,549	$7,470,063	$39,573,242
Total Operating Costs	$20,263,314	$21,788,008	$23,771,741	$25,260,275	$26,739,920	$28,908,415	$30,451,211	$32,045,058	$35,037,179	$36,449,188	$280,714,309
Operating Revenues											
Mass Transit - Federal Grant	$1,645,790	$1,235,467	$1,235,467	$1,235,467	$1,235,467	$1,235,467	$1,235,467	$1,235,467	$1,262,467	$1,290,277	$12,846,803
Mass Transit - State Grants	$3,374,390	$3,290,396	$3,064,747	$3,064,747	$3,114,162	$3,165,059	$3,217,483	$3,271,480	$3,271,480	$3,271,480	$32,105,424
Contribution-Cities, FGCU	$535,200	$535,200	$551,256	$567,794	$584,827	$602,372	$620,443	$639,057	$671,010	$704,560	$6,011,719
Fares	$2,724,085	$2,764,946	$2,806,420	$2,848,517	$2,891,245	$2,934,613	$2,978,632	$3,023,312	$3,068,662	$3,114,691	$29,155,124
Advertising	$437,346	$437,346	$450,466	$463,980	$477,900	$492,237	$507,004	$522,214	$537,880	$554,017	$4,880,390
Misc Revenue	$119,495	$119,793	$120,924	$122,072	$123,237	$124,420	$125,620	$126,838	$128,075	$129,330	$1,239,803
General Fund	$10,833,468	$10,833,468	$11,158,472	$11,493,226	$11,838,023	$12,193,164	$12,558,959	$12,935,727	$13,323,799	$13,723,513	$120,891,819
Gas Tax	$593,540	$599,475	$605,470	$611,525	$617,640	$623,817	$630,055	$636,355	$642,719	$649,146	$6,209,742
Total Operating Budget	$20,263,314	$19,816,092	$19,993,223	$20,407,328	$20,882,501	$21,371,148	$21,873,663	$22,390,450	$22,906,091	$23,437,014	$213,340,825
Budget Surplus/Deficit	$0	-$1,971,916	-$3,778,518	-$4,852,947	-$5,857,419	-$7,537,267	-$8,577,548	-$9,654,608	-$12,131,088	-$13,012,174	-$67,373,484

Table 9-4
Needs Plan Capital Costs and Revenues

Revenue Source	FY12 Proposed	FY13 Estimated	FY14 Estimated	FY15 Estimated	FY16 Estimated	FY17 Estimated	FY18 Estimated	FY19 Estimated	FY20 Estimated	FY21 Estimated	Total
Capital Costs											
CIP Projects	$15,038,108	$6,507,972	$600,000	$100,000	$1,500,000	$100,000	$100,000	$100,000	$100,000	$100,000	$24,246,080
SIB Loan Repayment	$600,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$600,000
Vehicle Replacement	$13,621,560	$6,706,289	$5,099,399	$797,691	$84,413	$2,260,584	$811,955	$2,325,928	$3,879,337	$858,666	$36,445,822
APC (Buses / Trolleys Only)	$220,480	$87,344	$62,975	$0	$0	$0	$0	$20,859	$42,969	$11,064	$445,691
Farebox - System Replacement	$0	$0	$0	$1,030,187	$0	$0	$0	$0	$0	$0	$1,030,187
AVL	$0	$0	$0	$0	$872,269	$0	$0	$0	$0	$0	$872,269
Ticket Vending Machines (Indoor)	$0	$0	$21,218	$0	$0	$0	$0	$0	$0	$0	$21,218
Ticket Vending Machines (Outdoor)	$0	$0	$132,613	$0	$0	$0	$0	$0	$0	$0	$132,613
Maintain Existing Service (Costs)	$29,480,148	$13,301,605	$5,916,205	$1,927,878	$2,456,682	$2,360,584	$911,955	$2,446,787	$4,022,306	$969,730	$63,793,880
New Local Service (Buses)	$0	$1,801,767	$618,607	$1,911,494	$2,625,118	$1,351,936	$696,247	$0	$0	$0	$9,005,169
Express / Connector Service (Buses)	$0	$1,201,178	$2,474,426	$0	$0	$0	$0	$0	$0	$0	$3,675,604
Premium Service (US 41 BRT Buses)	$0	$0	$0	$0	$0	$0	$0	$5,019,942	$0	$0	$5,019,942
Spare Vehicles (20%)	$0	$600,589	$618,607	$637,165	$656,280	$675,968	$696,247	$717,135	$0	$0	$4,601,991
APC (Buses / Trolleys Only)	$0	$52,406	$53,979	$37,065	$47,722	$29,492	$20,251	$83,435	$0	$0	$324,350
Farebox - New Service	$0	$82,163	$84,628	$58,111	$74,818	$46,238	$31,750	$130,809	$0	$0	$508,517
Park-and-Ride Facilities	$0	$0	$1,273,080	$1,311,272	$2,701,221	$0	$1,432,863	$0	$0	$0	$6,718,436
Simple Bus Stop	$0	$0	$280,078	$354,044	$810,366	$3,081,350	$601,802	$531,306	$0	$0	$5,658,946
Sheltered Bus Stop	$0	$0	$265,225	$109,273	$562,754	$1,347,656	$179,108	$368,962	$1,013,416	$0	$3,846,394
New Service (Costs)	$0	$3,738,103	$5,668,630	$4,418,424	$7,478,279	$6,532,640	$3,658,268	$6,851,589	$1,013,416	$0	$39,359,349
Total Capital Costs	$29,480,148	$17,039,708	$11,584,835	$6,346,302	$9,934,961	$8,893,224	$4,570,223	$9,298,376	$5,035,722	$969,730	$103,153,229
Capital Revenues											
Florida Department of Transportation	$68,000	$750,000	$250,000	$0	$500,000	$0	$0	$0	$0	$0	$1,568,000
FTA USC 5307	$10,802,108	$4,907,972	$3,300,000	$3,300,000	$3,300,000	$3,300,000	$3,300,000	$3,300,000	$3,273,000	$3,245,190	$42,028,270
Transit Capital Grant	$4,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4,000,000
County CIP	$168,000	$850,000	$350,000	$100,000	$1,000,000	$100,000	$100,000	$100,000	$100,000	$100,000	$2,968,000
STP (MPO Box Funds)	$0	$0	$0	$0	$0	$1,100,000	$1,100,000	$1,100,000	$1,100,000	$1,100,000	$5,500,000
Total Capital Budget	$15,038,108	$6,507,972	$3,900,000	$3,400,000	$4,800,000	$4,500,000	$4,500,000	$4,500,000	$4,473,000	$4,445,190	$56,064,270
Budget Surplus/Deficit	-$14,442,040	-$10,531,736	-$7,684,835	-$2,946,302	-$5,134,961	-$4,393,224	-$70,223	-$4,798,376	-$562,722	$3,475,460	-$47,088,959

Table 9-5
Ten-Year TDP Implementation Plan

Service Type/Mode	Description	Implementation Year	Cost-Feasible/ Unfunded Needs
Maintain Existing Service			
Route 100	Maintain Existing Fixed Route Service	2012	Cost Feasible
Route 120	Maintain Existing Fixed Route Service	2012	Cost Feasible
Route 40	Maintain Existing Fixed Route Service	2012	Cost Feasible
Ft. Myers Beach Trolley	Maintain Existing Fixed Route Service	2012	Cost Feasible
Route 70	Maintain Existing Fixed Route Service	2012	Cost Feasible
Service Improvements			
Expanded Service			
Route 10	Increase Hours of Service	2013	Unfunded Need
Route 30	Implement Sunday Service	2013	Unfunded Need
Route 70	Implement Sunday Service	2013	Unfunded Need
Route 70	Increase Hours of Service	2013	Unfunded Need
Route 110	Implement Sunday Service	2013	Unfunded Need
Route 110	Increase Hours of Service	2013	Unfunded Need
Route 140	Increase Hours of Service	2013	Unfunded Need
Route 150	Implement Sunday Service	2013	Unfunded Need
Circulator / Secondary Trunkline Service			
Downtown Circulator	Add New Service	2014	Unfunded Need
Route 10	Service Realignment	2012	Cost Feasible
Route 110	Service Realignment	2012	Cost Feasible
Route 130	Service Realignment	2012	Cost Feasible
Route 140	Service Realignment	2012	Cost Feasible
Route 15	Service Realignment	2012	Cost Feasible
Route 20	Service Realignment	2012	Cost Feasible
Route 30	Service Realignment	2012	Cost Feasible
Route 50	Service Realignment	2012	Cost Feasible
Route 60	Service Realignment	2016	Cost Feasible
Route 80	Service Realignment	2012	Cost Feasible
Route 90	Service Realignment	2012	Cost Feasible
Route 95	Service Realignment	2012	Cost Feasible
Route 150	Service Realignment	2012	Cost Feasible
Route 5	Service Realignment	2012	Cost Feasible
Chiquita Circulator	Add New Service	2019	Unfunded Need
Estero Circulator	Add New Service	2016	Unfunded Need
Gunnery Rd Circulator	Add New Service	2015	Unfunded Need
Lehigh Circulator	Add New Service	2012	Unfunded Need
McGregor Blvd Circulator	Add New Service	2017	Unfunded Need
Research Diamond East	Add New Service	2018	Unfunded Need
Research Diamond West	Add New Service	2018	Unfunded Need
Treeline / Ben Hill Griffin	Add New Service	2017	Unfunded Need
Express / Connector Service			
Charlotte Express	Add New Express Service	2015	Unfunded Need
Collier Connector	Add New Connector Service	2012	Cost Feasible
Lehigh Express	Add New Express Service	2014	Unfunded Need
Pine Island Express	Add New Express Service	2015	Unfunded Need
Premium Service			
US 41 Bus Rapid Transit	Add New Premium Service	2020	Unfunded Need

APPENDIX A
TDP PUBLIC INVOLVEMENT PLAN

Lee County Transit
Transit Development Plan Public Involvement Plan

Prepared for:

Lee County Transit
6035 Landing View Road
Fort Myers, FL 33907
(239) 533-0333

December 2010

Tindale-Oliver & Associates, Inc.
1000 Ashley Drive, Suite 100
Tampa, FL 33602
ph (813) 224-8862, fax (813) 226-2106

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INTRODUCTION

Under new legislation that became effective February 20, 2007, LeeTran must submit a Transit Development Plan (TDP) Major Update every five years. LeeTran is currently undertaking this process. The new legislation requires that LeeTran document its public involvement plan to be used in TDP development. Pertinent language from the new TDP rule is provided below.

> The TDP preparation process shall include opportunities for public involvement as outlined in a TDP public involvement plan, approved by the Department, or the local Metropolitan Planning Organization's (MPO) Public Involvement Plan, approved by both the Federal Transit Administration and the Federal Highway Administration.
>
> -- *Florida Rule 14-73.001*

Public involvement is an on-going process that involves continuously receiving and accumulating feedback about service. LeeTran has developed a public involvement plan to be used during the FY 2011 – FY 2020 TDP update process. The plan provides numerous opportunities for public involvement as well as involvement on the part of local agencies and organizations. This plan was developed in accordance with the MPO's public involvement plan.

PUBLIC INVOLVEMENT PROCESS

Several public involvement techniques were selected for inclusion in the public involvement plan to ensure the active participation of citizens in the community. Each of them is discussed in this section. The techniques have been placed into two major categories: direct involvement techniques and information distribution techniques. Direct involvement techniques refer to those that engage the public in "hands on" workshops and/or discussion about the project. The information distribution techniques refer to public information materials that are used to inform the general public of issues regarding the project.

DIRECT INVOLVEMENT TECHNIQUES

Direct involvement techniques for the LeeTran TDP have been expanded to include a much larger public outreach effort. The direct involvement techniques to be included in the preparation of the TDP are described below.

- ***Project Kick-Off Meeting*** – The initial project meeting conducted with LeeTran staff to review the scope of services and project schedule, discuss data and document needs, and review other issues related to the project was held on December 15, 2010.

- ***Review Committee Meetings*** – Project deliverables will be distributed to the Florida Department of Transportation (FDOT) District One office, the Lee County Metropolitan Planning Organization (Lee MPO), and the County's Workforce Development Board (Southwest Florida Works). Most of the communication with the committee will be via e-mail and telephone. However, three on-site meetings will be held during the course of the update effort.

- ***Stakeholder Interviews*** – Up to 25 stakeholder interviews will be held to assess the attitudes of key local officials and community leaders regarding current transit service. The interviews will seek to assess political leaders' views on transit's current and future role in the community, transit finance and governance, and other issues relevant to transit planning for both the TDP update and the 25-year visioning process. Initially scoped for 15 interviews, an additional 10 telephone stakeholder interviews may be conducted to appropriately gather and assess the opinions and attitudes of key local officials and community leaders regarding current transit service, especially at a more geographically distributed level.

- ***Discussion Group Workshops*** – Six discussion group workshops will be held to identify and assess general community perceptions of transit which will assist in identifying issues and opportunities for LeeTran. A discussion group is an excellent tool for revealing the attitudes of a particular group because of the open-ended nature of group discussions. One set of workshops will be conducted using current transit riders to represent the "user"

perspective. A second set of workshops will consist of members from the business, health, and education communities, as well as local chambers of commerce, to help represent the views of informed "non-users." A third set of workshops will focus on the involvement of social service agencies and assisted living facility representatives to provide an opportunity to discuss paratransit needs and issues.

- ***Public Open House Workshops*** – Four public workshops that will be used to obtain input from the general public about the TDP update process will be scheduled. Both workshops will be "open-house" in nature to encourage the review of materials and discussion of ideas and input with project team members present. The first two workshops will be held during the completion of Task 2 of the TDP scope of services to acquire additional input from the general public on the perceptions of transit service and mobility needs in the study area. The second two workshops will be conducted towards the end of the effort once the draft implementation plan has been completed so that public comment can be received about the proposed plan. The four workshops will enable LeeTran to increase the geographic distribution of the public involvement efforts and get more County residents involved in the process.

- ***Community Group Involvement*** – Five community groups in the county either directly or indirectly support transit. Three workshops with these community groups are scheduled to be performed. It is prudent to help further enhance their support and create additional champions for LeeTran in the County by specifically involving these community groups in the TDP process. A discussion group-style workshop with each of them would enable the Consultant and Leetran to engage members of each group, both to educate them on the TDP process and transit needs, as well as get valuable input from them on what role transit should play in the community and how best to improve it so it can meet this need.

- ***On-Board Survey*** – LeeTran's recently-completed comprehensive operational analysis (COA) included the conduct of a full on-board survey of all fixed bus routes. The results of the on-board survey will be reviewed and information that is pertinent to and that will support the TDP update process with regard to current patron input will be extracted.

- ***Bus Operator Interviews*** – Bus operators are an excellent source of information about customer needs and complaints. They also have useful ideas for potential route and/or service improvements. The consultant will spend a day in LeeTran's driver room to casually interact with and interview a sample of the agency's bus operators. The interviews will seek to gather information that will help corroborate passenger views on needs and issues from the on-board survey data, as well as identify other service needs/issues that the operators have noticed themselves.

INFORMATION DISTRIBUTION TECHNIQUES

The information distribution techniques used for the TDP Update are described below.

- ***Notification of General Public*** – The general public will be notified of public meetings through a number of methods: legal advertisement, LeeTran website, flyers, and press releases.

- ***Notification of State and Local Agencies*** – The Regional Workforce Development Board, the MPO, and FDOT will be advised of all public meetings via email. In addition to notifying these agencies of public meetings, project deliverables will also be submitted to them in order to solicit feedback and comments.

- ***Public Involvement Schedule*** – A tentative project schedule was developed for the public participation portions of the LeeTran TDP Major Update. The project schedule is provided in Figure 2-1. Although the schedule reflects only the timeline for public involvement activities to be performed throughout the TDP update process, feedback received through this process will be monitored in future annual updates and the next major update so as to ensure that citizen concerns are being addressed.

- ***Mailing/Contact Lists*** – MPO staff is responsible for developing a mailing/contact list to enable the distribution of project-related information. TDP materials will be made available to the MPO for distribution through the MPO's mailing list.

Figure 2-1

Public Involvement Schedule

	Public Involvement Activities	2010	2011						
		Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug
1	Project Kick-Off Meeting (1)									
2	Review Committee Meetings (3)									
3	Stakeholder Interviews (25)									
4	Discussion Group Workshops (6)									
5	Public Open House Workshops (4)									
6	Community Group Involvement (3)									
7	On-board Survey*									
8	Bus Operator Interviews									

Activity Duration

* An on-board survey of LeeTran bus riders was completed in March 2010.

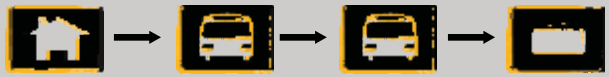
APPENDIX B
ON-BOARD SURVEY INSTRUMENT

LeeTran On-Board Survey

LeeTran is planning for the future and needs your feedback to help improve transit services. Your participation in this survey is anonymous and voluntary. If you do not wish to participate, please return the blank form to the surveyor. If you choose to fill out a survey, please check (✓) the correct item, write out, or circle your answers. THANK YOU FOR YOUR COOPERATION.

This survey is about the ONE-WAY transit trip you are making now!

Example of ONE-WAY Bus Trip



1. What **TYPE OF PLACE** are you **COMING FROM NOW?** (Please ✓ the starting place of this **ONE-WAY TRIP**) (Please ✓ only one)

Work	School (K-12)	Shopping/Errands
Medical	College/Tech	Home
Social/Personal	Recreation	Other (specify)_____

2. What is the **ADDRESS OR NAME** of the **PLACE, BUSINESS, OR BUILDING** you are **COMING FROM NOW**?

Address or Intersection (e.g., US 41 @ Colonial Boulevard)

Place, Business, or Building Name (e.g., Edison Mall)

City State Zip

3. How did you get to the first bus stop for this **ONE-WAY TRIP**? (Please ✓ only ONE)

Walked ➡ *# blocks?* ____	Was dropped off
Bicycled ➡ *# blocks?* ____	Rode with someone who parked
Drove & parked ➡ *# miles?*____	Other (specify) _____

4. **LIST ALL** of the **BUS ROUTES** in the **EXACT ORDER** you will use to make **THIS ONE-WAY TRIP**:

FIRST Bus Route ➡ **SECOND** Bus Route ➡ **THIRD** Bus Route ➡ **FOURTH** Bus Route

5. What **TYPE OF PLACE** are you **GOING TO NOW** on this **ONE-WAY TRIP**? (Please ✓ the ending place of this **ONE-WAY TRIP**) (Please ✓ only ONE)

Work	School (K-12)	Shopping/Errands
Medical	College/Tech	Home
Social/Personal	Recreation	Other (specify)_____

6. What is the **NAME OR ADDRESS** of the **PLACE, BUSINESS, OR BUILDING** you are **GOING TO NOW**?

Address or Intersection (e.g., US 41 @ Colonial Boulevard)

Place, Business, or Building Name (e.g., Edison Mall)

City State Zip

7. After you get off the last bus you will use to complete this **ONE-WAY TRIP**, how will you get to your **FINAL DESTINATION** ? (Please ✓ only ONE)

Walk ➡ *# blocks?* ____	Will be picked up
Bicycle ➡ *# blocks?* ____	Ride with someone who parked
Drive ➡ *# miles?*____	Other (specify) _____

8. How would you make this one-way trip if not by bus? (Please ✓ only ONE)

Drive	Wouldn't make trip	Walk	Other (Specify)_____
Ride with someone	Bicycle	Moped/Scooter	

9. On average, how many days a week do you ride the bus?

1 2 3 4 5 6 7

Less than once a week First time riding

10. How long have you been using LeeTran bus service?

Less than 6 months	1 to 2 years
6 months to less than a year	More than 2 years

PLEASE CONTINUE ON BACK OF SURVEY ➡

11. Does advertising on the bus's windows interfere with your ability to use the bus service (e.g., able to see stops)?

Yes No Sometimes

12. How many working vehicles (cars, motorcycles, trucks, vans) are at your home? (✓only ONE)

None 1 2 3 or more

13. How many months out of the year do you reside in Lee County?

Less than one month 1-6 months More than 6 months Visitor/Tourist

14. Compared to other transportation alternatives available to you, what is the most important reason you ride the bus? (Please ✓ only ONE)

I prefer Lee Tran to other options	LeeTran is more convenient	I do not drive
Car is not available all the time	LeeTran fits my budget better	I do not have a car
Parking is too expensive/difficult	LeeTran is safer/less stressful	Other _____

15. Which of the following improvement(s) to LeeTran service do you think are most important? (Please ✓ all that apply)

More benches and shelters at bus stops	Earlier service on existing routes
More bike racks at bus stops	Later service on existing routes
Bus service to new areas	More frequent service on existing routes
Express (limited stop) service on the following road(s) (Specify) _____	Other (Specify)_____

16. How many times in the last year have you visited LeeTran's website at www.rideleetran.com?

0 times 1 time 2 or more times

17. How do you prefer to receive information about LeeTran service, schedules, and changes?

LeeTran website	Library	In bus
Newspaper	Paper bus schedules	LeeTran E-mail
At bus stop	Phone	

18. Your age is….

15 or under	25 to 34	45 to 54	65 to 74
16 to 24	35 to 44	55 to 64	Over 74

19. What is your gender? Male Female

20. What is your race or ethnic heritage? (Please ✓ only ONE)

White Black Hispanic Asian Other_____

21. What was the range of your total household income for 2009?

Under $5,000	$20,000 to $29,999	$40,000 to $49,999
$5,000 to $9,999	$30,000 to $39,999	$50,000 or more
$10,000 to $19,999		

22. Do you have a valid driver's license? Yes No

23. How satisfied are you with each of the following? Circle a score for each characteristic.

Please indicate	Very Satisfied		Neutral		Very Unsatisfied
How often the buses run on this route	5	4	3	2	1
How courteous the Bus Operator was during your trip	5	4	3	2	1
How directly this route goes to your destination	5	4	3	2	1
The length of time your trip takes	5	4	3	2	1
How on-time this bus is running today	5	4	3	2	1
The number of times you have to transfer	5	4	3	2	1
How the shade or shelter was where you waited	5	4	3	2	1
How clean the buses and bus stops are	5	4	3	2	1
How easy it is to use bus schedule information	5	4	3	2	1
Safety on the bus and at bus stops	5	4	3	2	1
Your overall satisfaction with LeeTran	5	4	3	2	1

THANK YOU FOR COMPLETING THE SURVEY!

LeeTran Trolley On-Board Survey

Dear Trolley Rider: LeeTran would like information about you and your opinions to help improve trolley service. PLEASE complete the following survey. Check (✓) the correct box, write out, or circle your answers. Your participation in this survey is ***voluntary***, and will not in any way identify you personally. THANK YOU FOR YOUR COOPERATION.

1. Are you a permanent resident of the Fort Myers area? Yes No

2. Are you a visitor, seasonal, or permanent resident of the Fort Myers area?

Visitor (Less than one month) Seasonal Resident (1 to 6 months) Permanent Resident (More than 6 months)

3. Where (city/state or city/country) is your permanent residence?

_____

4. What is your <u>primary</u> reason for visiting the Fort Myers area?

On vacation Visiting friends/relatives On business Other

5. When did you arrive in the Fort Myers area?

One week ago or less 4-8 weeks ago
2-3 weeks ago More than 8 weeks ago

6. Are you traveling…?

By yourself With friends With your family
With a tour group With business associates Other

7. How many people are traveling with you?

None (I'm by myself) Two Four
One Three Five or more

8. When do you plan to leave the Fort Myers area?

This Week In 2 weeks In 1 to 2 months from now
Next Week In 3 weeks More than 2 months from now

9. How often do you visit the Fort Myers area?

Two or more times a year Once every other year
Once a year This is my first visit

10. Do you plan to return to this area for future vacations? Yes No

11. Do you have a car available during your stay in Fort Myers?

Yes, I/we have a rental car Yes, I/we have our own car No, I/we do not have a car here

12. How many times have you used the LeeTran Trolley during your stay?

This trip only 1 to 5 times 6 to 10 times More than 10 times

13. How would you make this trip if not by trolley?

Drive Wouldn't make trip Walk
Ride with someone Bicycle Taxi

PLEASE CONTINUE ON BACK OF SURVEY

14. Please indicate below your agreement with the following statements.

	Strongly Agree		Neutral		Strongly Disagree
A. I enjoy riding the trolley.	5	4	3	2	1
B. The trolley allows me to see more and do more.	5	4	3	2	1
C. I would rather use the trolley than use a car.	5	4	3	2	1
D. The Trolley is one of the things I really like about Fort Myers.	5	4	3	2	1

15. What is the most important reason you choose to use the LeeTran Trolley? (Please ✓ only ONE)

It is convenient	Would rather ride than take a car
It is less expensive than driving	It's easier to navigate the Beaches
Riding the trolley is fun	The Trolley is safer/less stressful than driving
It is quicker than driving	Parking is difficult

16. Have you or do you plan to visit Sanibel Island during your stay? Yes No

17. How would you rate the following items in terms of your satisfaction with the LeeTran Trolley?

	Very Good	Good	Fair	Poor	Very Poor
A. How comfortable the trolley seats are	❑	❑	❑	❑	❑
B. Availability of seats on the trolley	❑	❑	❑	❑	❑
C. How often the trolleys run	❑	❑	❑	❑	❑
D. The time it takes to make the trip	❑	❑	❑	❑	❑
E. Time of day the earliest trolleys run	❑	❑	❑	❑	❑
F. Time of day the latest trolleys run	❑	❑	❑	❑	❑
G. How clean the trolley interiors are	❑	❑	❑	❑	❑
H. Location of trolley stops	❑	❑	❑	❑	❑
I. Ability to get where you want to go	❑	❑	❑	❑	❑
J. Availability of trolley information	❑	❑	❑	❑	❑
K. The courtesy of the trolley operator	❑	❑	❑	❑	❑
L. The color of the trolleys	❑	❑	❑	❑	❑

18. Your age is…

15 or Under	25 to 34	45 to 64	Over 74
16 to 24	35 to 44	65 to 74	

19. Are you… Male Female

20. Are you…(please ✓ only ONE)

White Black Hispanic Asian Other _____

21. What was the range of your total household income for 2009?

Less than $5,000	$20,000 to $29,999	$50,000 or more
$5,000 to $9,999	$30,000 to $39,999	
$10,000 to $19,999	$40,000 to $49,999	

THANK YOU FOR COMPLETING THE SURVEY!
PLEASE RETURN THE SURVEY TO THE ATTENDANT ON BOARD

APPENDIX C
STAKEHOLDER INTERVIEW SCRIPT

LEE COUNTY 2011 TRANSIT DEVELOPMENT PLAN
STAKEHOLDER INTERVIEW QUESTIONS

General

- What is your perception of transit's role in the community?
- How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in the last few years?
- What are the major strengths and accomplishments of the transit system?
- What are some weaknesses?

LeeTran Vision

- What do you see as appropriate goals for the transit system?
  Examples: alleviating congestion, alleviating parking problems, improving regional connectivity, supporting land use policies, increasing ridership
- What improvements are needed in the transit system to attract more riders and meet community goals? Specify where? Why?
  Examples: Increased service frequency, later service, premium bus services, rail service, park-and-ride lots combined with express bus service
  What role could rail play in the overall transportation scheme for Lee County?
- Are there areas currently not served or under-served by transit that should receive a higher priority? If so, where?
- Should LeeTran be looking at new areas for transit service, or should it concentrate on areas with existing service?
  Geographic coverage or more effective/efficient service?
- What is happening in Lee County in terms of residential and commercial development?
  How much? Where? How can transit best respond to these trends?
- Are there any County or other land use policies that should be changed to help the transit system reach its goals?
  Changing current land use and/or zoning requirements to enable increased densities and more intense land uses.

Transit Funding

- What existing or new local funding source(s) do you believe are appropriate to help fund public transportation?

  Ad valorem taxes, sales taxes, motor fuel taxes, etc.

- Do you believe that there a willingness in the community to consider additional local funding sources for transit?

- Do you believe that LeeTran would benefit from a transition in its governance from the County along with the establishment of a dedicated funding to resolve the County's current transit funding needs?

APPENDIX D
TRANSPORTATION PROVIDER QUESTIONNAIRE

Transit Development Plan Update - Transportation Service Provider Survey

Lee County Transit (LeeTran) is in the process of updating the 10-year Transit Development Plan (TDP). The 10-year TDP is a strategic guide for public transportation in the community over the next 10 years. As part of the TDP Update, LeeTran is evaluating the type and amount of public transportation service provided by our partners in the private and non-profit sectors.

Please take the time to fill out this survey and assist LeeTran in providing better transportation coordination.

1. What type(s) of service(s) do you provide? (e.g., fixed route bus, vanpool, taxi, demand response, charter)
   _____
   _____
   _____

2. Is your agency part of the coordinated transportation system in Lee County?
   _____
   _____
   _____

3. Is the service you provide associated to a specific organization? Is yes, please indicate what organization (e.g. FISH-Pine Island or Sanibel)
   _____
   _____

4. Is the service you provide required by any formal agreement? _____

5. Please list the number of vehicles used in maximum service.
   _____
   _____
   _____

6. Please list the location(s) of your facilities.
   _____
   _____
   _____

7. What are the geographic boundaries of your service area?
   _____
   _____
   _____

8. What are your days/hours of operation?
   _____
   _____
   _____

9. What is your annual ridership?

_____
_____
_____

10. Does your service have any restrictions on clients, trip purposes, or destinations?

_____
_____

11. What is your fare per trip?

_____
_____
_____

12. What are your primary destinations?

_____
_____
_____

13. If you are a medical or social service provider, what are your sources of funding?

_____
_____
_____

14. If you are a medical or social service provider, are you experiencing any service limitations due to funding, vehicles, etc?

_____
_____
_____

Thank you for taking the time to complete this survey. Survey responses are being compiled by our planning consultant, Tindale-Oliver and Associates, Inc. Please return the completed survey to Ryan Suarez, Tindale-Oliver & Associates, 1000 North Ashley Drive, Suite 100, Tampa, FL 33602 or email rsuarez@tindaleoliver.com by July 8, 2011.

Please contact Wayne Gaither, LeeTran planning staff, at 239-533-0344 with any questions. All agencies that complete and send this form will be included in the LeeTran TDP transportation provider inventory.

APPENDIX E
PUBLIC OUTREACH ADVERTISEMENTS

Attention Students!
Public Transit Discussion Group

A discussion group workshop targeting students is planned and you are invited to attend and share your ideas. Feedback received will be used to update LeeTran's plan for future transit service in Lee County.

- **When:** Monday, March 21st
- **Where:** Edison State College - Lee Campus
  8099 College Parkway
  Taeni Hall
  Room S-117
  Fort Myers, FL 33919
- **Time:** 3:00 PM - 4:30 PM

Participation in the discussion group workshop is limited to 15 persons. **Complimentary All-Day bus passes will be given away to all participants.** Please call the number shown below if you are interested in participating.

Please RSVP by Friday, March 18th to Sarah Rader at 813-224-8862.

lee tran

Public Transit Discussion Group
Lee County

A discussion group workshop targeting bus riders is planned and you are invited to attend and share your ideas. Feedback received will be used to update LeeTran's plan for future transit service in Lee County.

- **When:** Monday, March 21st
- **Where:** City/County Annex Building
  1825 Hendry Street
  Room 220
  Downtown Fort Myers, FL 33901
- **Time:** 9:30 AM - 11:00 AM

Participation in the discussion group workshop is limited to 15 persons. **Complimentary All-Day bus passes will be given away to all participants.** Please call the number shown below if you are interested in participating.

Please RSVP by Friday, March 18th to Sarah Rader at 813-224-8862.

Public Transit Workshop
Lee County

LeeTran is updating its plan for future transit service in Lee County. Two workshops are scheduled where you can come tell us what you think! Workshops have been designed to allow you to:

- View transit information at your own pace
- Voice your transportation needs and opinions
- Ask questions

Workshop #1

- **When:** Wednesday, January 19th
- **Where:** Rosa Parks Transportation Center
  2250 Widman Way
  Downtown Fort Myers, FL
- **Time:** 10:00 AM - 2:00 PM

Workshop #2

- **When:** Saturday, January 22nd
- **Where:** Green Market
  Alliance for the Arts
  10091 McGregor Blvd.
  Fort Myers, FL 33919
- **Time:** 9:00 AM - 1:00 PM

Please join us for one of the workshops and let us know your thoughts and ideas!

For more information call 239-533-0333

lee tran

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wildlife.
re, she established herself
iano teacher and began a
ife. Diagnosed with lung
r, she moved to Palo
California, in 2003 to
ar her daughter and her
y for the remaining year
expanded into eight. In
ourth phase of her life,
nce again taught piano,
l new friends, and forged
se relationship with her
daughter. Never drawn
vel, she nonetheless lived
she chose with favorite
including Santabel Is-
Big Sur, and anything
an ocean; she visited
ls and family across the
ry including Minne-
to spend time with
randsons and enjoyed a
to Alaska for her 70th
day. For most of nearly
ears, she proclaimed her-
he "healthiest of cancer
ers," rarely hindered by
isease. She had a unique
and a quirky sense of
or. She loved to cook,
s experimenting with
ent results, entertain and
time with friends and
y. And she loved to talk,
expression, determina-
and intensity. Finally,
impossible to think of
xcept in the company of
mostly poodles, large,
in-between, and mixed;
orided herself on their
training and unique per-
ties, nearly a dozen over
cades.
ane is survived by her
ter, Jenny Kiratli, of
Alto, CA, and her hus-
Michael Holland, and
daughter, Alicia; and
on, Remzi Kiratli, of
ville, MN, and his wife,
n, and sons, Kenny and
. She will be dearly re-
ered and deeply missed.
ieu of flowers, donations
honor can be made to
SPCA, Humane Soci-
r Dog Rescue group of
choice. A gathering to
ate her life and share
ories will be held at 1:00
aturday, February 5, at
dobe House, Mountain

PUBLIC TRANSIT OPEN HOUSE

LeeTran is updating its plan for future transit service in Lee County. Two open houses are scheduled where you can come tell us what you think! Open houses have been designed to allow you to:

- View transit information at your own pace
- Voice your transportation needs and opinions
- Ask questions

Open House #1
- When: Wednesday, January 19th
- Where: Rosa Parks Transportation Center, 2250 Widman Way, Downtown Fort Myers, FL
- Time: 10:00 AM - 2:00 PM

Open House #2
- When: Saturday, January 22nd
- Where: Green Market, Alliance for the Arts, 10091 McGregor Blvd., Fort Myers, FL 33919
- Time: 9:00 AM - 1:00 PM

Please join us for one of the open houses and let us know your thoughts and ideas!

For more information call 239-533-0333

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APPENDIX F
ALTERNATIVES EVALUATION DETAIL

Table F-1: Route-by-Route Scoring Detail

Route #	Route Name	Description	Mode	Public Involvement		Traditional Market		Choice Market		Reg. Connectivity		Trips per Hour		Oper. Cost per Trip		Net Cost		Programmed Improv.	
				Interest	Score	% in Trad.	Score	% in Choice	Score	Yes/No?	Score	Trip/Hr	Score	Cost/Trip	Score	Cost	Score	Yes/No?	Score
-	Downtown Circulator	New Service (New Route)	Neighborhood Circulator	High	14	94.0%	8	84.3%	8	No	0	38.4	7	$2.10	11	$644,315	4	No	0
Route 10	Michigan Links / Edison Mall	Existing Service (Maintenance)	Neighborhood Circulator	Moderate	7	49.1%	8	65.2%	8	No	0	29.7	7	$2.72	11	$470,751	7	No	0
Route 10	Michigan Links / Edison Mall	New Service (New Route)	Neighborhood Circulator	High	14	49.6%	8	21.1%	3	No	0	63.9	11	$1.26	11	$135,709	11	Yes	34
Route 10	Michigan Links / Edison Mall	Existing Route (Later Evening S	Neighborhood Circulator	High	14	49.1%	8	65.2%	8	No	0	28.3	7	$2.85	7	$540,048	4	No	0
Route 15	Tice/Ortiz / Edison Mall	Existing Service (Maintenance)	Neighborhood Circulator	Moderate	7	61.4%	8	48.7%	6	No	0	20.8	4	$3.88	7	$315,453	7	No	0
Route 15	Tice/Ortiz / Edison Mall	New Service (Route Realignme	Neighborhood Circulator	Moderate	7	80.3%	8	67.0%	8	No	0	98.4	11	$0.82	11	$41,615	11	Yes	34
Route 20	Dunbar / Downtown Ft. Myers	Existing Service (Maintenance)	Neighborhood Circulator	Moderate	7	78.7%	8	49.9%	6	No	0	30.4	7	$2.65	11	$343,323	7	No	0
Route 20	Dunbar / Downtown Ft. Myers	New Service (Route Realignme	Neighborhood Circulator	Moderate	7	73.1%	8	44.3%	6	No	0	47.7	11	$1.69	11	$295,499	7	Yes	34
Route 30	Cape Coral / S. Ft. Myers	Existing Service (Maintenance)	Secondary Trunkline	Moderate	7	8.4%	0	62.0%	6	No	0	20.0	4	$4.03	7	$513,894	7	No	0
Route 30	Cape Coral / S. Ft. Myers	New Service (Route Realignme	Secondary Trunkline	None	0	7.8%	0	60.2%	6	No	0	27.9	7	$2.89	7	$755,984	4	Yes	34
Route 30	Cape Coral / S. Ft. Myers	Existing Route (Sunday Service)	Secondary Trunkline	Moderate	7	8.4%	0	62.0%	6	No	0	18.4	4	$4.38	7	$620,702	4	No	0
Route 40	Cape Transfer Ctr. / Coralwood Mall	Existing Service (Maintenance)	Neighborhood Circulator	High	14	2.6%	0	46.1%	6	No	0	11.8	4	$6.85	4	$405,009	7	No	0
Route 50	SW FL Airport / Summerlin Sq.	Existing Service (Maintenance)	Secondary Trunkline	Moderate	7	2.0%	0	21.5%	3	No	0	13.3	4	$6.07	4	$723,008	4	No	0
Route 50	SW FL Airport / Summerlin Sq.	New Service (Route Realignme	Secondary Trunkline	High	14	8.3%	0	26.4%	3	No	0	18.5	4	$4.37	7	$1,563,088	0	Yes	34
-	Research Diamond East	New Service (New Route)	Neighborhood Circulator	None	0	0.0%	0	0.0%	0	No	0	6.7	4	$15.51	0	$276,336	7	No	0
-	Research Diamond West	New Service (New Route)	Neighborhood Circulator	None	0	0.0%	0	0.0%	0	No	0	3.4	0	$30.41	0	$77,187	11	No	0
Route 60	San Carlos Park / FGCU	Existing Service (Maintenance)	Neighborhood Circulator	Moderate	7	23.7%	6	8.1%	0	No	0	6.8	4	$11.79	0	$475,874	7	No	0
Route 60	San Carlos Park / FGCU	New Service (Route Realignme	Neighborhood Circulator	Moderate	7	29.1%	6	5.9%	0	No	0	12.5	4	$6.48	4	$388,052	7	No	0
-	Estero Circulator	New Service (New Route)	Neighborhood Circulator	None	0	0.0%	0	5.6%	0	No	0	17.3	4	$4.66	7	$381,654	7	No	0
Route 70	Cape Coral / Ft. Myers	Existing Service (Maintenance)	Secondary Trunkline	High	14	4.6%	0	44.4%	6	No	0	27.5	7	$2.93	7	$501,958	7	No	0
Route 70	Cape Coral / Ft. Myers	Existing Route (Later Evening S	Secondary Trunkline	High	14	4.6%	0	44.4%	6	No	0	26.6	7	$3.03	7	$538,975	4	No	0
Route 70	Cape Coral / Ft. Myers	Existing Route (Sunday Service)	Secondary Trunkline	Moderate	7	4.6%	0	44.4%	6	No	0	26.0	7	$3.11	7	$598,187	4	No	0
Route 80	Bell Tower / Edison Mall	Existing Service (Maintenance)	Secondary Trunkline	Moderate	7	15.2%	3	69.4%	8	No	0	7.6	4	$10.64	0	$172,420	11	No	0
Route 80	Bell Tower / Edison Mall	New Service (Route Realignme	Secondary Trunkline	None	0	43.5%	6	88.8%	8	No	0	58.5	11	$1.38	11	$193,571	11	Yes	34
-	Central Ft. Myers Circulator	New Service (New Route)	Neighborhood Circulator	None	0	10.4%	3	28.4%	3	No	0	39.6	7	$2.04	11	$145,201	11	Yes	34
Route 90	North Ft. Myers East	Existing Service (Maintenance)	Neighborhood Circulator	Moderate	7	19.4%	3	23.9%	3	No	0	11.4	4	$7.08	4	$585,320	4	No	0
Route 90	North Ft. Myers East	New Service (Route Realignme	Neighborhood Circulator	Moderate	7	27.9%	6	5.6%	0	No	0	14.4	4	$5.61	4	$301,902	7	Yes	34
Route 95	North Ft. Myers West	New Service (Route Realignme	Neighborhood Circulator	Moderate	7	15.6%	3	48.8%	6	No	0	19.8	4	$4.07	7	$200,146	11	Yes	34
Route 100	Riverdale / Downtown Ft. Myers	Existing Service (Maintenance)	Secondary Trunkline	Moderate	7	36.8%	6	38.3%	3	No	0	29.4	7	$2.74	11	$690,122	4	No	0
Route 110	Lehigh Acres / Edison Mall	Existing Service (Maintenance)	Secondary Trunkline	Moderate	7	12.7%	3	34.2%	3	Yes	3	17.2	4	$4.70	7	$543,076	4	No	0
Route 110	Lehigh Acres / Edison Mall	New Service (Route Realignme	Secondary Trunkline	High	14	7.7%	0	23.2%	3	Yes	3	12.4	4	$6.53	4	$890,593	4	Yes	34
Route 110	Lehigh Acres / Edison Mall	Existing Route (Sunday Service)	Secondary Trunkline	High	14	12.7%	3	34.2%	3	Yes	3	16.6	4	$4.85	7	$603,162	4	No	0
Route 110	Lehigh Acres / Edison Mall	Existing Route (Later Evening S	Secondary Trunkline	High	14	12.7%	3	34.2%	3	Yes	3	17.7	4	$4.56	7	$540,108	4	No	0
-	Lehigh Circulator	New Service (New Route)	Neighborhood Circulator	High	14	15.1%	3	48.4%	6	No	0	16.9	4	$4.78	7	$435,634	7	No	0
-	Gunnery Rd Circulator	New Service (New Route)	Neighborhood Circulator	High	14	0.0%	0	3.8%	0	No	0	9.1	4	$11.31	0	$295,922	7	No	0
Route 120	Edison Mall / Cape Coral	Existing Service (Maintenance)	Secondary Trunkline	None	0	20.9%	3	50.2%	6	No	0	23.7	4	$3.41	7	$194,925	11	No	0
Route 130	Edison Mall / Summerlin Sq.	Existing Service (Maintenance)	Secondary Trunkline	Moderate	7	43.6%	6	70.9%	8	No	0	24.5	4	$3.29	7	$432,820	7	No	0
Route 130	Edison Mall / Summerlin Sq.	New Service (Route Realignme	Secondary Trunkline	Moderate	7	41.1%	6	75.2%	8	No	0	38.4	7	$2.10	11	$824,118	4	Yes	34
-	US 41 BRT	New Service (New Route)	Bus Rapid Transit	High	14	41.1%	6	98.0%	8	No	0	114.7	11	$0.70	11	-$55,190	11	No	0
Route 140	Merchants Crossing / Coconut Point	Existing Service (Maintenance)	Secondary Trunkline	Moderate	7	22.0%	3	58.1%	6	Yes	3	32.7	7	$2.46	11	$2,611,603	0	Yes	34
Route 140	Merchants Crossing / Coconut Point	Existing Route (Later Evening S	Secondary Trunkline	High	14	22.0%	3	58.1%	6	Yes	3	20.7	4	$3.90	7	$3,150,609	0	No	0
Route 150	Bonita Springs	Existing Service (Maintenance)	Neighborhood Circulator	Moderate	7	0.0%	0	23.7%	3	No	0	24.6	4	$3.28	7	$211,763	11	No	0
Route 150	Bonita Springs	Existing Route (Sunday Service)	Secondary Trunkline	Moderate	7	0.0%	0	23.7%	3	No	0	21.9	4	$3.69	7	$248,754	7	No	0
Route 150	Bonita Springs	New Service (Route Realignme	Neighborhood Circulator	Moderate	7	4.3%	0	33.4%	3	No	0	18.9	4	$4.26	7	$443,153	7	Yes	34
-	Ft. Myers Beach Trolley	Existing Service (Maintenance)	Trolley	Moderate	7	5.1%	0	47.2%	6	No	0	19.8	4	$4.08	7	$1,392,556	0	No	0
-	Charlotte Express	New Service (New Route)	Express Service	Moderate	7	30.7%	6	20.8%	3	Yes	3	14.5	4	$5.56	4	$107,215	11	No	0
-	Collier Connector	New Service (New Route)	Express Service	High	14	0.0%	0	29.8%	3	Yes	3	8.4	4	$9.66	4	$76,056	11	Yes	34
-	Lehigh Express	New Service (New Route)	Express Service	Moderate	7	24.5%	6	18.2%	3	Yes	3	32.5	7	$2.48	11	$58,092	11	No	0
-	Treeline / Ben Hill Griffin	New Service (New Route)	Secondary Trunkline	None	0	6.6%	0	11.5%	0	No	0	20.6	4	$5.01	7	$720,610	4	No	0
-	Pine Island Rd Express	New Service (New Route)	Express Service	High	14	0.0%	0	67.6%	8	Yes	3	14.8	4	$5.47	4	$71,290	11	No	0
-	Chiquita Circulator	New Service (New Route)	Neighborhood Circulator	None	0	0.0%	0	5.7%	0	No	0	8.9	4	$11.60	0	$296,443	7	No	0
-	McGregor Blvd	New Service (New Route)	Secondary Trunkline	None	0	24.0%	6	38.8%	3	No	0	29.2	7	$2.76	11	$393,246	7	No	0

Source: Tables F-2 and F-3 for input factors. See Table 7-3 for the threshold scoring parameters for each criterion

Table F-2: Needs Plan Alternatives Transit Market Measure – Detail

Route #	Route Name	Description	Mode	Public Involvement	Traditional Market	Choice Market	Regional Connectivity?
-	Downtown Circulator	New Service (New Route)	Neighborhood Circulator	High	94.0%	84.3%	No
Route 10	Michigan Links / Edison Mall	Existing Service (Maintenance)	Neighborhood Circulator	Moderate	49.1%	65.2%	No
Route 10	Michigan Links / Edison Mall	New Service (New Route)	Neighborhood Circulator	High	49.6%	21.1%	No
Route 10	Michigan Links / Edison Mall	Existing Route (Later Evening Service)	Neighborhood Circulator	High	49.1%	65.2%	No
Route 15	Tice/Ortiz / Edison Mall	Existing Service (Maintenance)	Neighborhood Circulator	Moderate	61.4%	48.7%	No
Route 15	Tice/Ortiz / Edison Mall	New Service (Route Realignment)	Neighborhood Circulator	Moderate	80.3%	67.0%	No
Route 20	Dunbar / Downtown Ft. Myers	Existing Service (Maintenance)	Neighborhood Circulator	Moderate	78.7%	49.9%	No
Route 20	Dunbar / Downtown Ft. Myers	New Service (Route Realignment)	Neighborhood Circulator	Moderate	73.1%	44.3%	No
Route 30	Cape Coral / S. Ft. Myers	Existing Service (Maintenance)	Secondary Trunkline	Moderate	8.4%	62.0%	No
Route 30	Cape Coral / S. Ft. Myers	New Service (Route Realignment)	Secondary Trunkline	None	7.8%	60.2%	No
Route 30	Cape Coral / S. Ft. Myers	Existing Route (Sunday Service)	Secondary Trunkline	Moderate	8.4%	62.0%	No
Route 40	Cape Transfer Ctr. / Coralwood Mall	Existing Service (Maintenance)	Neighborhood Circulator	High	2.6%	46.1%	No
Route 50	SW FL Airport / Summerlin Sq.	Existing Service (Maintenance)	Secondary Trunkline	Moderate	2.0%	21.5%	No
Route 50	SW FL Airport / Summerlin Sq.	New Service (Route Realignment)	Secondary Trunkline	High	8.3%	26.4%	No
-	Research Diamond East	New Service (New Route)	Neighborhood Circulator	None	0.0%	0.0%	No
-	Research Diamond West	New Service (New Route)	Neighborhood Circulator	None	0.0%	0.0%	No
Route 60	San Carlos Park / FGCU	Existing Service (Maintenance)	Neighborhood Circulator	Moderate	23.7%	8.1%	No
Route 60	San Carlos Park / FGCU	New Service (Route Realignment)	Neighborhood Circulator	Moderate	29.1%	5.9%	No
-	Estero Circulator	New Service (New Route)	Neighborhood Circulator	None	0.0%	5.6%	No
Route 70	Cape Coral / Ft. Myers	Existing Service (Maintenance)	Secondary Trunkline	High	4.6%	44.4%	No
Route 70	Cape Coral / Ft. Myers	Existing Route (Later Evening Service)	Secondary Trunkline	High	4.6%	44.4%	No
Route 70	Cape Coral / Ft. Myers	Existing Route (Sunday Service)	Secondary Trunkline	Moderate	4.6%	44.4%	No
Route 80	Bell Tower / Edison Mall	Existing Service (Maintenance)	Secondary Trunkline	Moderate	15.2%	69.4%	No
Route 80	Bell Tower / Edison Mall	New Service (Route Realignment)	Secondary Trunkline	None	43.5%	88.8%	No
-	Central Ft. Myers Circulator	New Service (New Route)	Neighborhood Circulator	None	10.4%	28.4%	No
Route 90	North Ft. Myers East	Existing Service (Maintenance)	Neighborhood Circulator	Moderate	19.4%	23.9%	No
Route 90	North Ft. Myers East	New Service (Route Realignment)	Neighborhood Circulator	Moderate	27.9%	5.6%	No
Route 95	North Ft. Myers West	New Service (Route Realignment)	Neighborhood Circulator	Moderate	15.6%	48.8%	No
Route 100	Riverdale / Downtown Ft. Myers	Existing Service (Maintenance)	Secondary Trunkline	Moderate	36.8%	38.3%	No
Route 110	Lehigh Acres / Edison Mall	Existing Service (Maintenance)	Secondary Trunkline	Moderate	12.7%	34.2%	Yes
Route 110	Lehigh Acres / Edison Mall	New Service (Route Realignment)	Secondary Trunkline	High	7.7%	23.2%	Yes
Route 110	Lehigh Acres / Edison Mall	Existing Route (Sunday Service)	Secondary Trunkline	High	12.7%	34.2%	Yes
Route 110	Lehigh Acres / Edison Mall	Existing Route (Later Evening Service)	Secondary Trunkline	High	12.7%	34.2%	Yes
-	Lehigh Circulator	New Service (New Route)	Neighborhood Circulator	High	15.1%	48.4%	No
-	Gunnery Rd Circulator	New Service (New Route)	Neighborhood Circulator	High	0.0%	3.8%	No
Route 120	Edison Mall / Cape Coral	Existing Service (Maintenance)	Secondary Trunkline	None	20.9%	50.2%	No
Route 130	Edison Mall / Summerlin Sq.	Existing Service (Maintenance)	Secondary Trunkline	Moderate	43.6%	70.9%	No
Route 130	Edison Mall / Summerlin Sq.	New Service (Route Realignment)	Secondary Trunkline	Moderate	41.1%	75.2%	No
-	US 41 BRT	New Service (New Route)	Bus Rapid Transit	High	41.1%	98.0%	No
Route 140	Merchants Crossing / Coconut Point	Existing Service (Maintenance)	Secondary Trunkline	Moderate	22.0%	58.1%	Yes
Route 140	Merchants Crossing / Coconut Point	Existing Route (Later Evening Service)	Secondary Trunkline	High	22.0%	58.1%	Yes
Route 150	Bonita Springs	Existing Service (Maintenance)	Neighborhood Circulator	Moderate	0.0%	23.7%	No
Route 150	Bonita Springs	Existing Route (Sunday Service)	Secondary Trunkline	Moderate	0.0%	23.7%	No
Route 150	Bonita Springs	New Service (Route Realignment)	Neighborhood Circulator	Moderate	4.3%	33.4%	No
-	Ft. Myers Beach Trolley	Existing Service (Maintenance)	Trolley	Moderate	5.1%	47.2%	No
-	Charlotte Express	New Service (New Route)	Express Service	Moderate	30.7%	20.8%	Yes
-	Collier Connector	New Service (New Route)	Express Service	High	0.0%	29.8%	Yes
-	Lehigh Express	New Service (New Route)	Express Service	Moderate	24.5%	18.2%	Yes
-	Treeline / Ben Hill Griffin	New Service (New Route)	Secondary Trunkline	None	6.6%	11.5%	No
-	Pine Island Rd Express	New Service (New Route)	Express Service	High	0.0%	67.6%	Yes
-	Chiquita Circulator	New Service (New Route)	Neighborhood Circulator	None	0.0%	5.7%	No
-	McGregor Blvd	New Service (New Route)	Secondary Trunkline	None	24.0%	38.8%	No

Table F-3: Needs Plan Alternatives Productivity & Efficiency and Service Maintenance Measures – Detail

Route #	Route Name	Description	Mode	Projected Annual Ridership	Projected Annual Revenue Hours	Trips per Hour	Cost Category	Operating Cost per Hour	Annual Operating Cost	Operating Cost per Trip	Average Fare	Farebox Revenues	Net Cost	Programmed Improvement?
-	Downtown Circulator	New Service (New Route)	Neighborhood Circulator	469,812	12,240	38.4	Full	$80.66	$987,278	$2.10	$0.73	$342,963	$644,315	No
Route 10	Michigan Links / Edison Mall	Existing Service (Maintenance)	Neighborhood Circulator	237,092	7,982	29.7	Full	$80.66	$643,828	$2.72	$0.73	$173,077	$470,751	No
Route 10	Michigan Links / Edison Mall	New Service (New Route)	Neighborhood Circulator	255,076	3,991	63.9	Full	$80.66	$321,914	$1.26	$0.73	$186,205	$135,709	Yes
Route 10	Michigan Links / Edison Mall	Existing Route (Later Evening Service)	Neighborhood Circulator	254,867	9,002	28.3	Full	$80.66	$726,101	$2.85	$0.73	$186,053	$540,048	No
Route 15	Tice/Ortiz / Edison Mall	Existing Service (Maintenance)	Neighborhood Circulator	100,229	4,818	20.8	Full	$80.66	$388,620	$3.88	$0.73	$73,167	$315,453	No
Route 15	Tice/Ortiz / Edison Mall	New Service (Route Realignment)	Neighborhood Circulator	463,857	4,714	98.4	Full	$80.66	$380,231	$0.82	$0.73	$338,616	$41,615	Yes
Route 20	Dunbar / Downtown Ft. Myers	Existing Service (Maintenance)	Neighborhood Circulator	178,843	5,875	30.4	Full	$80.66	$473,878	$2.65	$0.73	$130,555	$343,323	No
Route 20	Dunbar / Downtown Ft. Myers	New Service (Route Realignment)	Neighborhood Circulator	307,556	6,447	47.7	Full	$80.66	$520,015	$1.69	$0.73	$224,516	$295,499	Yes
Route 30	Cape Coral / S. Ft. Myers	Existing Service (Maintenance)	Secondary Trunkline	155,561	7,779	20.0	Full	$80.66	$627,454	$4.03	$0.73	$113,560	$513,894	No
Route 30	Cape Coral / S. Ft. Myers	New Service (Route Realignment)	Secondary Trunkline	349,437	12,535	27.9	Full	$80.66	$1,011,073	$2.89	$0.73	$255,089	$755,984	Yes
Route 30	Cape Coral / S. Ft. Myers	Existing Route (Sunday Service)	Secondary Trunkline	170,128	9,235	18.4	Full	$80.66	$744,895	$4.38	$0.73	$124,193	$620,702	No
Route 40	Cape Transfer Ctr. / Coralwood Mall	Existing Service (Maintenance)	Neighborhood Circulator	66,165	5,620	11.8	Full	$80.66	$453,309	$6.85	$0.73	$48,300	$405,009	No
Route 50	SWFL Airport / Summerlin Sq.	Existing Service (Maintenance)	Secondary Trunkline	135,282	10,188	13.3	Full	$80.66	$821,764	$6.07	$0.73	$98,756	$723,008	No
Route 50	SWFL Airport / Summerlin Sq.	New Service (Route Realignment)	Secondary Trunkline	429,739	23,268	18.5	Full	$80.66	$1,876,797	$4.37	$0.73	$313,709	$1,563,088	Yes
-	Research Diamond East	New Service (New Route)	Neighborhood Circulator	18,692	2,805	6.7	ADA	$103.38	$289,981	$15.51	$0.73	$13,645	$276,336	No
-	Research Diamond West	New Service (New Route)	Neighborhood Circulator	2,601	765	3.4	ADA	$103.38	$79,086	$30.41	$0.73	$1,899	$77,187	No
Route 60	San Carlos Park / FGCU	Existing Service (Maintenance)	Neighborhood Circulator	43,010	6,289	6.8	Full	$80.66	$507,271	$11.79	$0.73	$31,397	$475,874	No
Route 60	San Carlos Park / FGCU	New Service (Route Realignment)	Neighborhood Circulator	67,516	5,422	12.5	Full	$80.66	$437,339	$6.48	$0.73	$49,287	$388,052	No
-	Estero Circulator	New Service (New Route)	Neighborhood Circulator	97,053	5,610	17.3	Full	$80.66	$452,503	$4.66	$0.73	$70,849	$381,654	No
Route 70	Cape Coral / Ft. Myers	Existing Service (Maintenance)	Secondary Trunkline	228,264	8,289	27.5	Full	$80.66	$668,591	$2.93	$0.73	$166,633	$501,958	No
Route 70	Cape Coral / Ft. Myers	Existing Route (Later Evening Service)	Secondary Trunkline	233,907	8,799	26.6	Full	$80.66	$709,727	$3.03	$0.73	$170,752	$538,975	No
Route 70	Cape Coral / Ft. Myers	Existing Route (Sunday Service)	Secondary Trunkline	251,576	9,693	26.0	Full	$80.66	$781,837	$3.11	$0.73	$183,650	$598,187	No
Route 80	Bell Tower / Edison Mall	Existing Service (Maintenance)	Secondary Trunkline	17,391	2,295	7.6	Full	$80.66	$185,115	$10.64	$0.73	$12,695	$172,420	No
Route 80	Bell Tower / Edison Mall	New Service (Route Realignment)	Secondary Trunkline	298,350	5,100	58.5	Full	$80.66	$411,366	$1.38	$0.73	$217,796	$193,571	Yes
-	Central Ft. Myers Circulator	New Service (New Route)	Neighborhood Circulator	111,027	2,805	39.6	Full	$80.66	$226,251	$2.04	$0.73	$81,050	$145,201	Yes
Route 90	North Ft. Myers East	Existing Service (Maintenance)	Neighborhood Circulator	92,192	8,091	11.4	Full	$80.66	$652,620	$7.08	$0.73	$67,300	$585,320	No
Route 90	North Ft. Myers East	New Service (Route Realignment)	Neighborhood Circulator	61,888	4,303	14.4	Full	$80.66	$347,080	$5.61	$0.73	$45,178	$301,902	Yes
Route 95	North Ft. Myers West	New Service (Route Realignment)	Neighborhood Circulator	59,848	3,023	19.8	Full	$80.66	$243,835	$4.07	$0.73	$43,689	$200,146	Yes
Route 100	Riverdale / Downtown Ft. Myers	Existing Service (Maintenance)	Secondary Trunkline	343,088	11,661	29.4	Full	$80.66	$940,576	$2.74	$0.73	$250,454	$690,122	No
Route 110	Lehigh Acres / Edison Mall	Existing Service (Maintenance)	Secondary Trunkline	136,913	7,972	17.2	Full	$80.66	$643,022	$4.70	$0.73	$99,946	$543,076	No
Route 110	Lehigh Acres / Edison Mall	New Service (Route Realignment)	Secondary Trunkline	153,549	12,431	12.4	Full	$80.66	$1,002,684	$6.53	$0.73	$112,091	$890,593	Yes
Route 110	Lehigh Acres / Edison Mall	Existing Route (Sunday Service)	Secondary Trunkline	146,533	8,804	16.6	Full	$80.66	$710,131	$4.85	$0.73	$106,969	$603,162	No
Route 110	Lehigh Acres / Edison Mall	Existing Route (Later Evening Service)	Secondary Trunkline	140,978	7,972	17.7	Full	$80.66	$643,022	$4.56	$0.73	$102,914	$540,108	No
-	Lehigh Circulator	New Service (New Route)	Neighborhood Circulator	107,636	6,375	16.9	Full	$80.66	$514,208	$4.78	$0.73	$78,574	$435,634	No
-	Gunnery Rd Circulator	New Service (New Route)	Neighborhood Circulator	27,974	3,060	9.1	ADA	$103.38	$316,343	$11.31	$0.73	$20,421	$295,922	No
Route 120	Edison Mall / Cape Coral	Existing Service (Maintenance)	Secondary Trunkline	72,746	3,075	23.7	Full	$80.66	$248,030	$3.41	$0.73	$53,105	$194,925	No
Route 130	Edison Mall / Summerlin Sq.	Existing Service (Maintenance)	Secondary Trunkline	168,947	6,895	24.5	Full	$80.66	$556,151	$3.29	$0.73	$123,331	$432,820	No
Route 130	Edison Mall / Summerlin Sq.	New Service (Route Realignment)	Secondary Trunkline	600,510	15,652	38.4	Full	$80.66	$1,262,490	$2.10	$0.73	$438,372	$824,118	Yes
-	US 41 BRT	New Service (New Route)	Bus Rapid Transit	2,047,905	17,850	114.7	Full	$80.66	$1,439,781	$0.70	$0.73	$1,494,971	-$55,190	No
Route 140	Merchants Crossing / Coconut Point	Existing Service (Maintenance)	Secondary Trunkline	965,354	46,060	21.0	Full	$80.66	$3,715,200	$3.85	$0.73	$704,708	$3,010,492	No
Route 140	Merchants Crossing / Coconut Point	Existing Route (Later Evening Service)	Secondary Trunkline	993,073	48,048	20.7	Full	$80.66	$3,875,552	$3.90	$0.73	$724,943	$3,150,609	No
Route 150	Bonita Springs	Existing Service (Maintenance)	Neighborhood Circulator	83,050	3,377	24.6	Full	$80.66	$272,389	$3.28	$0.73	$60,627	$211,763	No
Route 150	Bonita Springs	Existing Route (Sunday Service)	Secondary Trunkline	84,088	3,845	21.9	Full	$80.66	$310,138	$3.69	$0.73	$61,384	$248,754	No
Route 150	Bonita Springs	New Service (Route Realignment)	Neighborhood Circulator	125,511	6,630	18.9	Full	$80.66	$534,776	$4.26	$0.73	$91,623	$443,153	Yes
-	Ft. Myers Beach Trolley	Existing Service (Maintenance)	Trolley	416,060	21,030	19.8	Full	$80.66	$1,696,280	$4.08	$0.73	$303,724	$1,392,556	No
-	Charlotte Express	New Service (New Route)	Express Service	22,185	1,530	14.5	Full	$80.66	$123,410	$5.56	$0.73	$16,195	$107,215	No
-	Collier Connector	New Service (New Route)	Express Service	8,517	1,020	8.4	Full	$80.66	$82,273	$9.66	$0.73	$6,217	$76,056	Yes
-	Lehigh Express	New Service (New Route)	Express Service	33,125	1,020	32.5	Full	$80.66	$82,273	$2.48	$0.73	$24,181	$58,092	No
-	Treeline / Ben Hill Griffin	New Service (New Route)	Secondary Trunkline	168,453	8,160	20.6	ADA	$103.38	$843,581	$5.01	$0.73	$122,971	$720,610	No
-	Pine Island Rd Express	New Service (New Route)	Express Service	15,045	1,020	14.8	Full	$80.66	$82,273	$5.47	$0.73	$10,983	$71,290	No
-	Chiquita Circulator	New Service (New Route)	Neighborhood Circulator	27,260	3,060	8.9	ADA	$103.38	$316,343	$11.60	$0.73	$19,900	$296,443	No
-	McGregor Blvd	New Service (New Route)	Secondary Trunkline	193,877	6,630	29.2	Full	$80.66	$534,776	$2.76	$0.73	$141,530	$393,246	No

APPENDIX G
PERFORMANCE MONITORING PROGRAM

PERFORMANCE MONITORING PROGRAM

Performance monitoring programs track the performance and efficiency of the transit system. It is a tool utilized by transit agencies for ensuring the provision of the most efficient and effective transit service. Such a program will assist LeeTran in identifying routes in need of improvement or modification. The monitoring program recommended for LeeTran consists of a comparative analysis of route performance. The methodology utilizes specific route-level data and compares each route's performance with all other regular local service routes. Detailed procedures for the LeeTran performance monitoring program are described below. In addition, a route restructuring and elimination process is presented.

PERFORMANCE MEASURES & INDICATORS

The following fixed-route performance indicators and measures should be monitored by LeeTran on a quarterly basis as part of the recommended performance monitoring program.

- Passenger Trips - Annual number of passenger boardings on the transit vehicles.
- Revenue Miles - Number of annual miles of vehicle operation while in active service (available to pick up revenue passengers).
- Revenue Hours - Total hours of operation by revenue service in active revenue service.
- Total (Fare) Revenue - Revenue generated annually from carrying passengers in regularly scheduled service.
- Operating Cost - Reported total spending on operations, including administration, maintenance, and operation of service vehicles.
- Passenger Trips per Revenue Mile - The ratio of passenger trips to revenue miles of service. This is the key indicator of service effectiveness that is influenced by the levels of demand and the supply of service provided.
- Passenger Trips per Revenue Hour - The ratio of passenger trips to revenue hours of operation.

- Revenue per Revenue Mile - The ratio of fare revenue to revenue miles of operation.

- Revenue per Revenue Hour - The ratio of fare revenue to revenue hours of operation.

- Operating Ratio (Fare Recovery) - Ratio of fare revenues to total operating cost; an indicator of the share of total operating cost that is covered by total passenger fares.

- Cost per Passenger Trip - Operating cost divided by the total annual ridership; a measure of the efficiency of transporting riders.

EVALUATION METHODOLOGY & PROCESS

Table 1 presents the specific route-level data for LeeTran's regular local service routes for a full fiscal year of operation, FY 2005. Also included in this table is a scoring evaluation process that has been applied to the data. This process is based on six measures (trips per mile, trips per hour, revenue per mile, revenue per hour, operating ratio, and cost per trip) weighted equally to derive an overall route score. A route's score for a particular measure is based on a comparison of the measure as a percentage of the system average for that particular measure. These individual measure scores are added together and divided by six to get a final aggregate score. This final composite performance score is an indication of a route's performance for all six measures when compared to the system average for those measures. A higher score represents better overall performance when compared to other routes. The final column rank-orders the routes based on their aggregate scores.

As shown in Table 1, the five routes with the best overall performance in FY 2005 are Routes 490, 140, 100, 70, and 10, while the five routes with the lowest overall performance are Routes 160, 60, 150, 80, and 450.

The noted comparative performance evaluation can be beneficial, but care should be taken when using the final scores and rankings because these figures are comparing routes to one another and may not reflect the specific goals established for a particular route (i.e., geographic coverage vs. ridership performance). The process is particularly useful, however, in highlighting those routes that may have performance-related issues. These routes can then be singled out for closer observation in future years to determine specific changes that may help mitigate any performance issues.

Table 1:
Route Statistics for Local Service

							Scoring Indicators							
Route #	Description	Passenger Trips	Revenue Miles	Revenue Hours	Total Revenue	Operating Cost	Trips /Mi	Trips /Hr	Rev/ Mi	Rev/ Hr	Oper Ratio	Cost/ Trip	Score	Final Rank
10	Dunbar	159,122	133,431	9,109	$79,518	$841,188	1.19	17.47	$0.60	$8.73	9.45%	$5.29	154.0%	5
15	Broadway Avenue/Tice	74,619	76,296	5,514	$42,916	$509,249	0.98	13.53	$0.56	$7.78	8.43%	$6.82	130.4%	10
20	MLK Boulevard	125,806	108,002	8,593	$67,283	$793,558	1.16	14.64	$0.62	$7.83	8.48%	$6.31	140.6%	7
30	Cape Coral Parkway	91,863	147,234	9,311	$55,967	$859,899	0.62	9.87	$0.38	$6.01	6.51%	$9.36	93.8%	12
40	Santa Barbara Boulevard	37,001	69,186	4,261	$26,588	$393,518	0.53	8.68	$0.38	$6.24	6.76%	$10.64	89.7%	13
50	Daniels Parkway/ Summerlin Road	98,388	203,124	9,992	$58,615	$922,723	0.48	9.85	$0.29	$5.87	6.35%	$9.38	86.2%	15
60	San Carlos Park	16,893	95,506	4,612	$10,259	$425,915	0.18	3.66	$0.11	$2.22	2.41%	$25.21	32.2%	19
70	Del Prado Boulevard	162,746	167,247	9,815	$101,548	$906,396	0.97	16.58	$0.61	$10.35	11.20%	$5.57	156.2%	4
80	Metro Parkway	16,790	42,194	3,020	$8,218	$278,874	0.40	5.56	$0.19	$2.72	2.95%	$16.61	49.3%	17
90	North Fort Myers	91,463	194,435	9,655	$58,399	$891,653	0.47	9.47	$0.30	$6.05	6.55%	$9.75	86.3%	14
100	Palm Beach Boulevard	215,313	248,495	12,640	$145,866	$1,167,293	0.87	17.03	$0.59	$11.54	12.50%	$5.42	161.2%	3
110	Lehigh Acres	74,296	115,104	4,989	$49,881	$460,711	0.65	14.89	$0.43	$10.00	10.83%	$6.20	134.7%	8
120	Veterans Parkway/Country Club Boulevard	58,651	94,562	5,351	$37,307	$494,173	0.62	10.96	$0.39	$6.97	7.55%	$8.43	103.2%	11
130	South Fort Myers	108,305	128,112	8,049	$71,243	$743,331	0.85	13.46	$0.56	$8.85	9.58%	$6.86	133.1%	9
140	US 41	897,705	648,861	47,359	$540,440	$4,373,562	1.38	18.96	$0.83	$11.41	12.36%	$4.87	187.7%	2
150	Bonita Springs	25,500	62,790	3,345	$60	$308,934	0.41	7.62	$0.00	$0.02	0.02%	$12.12	32.9%	18
160	Pine Island	692	16,565	571	$453	41,891	0.04	1.21	$0.03	$0.79	1.08%	$60.54	11.5%	20
400	Fort Myers Beach Trolley	295,363	222,365	13,223	75,631	$1,221,112	1.33	22.34	$0.34	$5.72	6.19%	$4.13	144.8%	6
450	Bonita Trolley	19,485	30,733	1,782	$5,034	$164,546	0.63	10.94	$0.16	$2.83	3.06%	$8.44	70.6%	16
490	Summerlin Square Park N Ride	234,619	64,541	5,876	$4,995	$542,650	3.64	39.93	$0.08	$0.85	0.92%	$2.31	208.4%	1
Total		**2,804,620**	**2,868,783**	**177,065**	**$1,440,221**	**$16,341,175**	**0.87**	**13.33**	**$0.37**	**$6.14**	**6.66%**	**$11.21**		

Although the initial evaluation was completed using annual statistics, the comparative performance evaluation should be conducted by LeeTran on a more frequent, quarterly basis. The rankings are a useful proxy to determine the comparative performance of any route, as well as to highlight changes in performance over time. The score for each particular route in Table 1 can be considered as a baseline, with which the score for the corresponding route over a subsequent analysis period can be utilized for trend comparison purposes. In order to track the performance variation over time, three performance levels have been developed.

- **Level I – Good (≥ 75%)**

  Transit routes that fall in this category are performing efficiently compared with the average level of all the agency's routes.

- **Level II – Monitor (30% to 74%)**

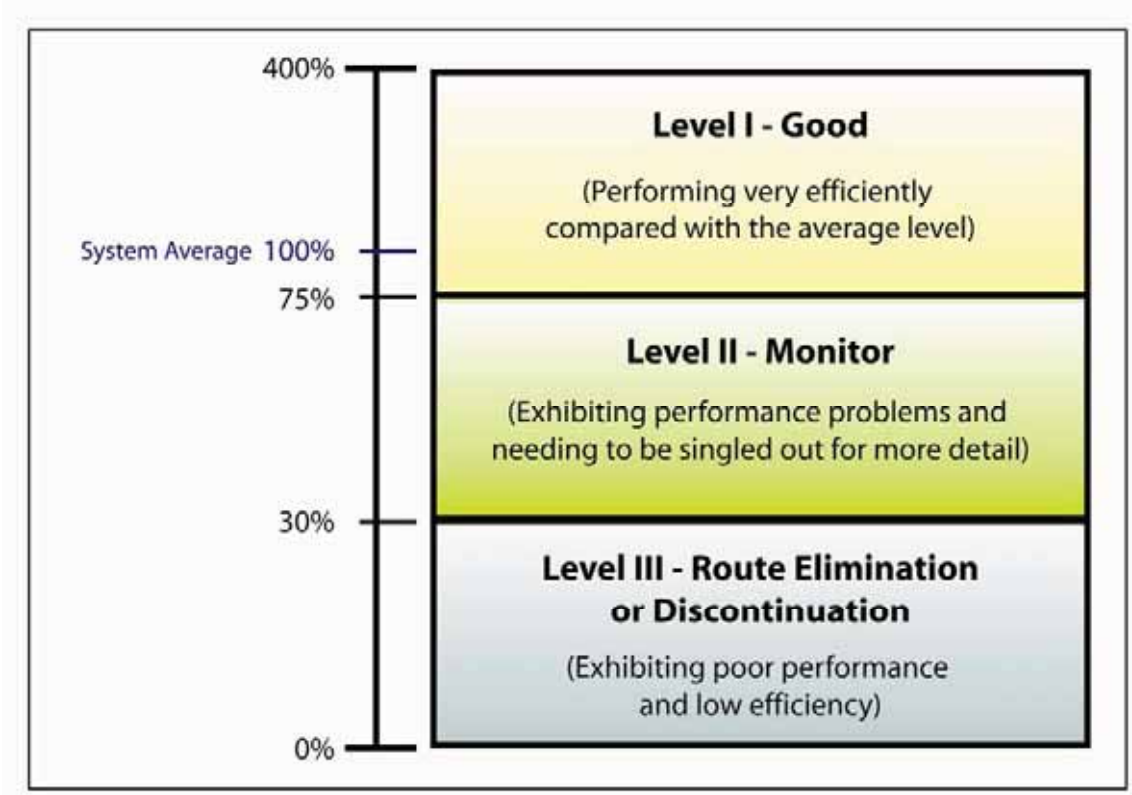
  Routes that fall in this category are exhibiting varying levels of performance problems and need to be singled out for more detailed analysis (e.g., ridechecks, on-board surveys, increased marketing efforts, etc.) in order to aid in identifying specific changes that can be made to help improve the route's performance.

- **Level III – Route Modification or Discontinuation (≤ 29%)**

  Routes that fall in this category exhibit poor performance and low efficiency. Recommendations for these routes may include truncation of the route, reduction in the route's number of revenue hours, or discontinuation of the route.

Figure 1 illustrates the three evaluation levels and notes the recommended thresholds for each level. In the future, LeeTran may want to consider changing the thresholds noted for each performance level to more specific performance standards. For example, Objective 43.1 in the Lee County Comprehensive Plan notes a performance standard for annual ridership of 1.3 passenger trips per revenue mile. Setting such a performance standard will assist in eliminating any scoring bias towards routes that appear to be performing poorly because of the average-based scoring proposed for the performance monitoring program. In order to implement such a standard(s), Lee County would need to select appropriate performance standards and update its comprehensive plan.

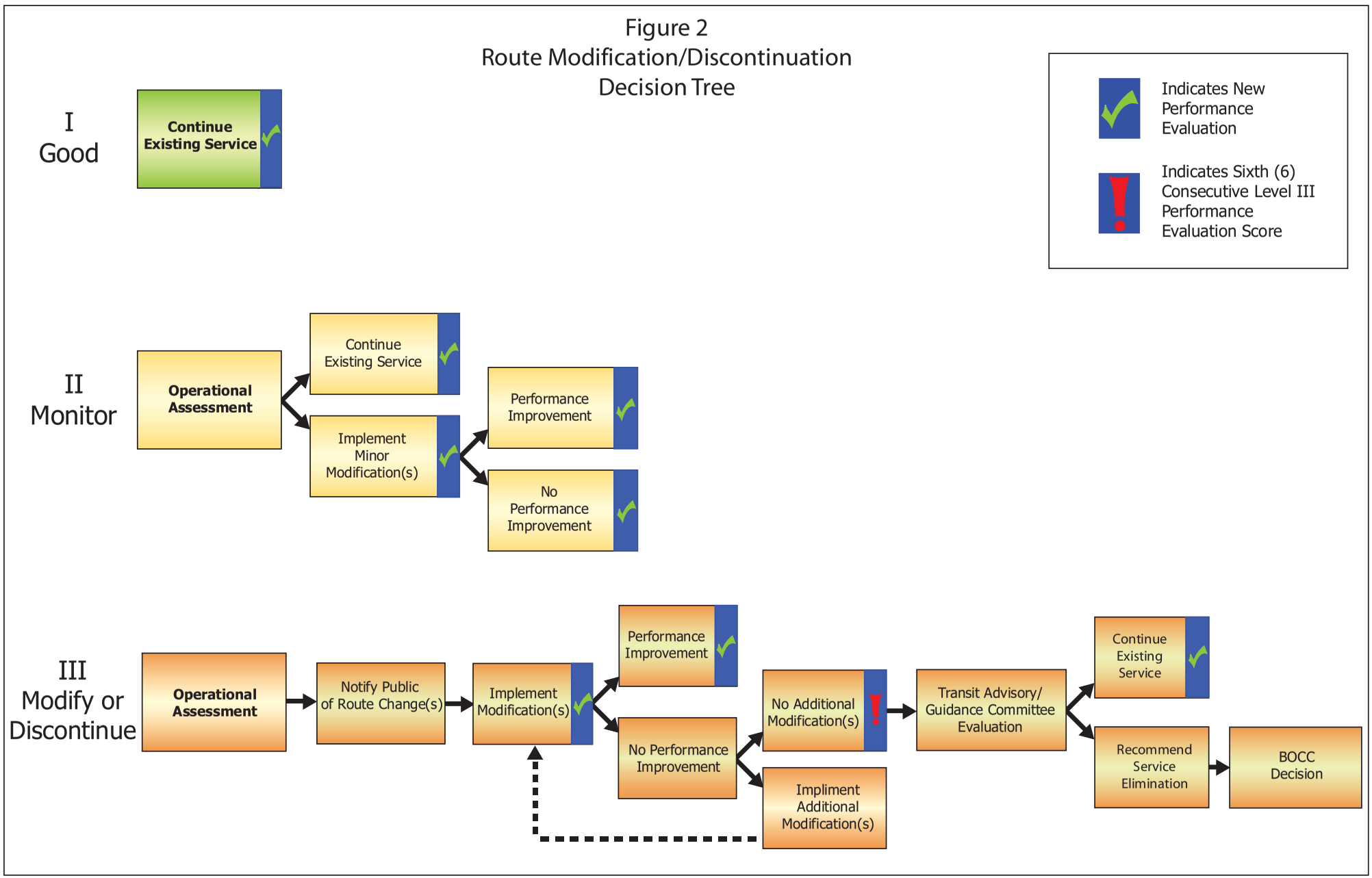
Figure 1
Evaluation Levels



ROUTE MODIFICATION AND DISCONTINUATION PROCESS

Elimination of underperforming routes should occur only after implemented route modifications have continued to result in unsatisfactory performance. A series of recommended steps to be taken by LeeTran for routes falling in the Level II and Level III performance categories is illustrated in Figure 2. The decision-making process outlined for the performance monitoring program assumes the formation of a LeeTran Transit Advisory/Guidance Committee (TGC). Creation of such a committee is consistent with Initiative 3.6 of the 2006 Lee County Transit Development Plan (TDP).

Figure 2
Route Modification/Discontinuation
Decision Tree



Level II – Monitor

Routes operating at a Level II performance standard may be candidates for minor operational changes. Prior to implementing any operational changes, LeeTran should assess the factors affecting the operation of the route. Factors to be reviewed and assessed by LeeTran include the following:

1. **Data collection** – Verify that data is being reported correctly.
2. **Seasonal fluctuations** – Compare changes in system performance with seasonal travel factors.
3. **Operating conditions** – Determine whether any changes to the operating conditions of the route have affected its performance (i.e., new development, roadway improvements, etc.).
4. **Survey bus operators** – Contact bus operators to gather insight on any on-road problems. This can be completed by initially speaking to shift supervisors.
5. **Cost** – Determine whether there are any unique circumstances affecting the cost of providing the individual routes services. The performance monitoring program is designed to proportionally balance system-wide cost increases.
6. **Ridecheck** – Conduct a ridecheck to determine potential bus stop eliminations, bus stop consolidations, and/or other minor route adjustments.
7. **Marketing** – Increase marketing efforts along the route.

The noted review and assessment factors should be analyzed in order as presented. An effort should be made in determining whether the route is being affected by a temporary or a permanent change. Temporary disruptions in operating conditions should not warrant any change to the route. The routine application of the performance monitoring program will determine whether bus routes need to be reassessed or should be considered for modification.

Additionally, bus route performance may be affected by exogenous variables that are out of the control of LeeTran. In these circumstances, LeeTran should continue to monitor the route's performance based on the guidelines provided in this document. For routes that consistently fall in the Level II category and that score very low within the Level II scoring range (e.g. less than 40%), LeeTran may want to consider applying the Level III decision process noted in the following section of this report.

Level III – Route Modification or Discontinuation

Routes falling in the Level III performance category require a major modification. LeeTran should first conduct an operational assessment to determine what type of operational change should occur. Unlike the assessment tasks outlined for the Level II

performance category, tasks for Level III consist of possible route improvements. Improvements to routes should be considered only after an examination of the scores obtained for each of the performance monitoring program's scoring components (i.e., passenger trips per revenue mile, operating cost per passenger trip, etc.). Examination of those scores will assist in determining what the potential cause(s) of the route's inefficiency is. In addition to the assessment tasks noted for Level II, the following options should be considered by LeeTran for those routes falling in the Level III performance category.

- **Passenger Loading** – Determine whether there are any stops along the route that need frequency improvements or that can be eliminated based on ridecheck data and on driver input.
- **Service area** – Assess whether the route can be realigned to serve nearby transit supportive areas. Transit supportive areas include commercial and retail development and areas with high residential densities. In addition, the 2006 TDP identifies areas of the county with a high transit orientation index.
- **Route truncation** – Assess the cost and ridership implications of reductions in route miles and/or revenue miles.
- **Frequency** – Evaluate the need for headway improvements in the peak hour or all-day.
- **Transfers** – Identify opportunities for increasing the productivity of the route by linking it to other existing routes.
- **Schedule adjustment** – Consider the need to adjust the route's service span.
- **Other Operational Improvements** – Other operational improvements, such as short-turning, route branching, and through-routing should be considered as options for poorly performing routes.

Prior to implementing any route changes, notice to the public must be provided. LeeTran should follow its established policy for notifying and implementing major route modifications.

Reassessment of the route should indicate whether changes have resulted in an improvement in performance. If not, other financially and politically feasible route changes should be considered, if any. It is recommended that LeeTran implement major modifications to or discontinue routes that fall in the Level III category for six (6) consecutive quarters, assuming that efforts to improve a problematic route have been made. If after six consecutive analysis periods a route scores in the Level III category and all feasible alternative improvements have been exhausted, LeeTran staff should confer with the TGC regarding possible discontinuation of the route and redistribution of resources to more cost effective and/or productive transit service areas. After gathering input and feedback from the TGC, staff can elect to continue operating the service or

recommend to the Lee County Board of County Commissioners (BOCC) to discontinue the service. The BOCC has the responsibility of making the final decision on any route elimination.

The performance monitoring program is a useful and important tool in assessing transit system performance and in assisting transit operations planning and programming. However, LeeTran should exercise caution in interpreting the performance of routes falling within the Level II and Level III categories. As mentioned previously, there are other objectives of transit that are not measured or reflected through the performance monitoring program. For instance, the performance monitoring program does not address several relevant considerations, such as taxpayer and public opinions about the agency, passenger satisfaction with regard to levels of service, quality of planning, and contributions to economic development, among others. In addition, the performance monitoring program also does not measure several aspects of quality of service, including vehicle cleanliness and comfort, operator courtesy, on-time performance, frequency of service, and geographic coverage of the service.

Finally, it should be noted that this performance review mechanism does not necessarily provide information regarding which aspects of performance are controlled by LeeTran and which are not. For example, local policy decisions such as land use, urban design, parking, and zoning that ultimately affect the overall performance of the transit system are out of LeeTran's control. On the other hand, operator skills and experience, employee morale, service design and marketing can be controlled and regulated by LeeTran.

APPENDIX H
FAREBOX RECOVERY RATIO REPORT

Annual Farebox Recovery Ration Report – August 2011
Lee County Transit (LeeTran) – Fixed Route System
Lee County, Florida

Current Farebox Recovery Ratio

The farebox recovery ratio (FRR) for LeeTran, the public transportation provider for Lee County, was 15.2 percent in FY 2010. The background with regard to the farebox recovery ratio includes the following.

PRIOR YEAR FARE STUDIES AND CHANGES

In FY 2008, the regular fare was increased from $1.00 to $1.25, and the discounted fare from $0.50 to $0.60. While LeeTran recognized that some initial ridership reduction would occur with the fare increases, this was believed to be temporary, and total fare receipts would increase with the change in fares. Trend analysis results show a 6.7 percent increase in the operating ratio between 2005 and 2009. It important to note, that the increase between FY 2007 and FY 2010 was almost 30 percent, from 11.7 percent to 15.2 percent. That percent change is reflective of the impact of the fare increases implemented in FY 2008.

STRATEGIES THAT WILL AFFECT THE FAREBOX RECOVERY RATIO

The 2011 Transit Development Plan (TDP) update identifies strategies that will be used to maintain or increase the farebox recovery ratio, including the following:

- Monitor key performance measures for individual fixed-routes.
- Ensure that transit serves major activity centers, potentially increasing the effectiveness of service.
- Increase ridership by continuing to transition transportation disadvantaged and ADA patrons to fixed-route service.
- Increase ridership through enhanced marketing and community relations activities.
- Minimize costs required to operate and administer transportation services.
- Determine the most cost-effective service type on all major corridors given demand, routings, and coverage areas.

LeeTran Fare Structure (FY 2011)

Customer Type	Fare Type	Current Fare
Adult - Regular Fare	Cash Fare	$1.25
	All-Day Pass	$3.50
	12-Trip Pass	$12.50
	7-Day Pass	$12.50
	31-Day Pass	$35.00
Discount Fare	Cash Fare (Half Fare)	$0.60
	12-Trip Pass	$6.00
	7-Day Pass	$10.00
	31-Day Pass	$20.00