



EVOLVE

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LeeTran – Lee County Transit TRANSIT DEVELOPMENT PLAN

Final Report

November 2020

PREPARED BY



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SECTION 1 INTRODUCTION

The Lee County Board of County Commissioners currently provides public transportation through the Lee County Transit Department, also known as LeeTran, which provides mobility services that consist of local and regional fixed-route bus services in the county, as well as complementary paratransit services, and connects to Collier County.

LeeTran initiated this study in coordination with the Board of County Commissioners to update LeeTran's Transit Development Plan (TDP). According to Florida Administrative Code (F.A.C.) Rule 14-73.001 – Public Transportation, *"The TDP shall be the applicant's planning, development and operational guidance document to be used in developing the Transportation Improvement Program and the Department's Five Year Work Program."* The TDP serves as the strategic guide for public transportation in the county during the next 10 years and represents the transit agency's vision for public transportation in its service area during this period.

Objectives of this Plan

Transit is a vital part of the fabric of the transportation network in Lee County, so continually seeking to consider how it should evolve in the future is critically important. The main objective of this study, which was conducted concurrently with LeeTran's 2020 Comprehensive Operations Analysis (COA), is to develop a major update to the currently adopted TDP for LeeTran services in Lee County, as currently required by State law. Upon completion, this TDP major update will result in a 10-year vision plan for transit and mobility needs, cost and revenue projections, and community transit goals, objectives, and policies. In this fashion, the development of the TDP will help LeeTran continue to be a desired service that supports the broader local and regional multimodal transportation network goals and create a crucial link between a transit system and the livability and equity in the communities that it serves. As the demand for a more robust transportation network outgrows the current capacity, LeeTran will be able to assist in the improvement of the overall transportation network in Lee County.

It should be noted that findings from the LeeTran COA, which has resulted in many operational changes that impact the TDP in the early years of the TDP planning timeframe, have been incorporated into this TDP, as intended by LeeTran.

Evolve, LeeTran's branding for this Major TDP update, was also developed in coordination with the development of the Lee County Metropolitan Planning Organization (MPO) 2045 Long Range Transportation Plan (LRTP). An LRTP is a strategic plan, with at least a twenty-year planning horizon, that identifies transportation facilities (including major roadways, public transportation facilities, intercity bus facilities, multimodal and intermodal facilities, non-motorized transportation facilities and intermodal connectors) that function as an integrated metropolitan transportation system. LRTPs are guided by federal and state requirements and are developed based on the mobility demand of people and goods as a result of the projected growth, development, and financial resources. Projects are prioritized to develop a fiscally constrained plan.

TDPs and LRTPs are directly related since transit capital/infrastructure projects and operating and maintenance costs from the TDP are incorporated into the LRTP. Projects identified in LeeTran’s TDP will be integrated into the Lee MPO 2045 LRTP and also be used in developing the Transportation Improvement Program and the Florida Department of Transportation (FDOT) Five Year Work Program. Funded projects in the TDP will fall into the first two priorities (Priority I and Priority II) of the LRTP. Unfunded projects in the TDP and additional transit projects identified by the MPO will also be incorporated into years beyond 2030 (Priorities III and Priority IV) or as unfunded needs.

TDP Requirements

As a recipient of state Public Transit Block Grant funds, the FDOT requires a major update of the LeeTran TDP every five years to ensure that the provision of public transportation is consistent with the mobility needs of the local communities. FDOT formally adopted the current requirements for TDPs on February 20, 2007. Major requirements of the regulation include the following:

- Major updates must be completed every 5 years, covering a 10-year planning horizon.
- A Public Involvement Plan (PIP) must be developed and approved by FDOT or consistent with the approved MPO public participation plan.
- FDOT, the Regional Workforce Development Board, and the MPO must be advised of all public meetings at which the TDP is presented and discussed, and these entities must be given the opportunity to review and comment on the TDP during the development of the mission, goals, objectives, alternatives, and 10-year implementation program.
- Estimation of the community’s demand for transit service (10-year annual projections) using the planning tools provided by FDOT or a demand estimation technique approved by FDOT.

The Florida Legislature added an additional requirement for the TDP in 2007 with the adoption of House Bill 985. This legislation amended Florida Statutes (F.S.) 341.071, requiring transit agencies to “... specifically address potential enhancements to productivity and performance which would have the effect of increasing farebox recovery ratio.” FDOT subsequently issued guidance requiring the TDP and each annual update to include a 1–2-page summary report as an appendix to the major or annual TDP report on the farebox recovery ratio and strategies implemented and planned to improve it.

TDP Checklist

This TDP Update meets the requirements for a TDP major update in accordance with Rule Chapter 14-73, F.A.C. Table 1-1 is a list of TDP requirements from Rule 14-73.001 and indicates whether or not the item was accomplished as part of the LeeTran TDP, as well as its location within this 10-year plan.

Table 1-1: TDP Checklist

Public Involvement Process		TDP Section
✓	Public Involvement Plan (PIP) drafted	5 & Appendix D
✓	PIP approved by FDOT	5 & Appendix D
✓	TDP includes description of Public Involvement Process	5
✓	Provide notification to FDOT	5 & Appendix D
✓	Provide notification to Regional Workforce Board	5 & Appendix D
Situation Appraisal		
✓	State and local transportation plans	6
✓	Other governmental actions and policies	6
✓	Land use and urban design	6
✓	Travel behavior and patterns	6
✓	Public involvement	6
✓	Socioeconomic trends	6
✓	Organizational attributes and funding	6
✓	Technology and innovation	6
✓	Regional coordination	6
✓	10-year annual projections of transit ridership using approved model TBEST	8
✓	Assessment of land uses and urban design patterns that support/hinder transit service provision	6
✓	Calculate farebox recovery	4 & Appendix C
Mission and Goals		
✓	Provider's vision	7
✓	Provider's mission	7
✓	Provider's goals	7
✓	Provider's objectives	7
Alternative Courses of Action		
✓	Develop and evaluate alternative strategies and actions	9
✓	Benefits and costs of each alternative	9&10
✓	Financial alternatives examined	9
Implementation Program		
✓	Ten-year implementation program	10
✓	Maps indicating areas to be served	9
✓	Monitoring program to track performance measures	10 & Appendix E
✓	Ten-year financial plan listing operating and capital expenses	10
✓	Capital acquisition or construction schedule	10
✓	Anticipated revenues by source	10
Relationship to Other Plans		
✓	Consistent with Florida Transportation Plan	6
✓	Consistent with local government comprehensive plan	6
✓	Consistent with regional transportation goals and objectives	6
Submission		
✓	Adopted by Lee County Board of County Commissioners	
✓	Submitted to FDOT	

Organization of Report

Including this **Introduction**, this report consists of 11 sections to lay out LeeTran’s vision for the next decade in a reader-friendly manner. The remaining sections are described briefly below.

Section 2 summarizes the **Operating Environment** for Lee County. This includes a physical description of the study area, a population profile, and demographic and socioeconomic profiles including transportation ownership, workforce, and journey-to-work characteristics. It also includes a review of economic conditions and tourism information. Land use trends, major transit trip generators and attractors, existing roadway conditions, major employers, and new developments also are explored. Combined with the next three sections, the information compiled under this section provides the basis for more-detailed analysis presented in subsequent sections of the TDP.

Section 3 summarizes the **Existing Services** for LeeTran. The analysis documents the current fixed-route services using National Transit Database (NTD) information, a repository of national transit data, presenting a detailed examination of operating performance for fixed-route services and other public transportation services within Lee County.

Section 4 presents the **Trend and Peer Analysis**, where the Trend Analysis reviews the most recent five years of system performance data while the Peer Review provides an opportunity for LeeTran to compare its system-wide effectiveness and efficiency indicators with peer transit systems to determine how well LeeTran is performing compared to similar transit agencies.

Section 5 summarizes the **Public Involvement** activities undertaken for the TDP. This includes a review of all outreach efforts completed and summaries of key themes and needs discussed as part of each outreach event. The preferences of the community with respect to current and future mobility needs, as served through transit, are reviewed and combined into a robust assessment of how LeeTran services might be improved during the planning period.

Section 6 presents the **Situation Appraisal**, which reviews the current overall planning and policy environment within the county to better understand transit needs. First, a review of local plans and documents is presented; assessment of these plans helps to identify and evaluate applicable federal and state policies, as well as local community goals and objectives, that relate to transit and mobility. Then, the appraisal examines the strengths and weaknesses of the system, as well as any existing threats to the provision of service in the county and key opportunities for addressing those threats and/or enhancing the transit-friendliness of the operating environment. Included in this section are detailed reviews of existing socioeconomic and travel behavior trends, public involvement, land use and urban design, organizational attributes, funding, technology, and regional coordination.

Section 7 identifies **Goals and Objectives** to serve as a policy guide for implementation of the TDP. A review of the goals and objectives outlined in the previous TDP major update as well as a closer look at the situation appraisal was completed to update the current goals, objectives, and policies.

Section 8 presents the results of a **Transit Demand and Accessibility Assessment**, summarizing the various demand and mobility needs assessments conducted as part of the TDP. The market assessment

includes an examination of potential service gaps and latent demand using the GIS-based tools. In addition, the demand for ridership also is analyzed using FDOT-approved ridership forecasting software. A transit accessibility assessment also is conducted to provide LeeTran with an understanding of the reach of its services within a set time window.

Section 9 discusses the **Transit Needs Development**, followed by an **Alternatives Evaluation** process used to assess the identified improvements for the TDP. The identified improvements for LeeTran services represent the transit needs for the next 10 years and were developed without consideration of funding constraints. The identified service improvements were prioritized using an evaluation process developed to assess and rank the transit service alternatives. The resulting ranking of alternatives is used to help develop the 10-year implementation plan, presented in the next section.

Section 10 summarizes the recommended **10-Year Transit Plan** developed for LeeTran's transit services. The plan shows the recommended service and capital/technology/policy improvements, as well as the unfunded needs. It also includes a discussion of the revenue assumptions and capital and operating costs used. Thereafter, the 10-year phased implementation plan for the TDP is summarized.

Section 11, a new chapter that FDOT has encouraged agencies to add with its most recent *TDP Handbook Update*, summarizes the potential action steps and techniques/approaches that LeeTran may take to help facilitate **Plan Implementation and Coordination** beyond the adoption of the TDP. This section identifies implementation strategies and ways to make use of the various relationships, tools, and outreach materials from the TDP process to continue to build support for the implementation of the 10-Year Plan.

SECTION 2 OPERATING ENVIRONMENT

Transit service functions best in an environment when it responds appropriately to the regulatory, geographic, environmental, land use, developmental, political, and socio-economic factors present within the operating service area. All of these factors can impact the provision of services at varying levels, so it is crucial for transit service providers to understand them.

The purpose of this section is to analyze and present relevant baseline conditions data to help gain a better understanding of the environment in which the transit system is currently operating. Figure 2-1 shows the key components that were reviewed as part of this assessment.

Figure 2-1: Components of LeeTran’s Operating Environment



A series of user-friendly maps, figures, and tables is used to illustrate these baseline conditions in the remainder of this section. Data from various local, state, and national sources were used, including but not limited to the US Census Bureau; the Bureau of Economic and Business Research (BEBR) at the

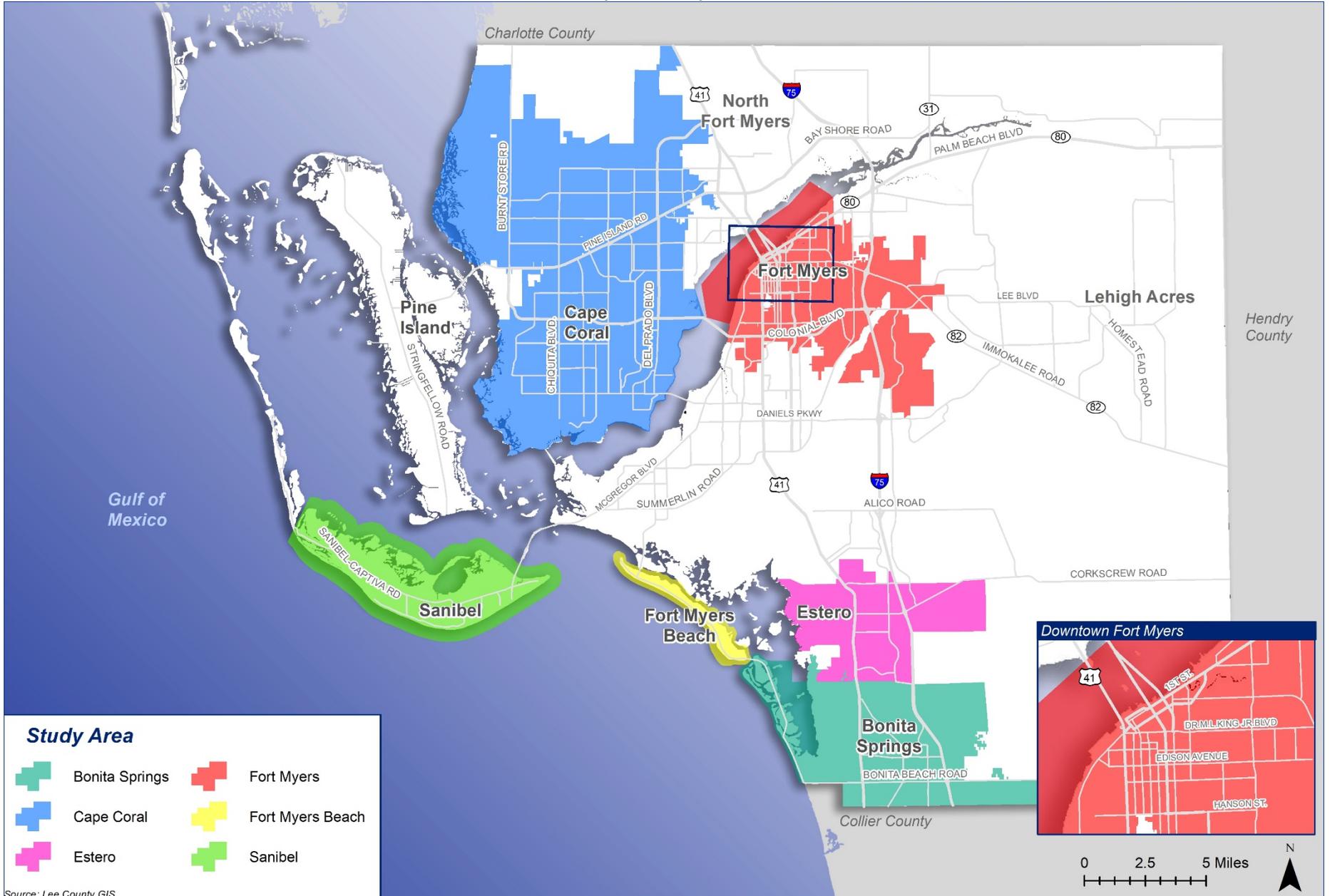
University of Florida; FDOT; and LeeTran, Lee County, and the Lee County Metropolitan Planning Organization (MPO). These data were supplemented by other data from local and regional agencies, as available.

Description of Study Area

The study area for the TDP, as shown in Map 2-1, is the entirety of Lee County. The county is located in Southwest Florida and 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 includes six incorporated municipalities: City of Fort Myers (the county seat and the second largest in population), City of Bonita Springs, City of Cape Coral (the largest in population), Town of Fort Myers Beach, City of Sanibel, and Village of Estero. In addition, there are 31 Census Designated Places within the County, including places like Lehigh Acres, San Carlos Park, and North Fort Myers, among many others. Lee County covers 785 square miles of land area with approximately 900 people per square mile. There are five major roadways that intersect Lee County: I-75, US 41, SR 31, SR 80, and SR 82. Lee County considers its 47 miles of beaches to be the number one environmental and economic asset.



Map 2-1: Study Area



Population Profile and Trends

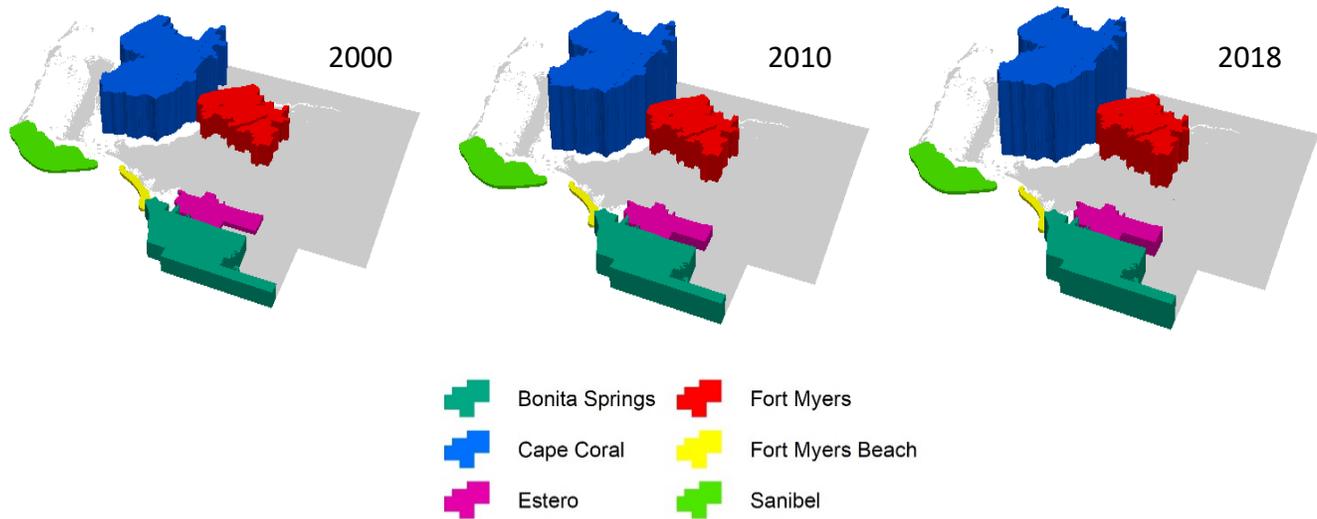
Population information from the 2000 and 2010 Censuses, supplemented with information from the 2019 American Community Survey (ACS) with 5-Year Estimates (2014-2018), were used to develop a population profile for Lee County. As shown in Table 2-1, the population of the study area increased 63 percent from 2000 to 2018, from 440,888 to 718,679. From 2000 to 2018, the labor force also grew at almost the same rate at approximately 61 percent. A review of population trends also was conducted for the incorporated municipalities within Lee County. The trend analysis includes Bonita Springs, Cape Coral, Estero, Fort Myers, Fort Myers Beach, and Sanibel for the 2000, 2010, and 2018 time periods (Figure 2-2). While Cape Coral continues to have the largest population, Estero has experienced higher growth rates for population, households, and workers than the rest of the county. Fort Myers Beach experienced the lowest growth in population and household growth among these municipalities and exhibited the only loss (-19 percent) in employment since 2000. Overall, population and the number of workers has grown significantly since 2000, although the number of households has grown at a slightly slower rate; these trends suggest that the County is becoming denser over time.

Table 2-1: Lee County Population, Household, and Employment Profile and Trends, 2000-2018

Characteristic	2000	2010	2018	% Change 2000–2018	% Change 2010–2018
Population	440,888	618,754	718,679	63%	16%
Bonita Springs	32,797	43,857	53,812	64%	23%
Cape Coral	102,286	154,305	178,593	75%	16%
Estero	9,261	21,392	32,220	248%	51%
Fort Myers	48,208	62,298	76,591	59%	23%
Fort Myers Beach	6,561	6,277	6,966	6%	11%
Sanibel	6,064	6,469	7,224	19%	12%
Unincorporated	235,711	324,156	363,273	54%	12%
Households	188,599	259,818	271,861	44%	5%
Bonita Springs	14,807	15,509	22,074	49%	42%
Cape Coral	40,768	60,767	64,981	59%	7%
Estero	4,608	10,444	14,716	219%	41%
Fort Myers	19,107	24,968	29,111	52%	17%
Fort Myers Beach	3,425	3,444	3,609	5%	5%
Sanibel	3,049	3,359	3,678	21%	9%
Unincorporated	102,835	141,327	133,692	30%	-5%
Workers	182,581	250,778	293,718	61%	17%
Bonita Springs	13,283	16,307	19,768	49%	21%
Cape Coral	46,914	67,664	79,156	69%	17%
Estero	3,020	7,231	11,163	270%	54%
Fort Myers	20,079	26,557	32,263	61%	21%
Fort Myers Beach	2,455	2,564	1,993	-19%	-22%
Sanibel	2,015	2,022	2,243	11%	11%
Unincorporated	94,815	128,433	147,132	55%	15%

Source: 2000 Census, 2010 Census, and American Community Survey 2014-2018 5-Year Estimates

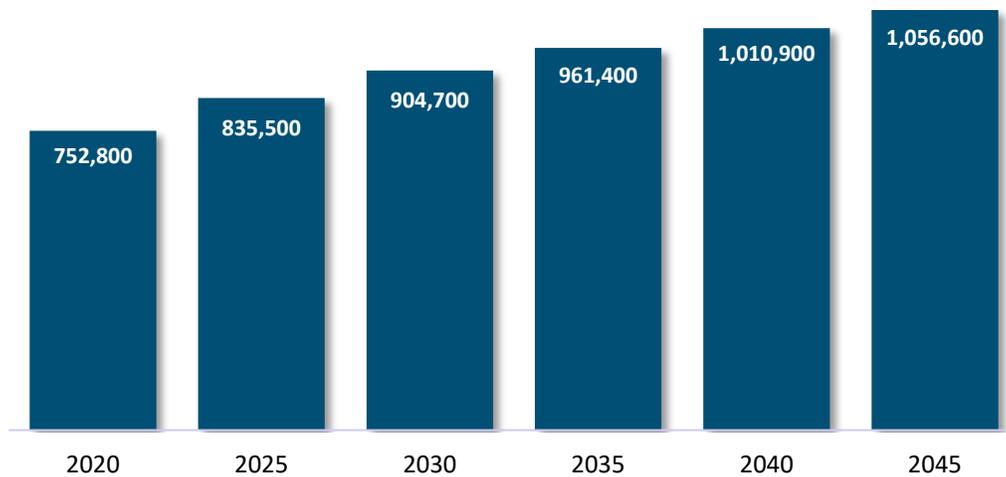
Figure 2-2: Population Growth in Lee County Municipalities, 2000-2018



Source: 2000 Census, 2010 Census, and American Community Survey 2014-2018 5-Year Estimates

According to BEBR’s 2020 population estimates, Lee County’s population is projected to grow approximately 20 percent by 2030, from 752,800 to 904,700. Lee County will grow to over one million residents, a 40 percent increase, by 2045. Figure 2-3 shows the population estimations for Lee County from 2020 to 2045.

Figure 2-3: Projected Population, 2020-2045



Source: Bureau of Economic and Business Research (BEBR)

Population and Employment Densities

Population Density

Population density is often one of the key indicators of a healthy transit market. In terms of an area's transit market, areas of high population density have the capability to provide more residents within the traditional ¼-mile walk ridershed of a single bus stop. Additionally, areas with high population density often are associated with uses that promote multimodal transit use and amenities that promote pedestrian and bicycle activity.

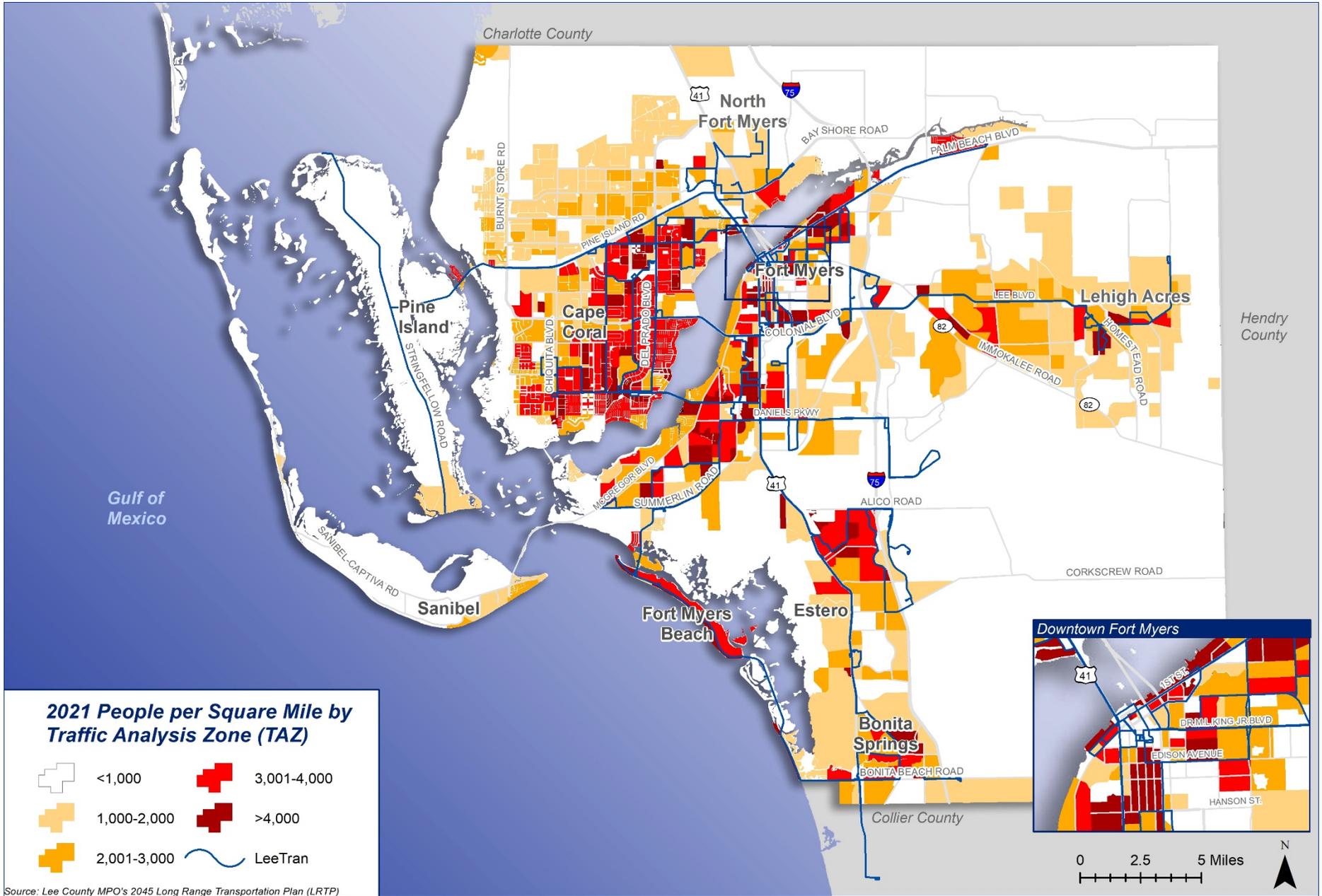
Lee County currently has a countywide average of 900 persons per square mile, with much higher densities in the city areas and much lower densities in rural unincorporated areas. Map 2-2 shows the projected population density, persons per square mile by Traffic Analysis Zone (TAZ) for 2021 (TDP base year), calculated based on socioeconomic data that were developed for the Lee County MPO's 2045 Long Range Transportation Plan (LRTP). Higher-density TAZs (3,000 persons per square mile) are concentrated along the coastline of the Caloosahatchee River in both downtown Fort Myers and Cape Coral, between US 41 and I-75 in Estero, in Fort Myers Beach, and in central Lehigh Acres along Homestead Road. Other areas with density greater than 2,000 persons per square mile are adjacent to the aforementioned areas with higher densities. Map 2-3 shows similar densities forecasted for 2030 (TDP horizon year), with density increasing in already-established areas in and around Cape Coral, Fort Myers, Lehigh Acres, and Estero.

Employment Density

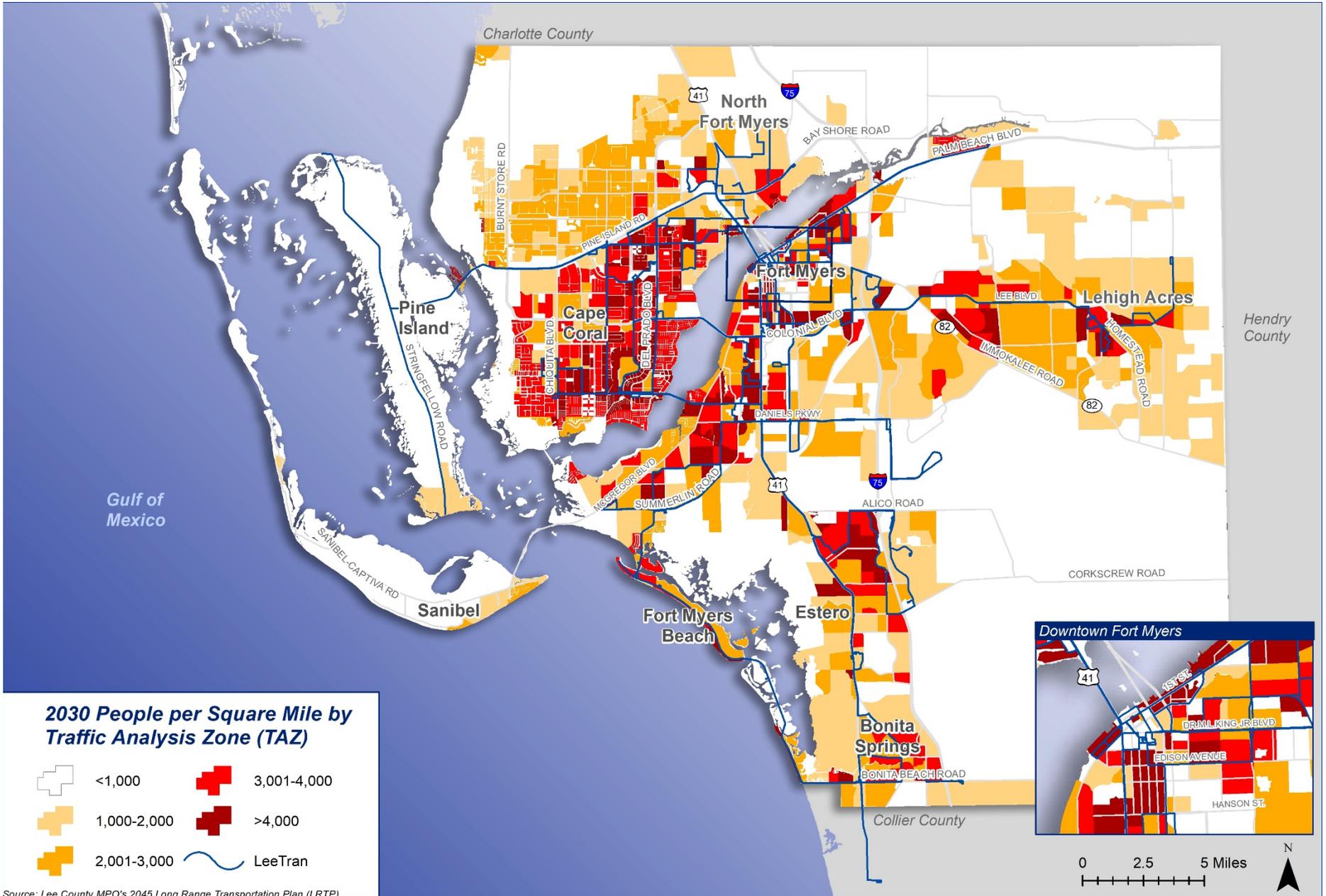
Employment density is another important factor to consider when analyzing a transit market. Areas of high employment density often include activity centers that cluster shopping centers, medical offices, and/or educational centers that attract transit trips. Downtowns also have higher employment densities and often limited parking capacities, which also can help increase transit demand.

Similar to population, Map 2-4 shows the projected employment density, jobs per square mile by TAZ for 2021, calculated based on socioeconomic data that were developed for the Lee County MPO's 2045 LRTP. The highest concentrations of employment density are in Fort Myers along US 41, in downtown Fort Myers, adjacent to Pine Island Road in Cape Coral, in northern Fort Myers Beach, in Lehigh Acres along Homestead Road, and along US 41 in Bonita Springs. These areas report clusters of 2,000 jobs or more per square mile, with some TAZs exceeding 3,000 jobs per square mile. Other areas in the county that report moderate levels of employment density include south Cape Coral along the Caloosahatchee River, adjacent to US 41 in North Fort Myers, along I-75 in central Fort Myers, and along parts of the beaches related to service industry jobs at hotels, restaurants, and other tourism-related destinations in Boca Grande, Captiva, Fort Myers Beach, Pine Island, and Sanibel. These are projected to continue to be high-density employment areas over the next 10 years with some growth adjacent to the established areas (Map 2-5).

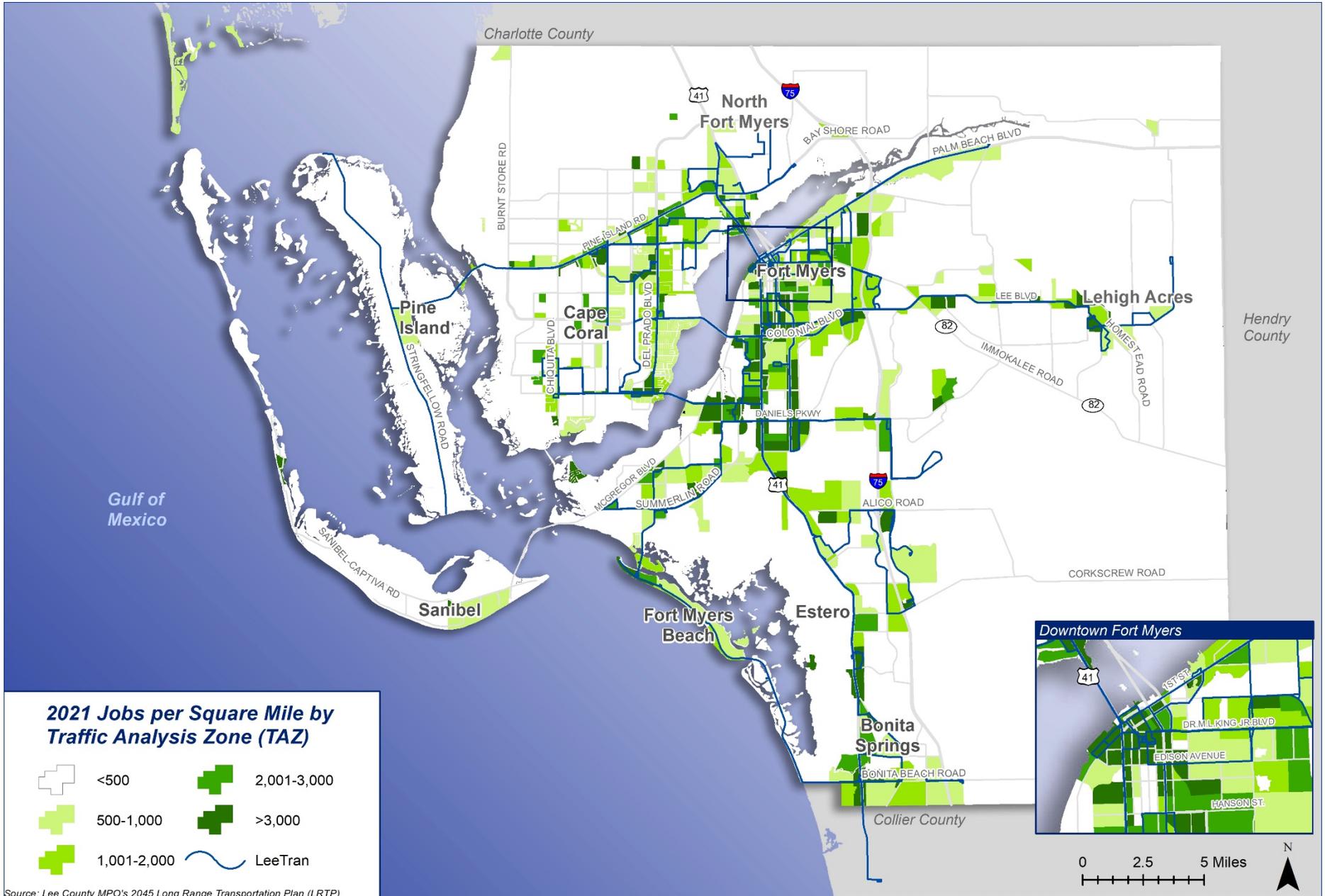
Map 2-2: 2021 Population Density



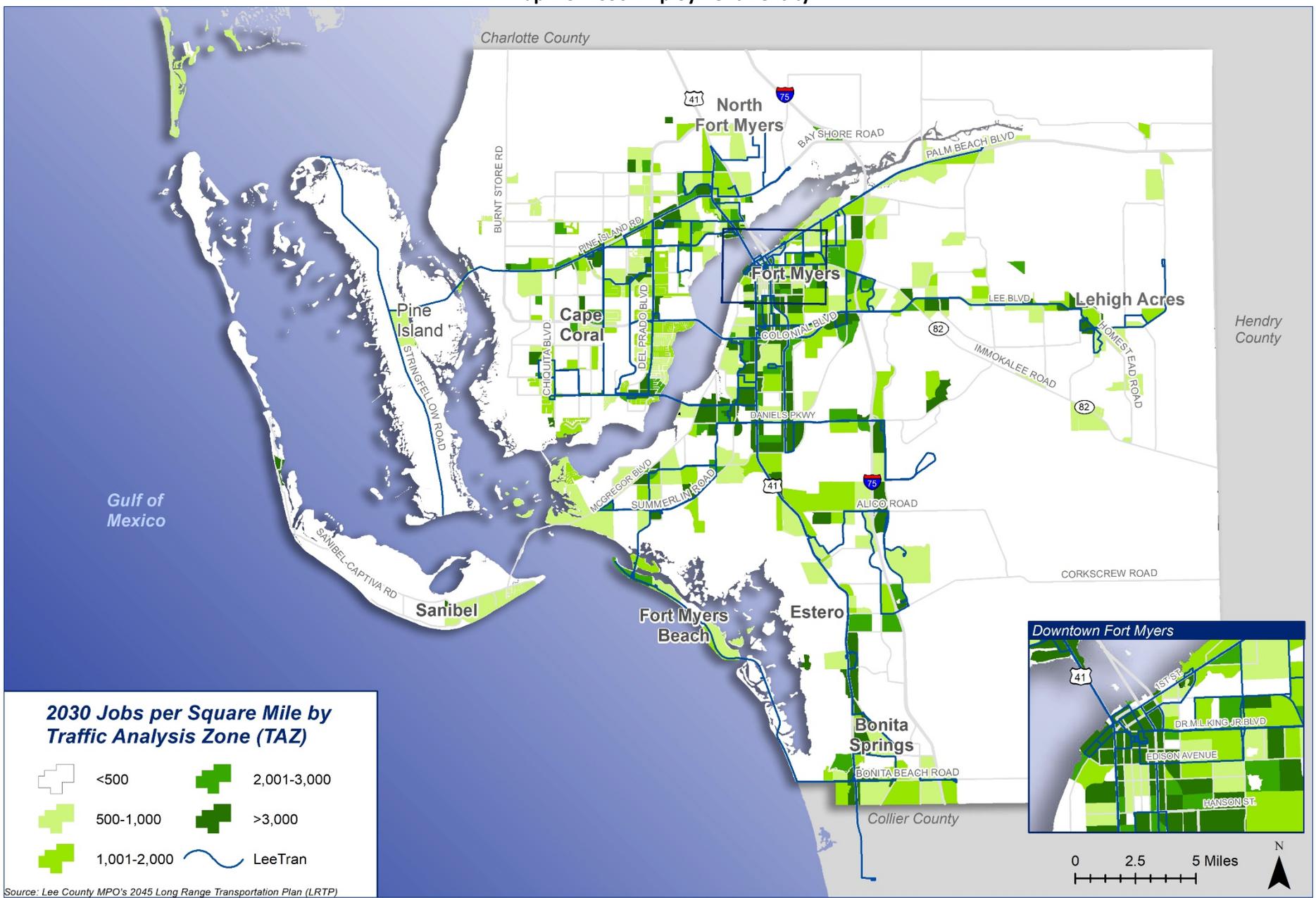
Map 2-3: 2030 Population Density



Map 2-4: 2021 Employment Density



Map 2-5: 2030 Employment Density



Socio-Demographic Characteristics and Trends

In addition to population and employment, the baseline conditions analysis also looked at key demographics such as age distribution, education attainment, labor force, income distribution, racial and ethnic origin, limited English proficiency, and foreign born populations to better understand the community LeeTran serves, as summarized below.

Age Distribution

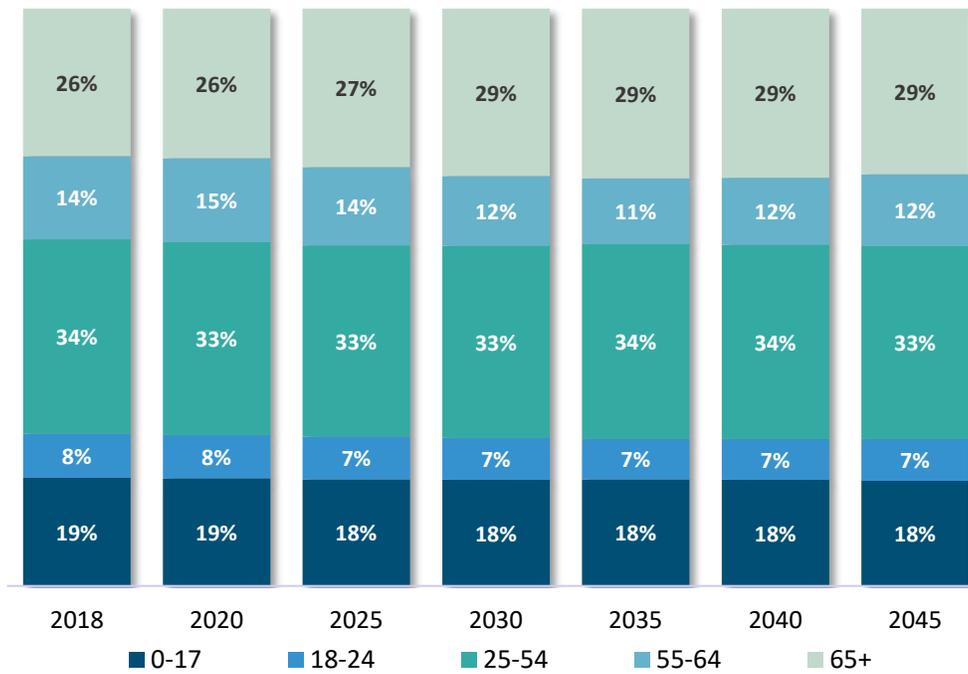
Figure 2-4 illustrates the existing and projected distribution of population by age cohort for Lee County. In 2018, 26 percent of Lee County residents were 65 or older and, by 2045, the percentage of residents age 65 or older is expected to increase to approximately 29 percent of the total population. Growth within this age cohort is an important consideration for transit as a person's ability to drive is often reduced with age, leading to demand for other transportation options. The percentage of residents age 65 and older in Lee County is higher than that of the corresponding cohort in the overall Florida distribution, but will not grow as rapidly.

Millennials, or persons born between 1982 and 2000, generally exhibit the need for different transportation modes and preferences than prior generations. Millennials tend to drive less and desire more choices and flexibility in transit options. Younger adults born after Millennials, referred to as Generation Z, are continuing to exhibit these same preferences, indicating the possibility of a more positive, long-term shift in transit habits. The proportion of adults that are generally defined as Millennials currently comprises 34 percent of the population.

The proportion of the population ages 18–54 is projected to remain relatively steady between now and 2045. This age group represents most working-age residents and adult students, many of whom commute daily to school or work, therefore placing a potentially higher demand for transit options.

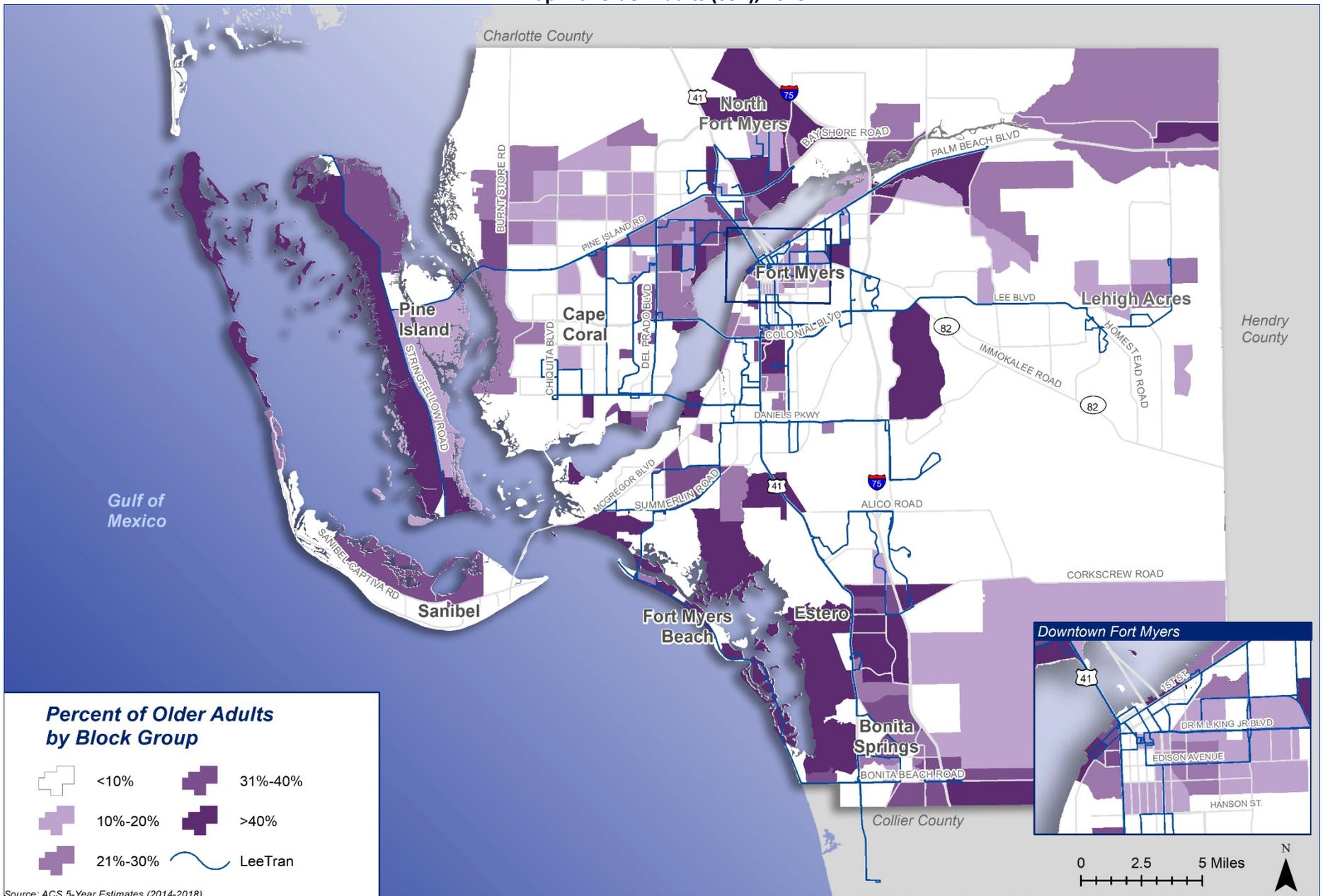
Map 2-6 shows the block groups with higher concentrations of population age 65 and over. Areas within the region with the highest concentrations (over 40% of block group population) of this age group are along the coastline on Pine Island, the barrier island north of Sanibel, Captiva, in Bonita Springs west of US 41 along the coast, between I-75 and US 41 in North Fort Myers, south of Palm Beach Boulevard in east Fort Myers, south of Immokalee Road adjacent to Colonial Boulevard, and on the Collier County line in Bonita Springs.

Figure 2-4: Existing and Projected Age Distribution, 2018-2045



Source: Bureau of Economic and Business Research (BEBR) at the University of Florida 2020 estimates

Map 2-6: Older Adults (65+), 2018



Education Attainment

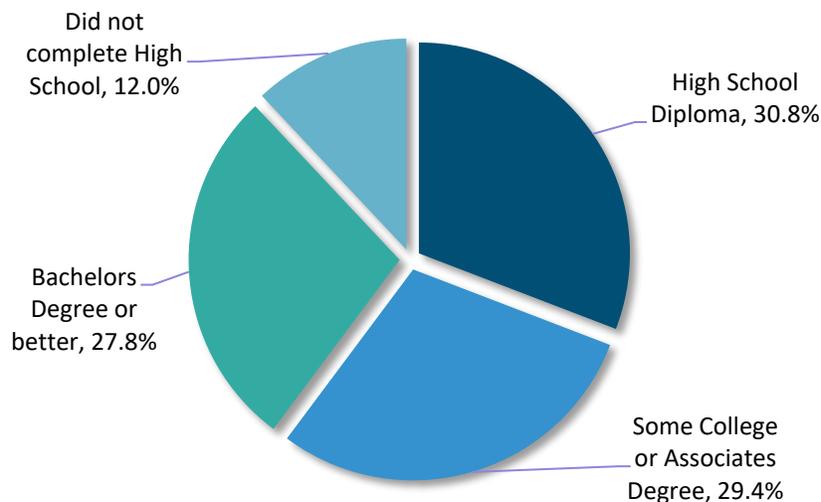
Education level is an important factor in understanding an area’s population make-up. The level of education has been shown to correlate with income, which affects the chances of the population using public transit. Lee County’s education attainment has increased in the last 20 years. Since 2000, the percentage of people that hold bachelor’s degrees or higher has increased by 6.7 percent, from 21.1 percent in 2000 to 27.8 percent in 2018 (Table 2-2). Concurrently, the percentage of people who do not have a high school degree or the equivalent has fallen 5.7 percent, from 17.7 percent in 2010 to 12.0 percent in 2018. Notably, there are two higher education centers within Lee County, which could be a key catalyst for the increase in advanced degrees. Figure 2-5 shows the level of educational attainment Lee County has achieved, according to 2018 estimates.

Table 2-2: Education Attainment, 2010-2018

Degree Type	2000	2018	Change
Bachelor’s Degree or better	21.1%	27.8%	6.7%
Some College or Associates Degree	28.6%	29.4%	0.7%
High School Diploma	32.5%	30.8%	-1.7%
Did not complete High School	17.7%	12.0%	-5.7%

Source: 2000 Census and American Community Survey 2014-2018 5-Year Estimates

Figure 2-5: Education Attainment, 2018



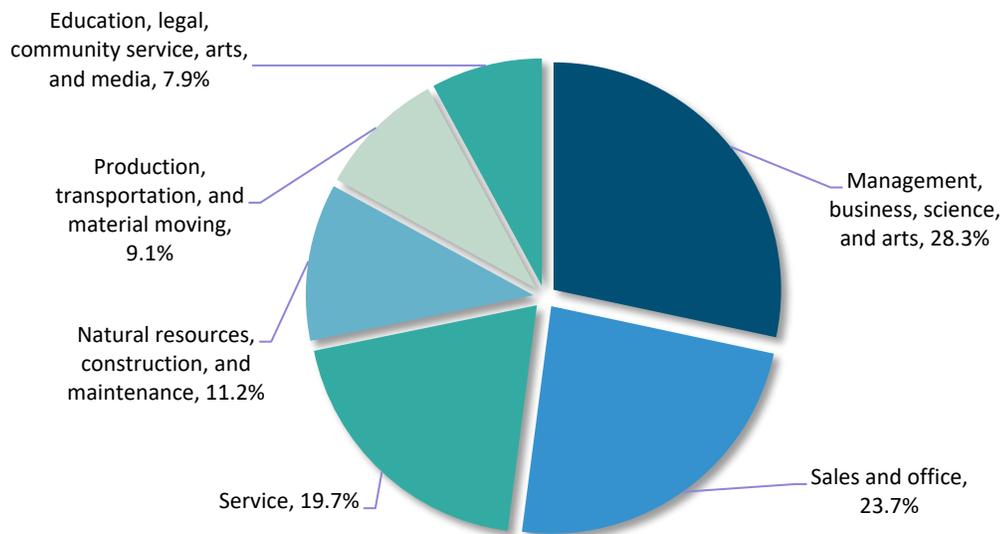
Source: American Community Survey 2014-2018 5-Year Estimates

Labor Force

The type of employment may have an impact on the propensity to use transit and transit service hours may influence the employment of those that are transit dependent. A review of the type of employment present in Lee County was conducted using the 2019 ACS with 5-Year Estimates (2014-2018). In Figure 2-6, the Lee County economy is broken down by its key business sectors/occupations. Based on 2018 data,

the two largest sectors are Management, Business, Science, and Arts occupations (28.3%), followed by Sales and Office occupations (23.7%), making up over half of the county’s employment. The economy is rounded out by Service (19.7%), Natural Resources, Construction, and Maintenance (11.2%), Production, Transportation, and Materials Moving (9.1%), and Education, Legal, Community Service, Arts, and Media (7.9%) occupations.

Figure 2-6: Employment by Occupation, 2018



Source: American Community Survey 2014-2018 5-Year Estimates

It is also important to understand where the workforce in Lee County is most concentrated. The top 10 major employers by number of employees was reviewed for this purpose and are listed in Table 2-3. The largest employer, Lee Health, is the largest non-profit public health system in Florida, including 80 offices within the county. Its services range from outpatient facilities to emergency care, employing more than 13,000 employees and over 4,000 volunteers. Most of the top identified employers are private, creating the large proportion of Management, Business, Science, and Arts jobs. However, care must be used when assessing major employers because, often, some of the largest employers have dispersed employees throughout a county at multiple locations. Examples include Lee Health, the Lee County School District, Publix, Walmart, and McDonald’s.

Table 2-3: Top Employers in Lee County, 2019

Rank	Company	Employment
1	Lee Health	13,595
2	Lee County School District	12,936
3	Lee County Local Government	9,038
4	Publix Super Market	4,624
5	Florida Gulf Coast University	3,430
6	Walmart	3,067
7	City of Cape Coral	2,253
8	Hope Hospice	1,630
9	McDonald's	1,482
10	Florida Southwestern State College	1,441

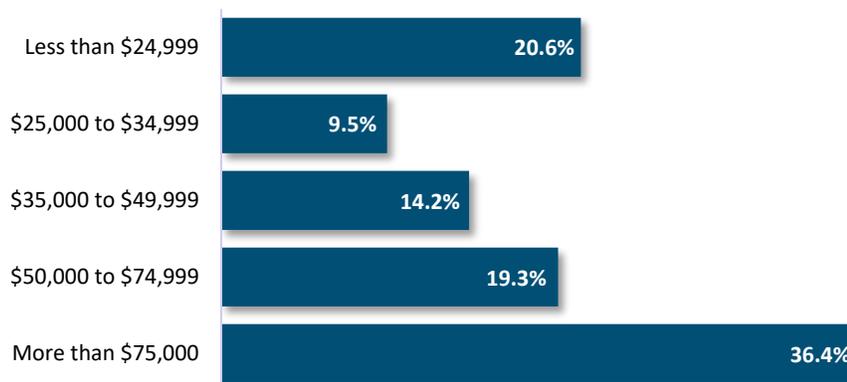
Source: Southwest Florida Economic Development Alliance Income Distribution

Earned annual income also can be a key indicator for determining the potential public transit needs of an area, as low-income populations tend to use transit more than higher income earners. In 2018, 20.6 percent of Lee County's 281,222 households had an annual income of less than \$25,000. The U.S. Census Bureau defines the poverty threshold as under \$25,000 for a family of four with two children. There has also been an increase in the share of family households that are considered below the poverty level, 6.7 percent in 2000 compared to 9.6 percent in 2018, as shown in Table 2-5. Simultaneously, the poverty rate for individuals has increased from 2000 to 2018, 12.0 percent to 14.0 percent, respectively. However, the largest portion of the population earns higher incomes over \$75,000, 36.4 percent (Figure 2-7). Map 2-7 shows the geographic distribution of households that are considered low-income. There is a concentration of low-income households (block groups with more than 60 percent of households) in downtown Fort Myers, south of the Cape Coral Parkway in downtown Cape Coral, in North Fort Myers north of Bayshore Road and adjacent to Del Prado Boulevard, in Lehigh Acres adjacent to Homestead Road, in Boca Grande, and in Captiva.

Table 2-4: Lee County, Poverty Levels, 2000-2018

Population	2000	2018	Change
Family households	6.7%	9.6%	2.9%
Individuals	12.0%	14.0%	2.0%

Figure 2-7: Lee County Income Distribution, 2018



Source: American Community Survey 2014-2018 5-Year Estimates

Race and Ethnic Origin

Lee County is becoming more ethnically diverse. As shown in Table 2-5, from 2010 to 2018, Lee County had a notable decrease in the distribution percentage of residents that identify as White alone (-4.2%). The percentage of Black or African American alone residents rose 0.5 percent, whereas the Asian, American Indian, and Alaska Native distributions changed marginally between 2010 and 2018 (Figure 2-8). The percentage of White Hispanics increased by 4.7 percent, while there was a decrease in the percentage of residents who identify as Other-Hispanics in the same time span (-1.6%).

Map 2-8 shows the geographic distribution of minorities in Lee County. These households are clustered in Lehigh Acres north of SR-82, in downtown Fort Myers, along the coastline of the Caloosahatchee River in Fort Myers, north of Pine Island Road in Cape Coral, in north Captiva, and in east Boca Grande.

Map 2-7: Low Income Households, 2018

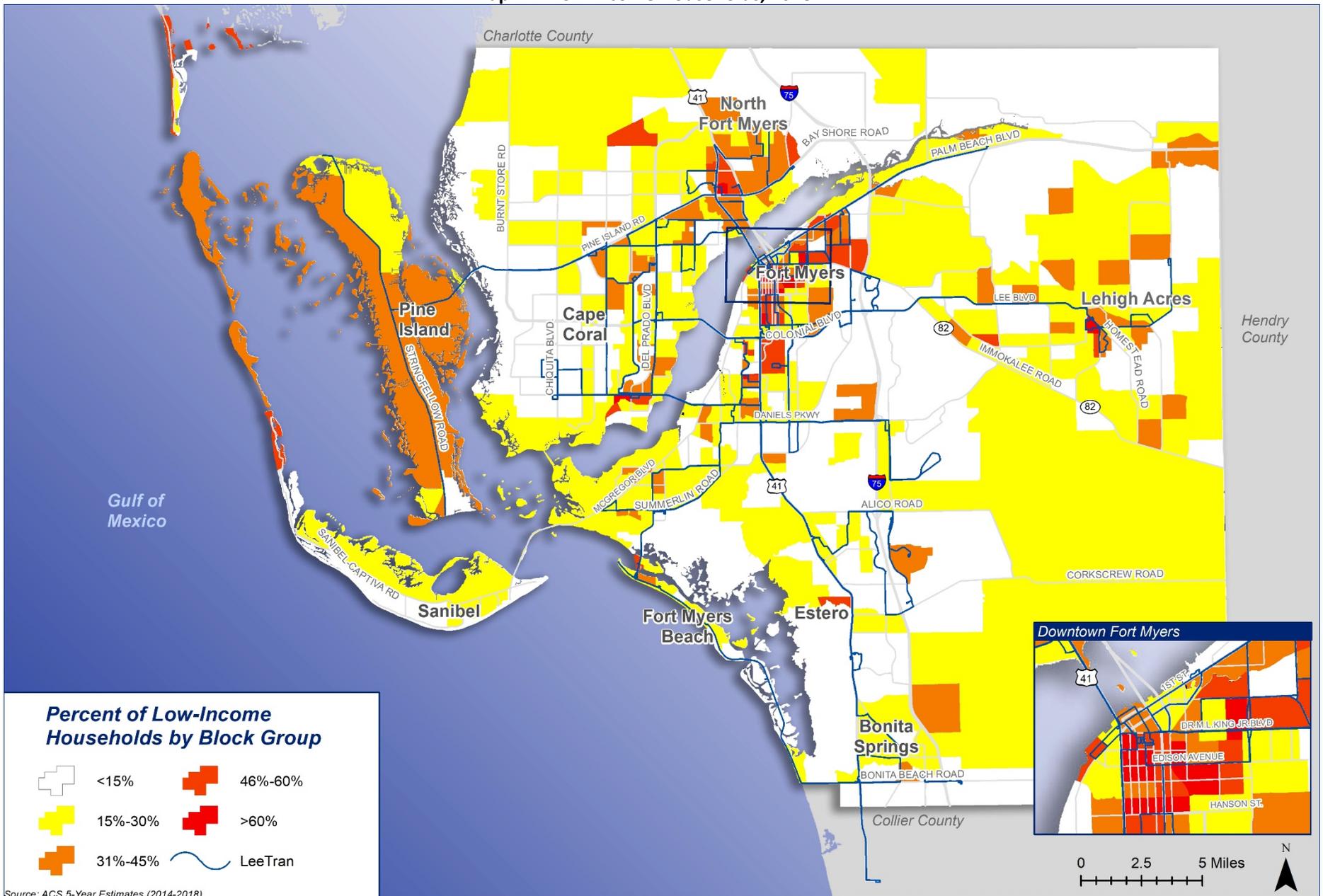
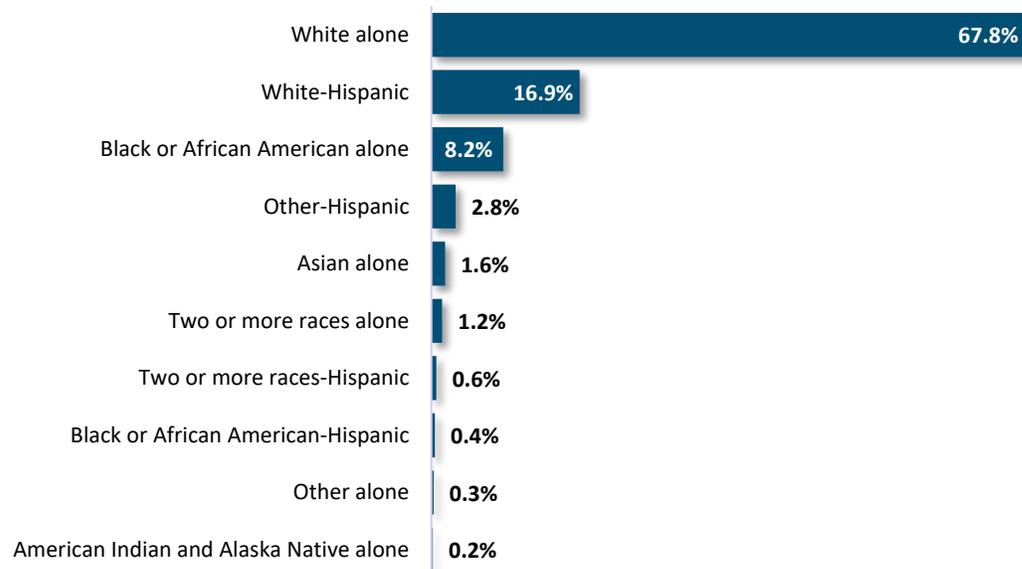


Table 2-5: Race, 2010 and 2018

Race	2010	2018	2010%	2018%	Change
White alone	436,429	487,378	72.0%	67.8%	-4.2%
Black or African American alone	46,553	58,965	7.7%	8.2%	0.5%
American Indian and Alaska Native alone	871	1,181	0.1%	0.2%	0.1%
Asian alone	8,341	11,224	1.4%	1.6%	0.2%
Native Hawaiian and Other Pacific Islander alone	15	211	0.0%	0.0%	0.0%
Other alone	1,889	1,814	0.3%	0.3%	0.0%
Two or more races alone	5,371	8,790	0.9%	1.2%	0.3%
White-Hispanic	73,976	121,748	12.2%	16.9%	4.7%
Black or African American-Hispanic	1,655	2,864	0.3%	0.4%	0.1%
American Indian and Alaska Native-Hispanic	749	149	0.1%	0.0%	-0.1%
Asian-Hispanic	187	157	0.0%	0.0%	0.0%
Native Hawaiian and Other Pacific Islander-Hispanic	71	210	0.0%	0.0%	0.0%
Other-Hispanic	26,520	19,892	4.4%	2.8%	-1.6%
Two or more races-Hispanic	3,538	4,096	0.6%	0.6%	0.0%
Total	606,165	718,679	100%	100%	-

Source: 2010 Census and American Community Survey 2014-2018 5-Year Estimates

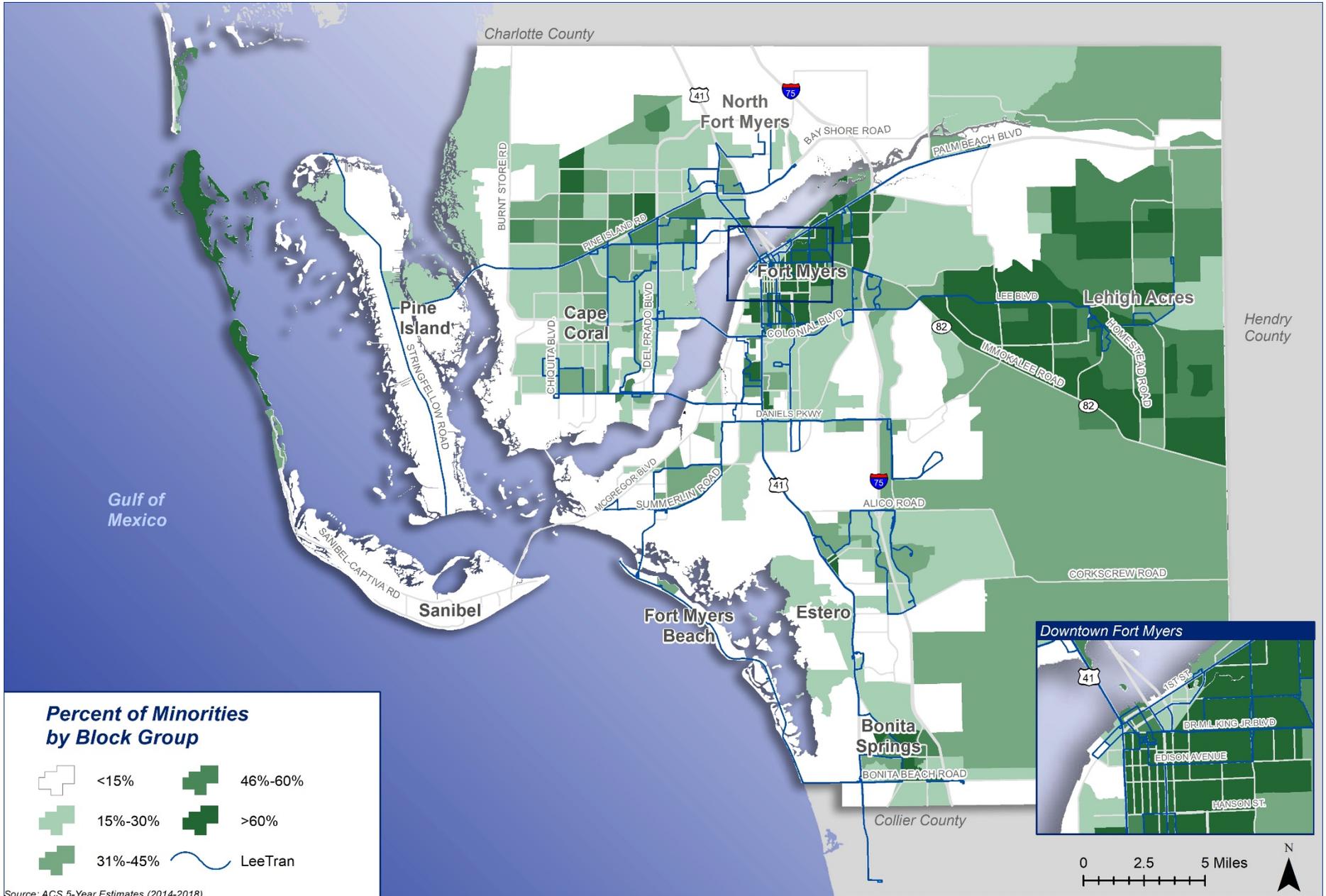
Figure 2-8: Race, 2018



Source: 2010 Census and American Community Survey 2014-2018 5-Year Estimates



Map 2-8: Minorities, 2018



Limited English Proficiency

Transit may also provide Lee County residents with Limited English Proficiency additional means of travel options to services and jobs. In Lee County, the number of residents of Hispanic or Latino origin is increasing, as is the number of people who speak Spanish in some capacity. Map 2-9 shows the geographic distribution of Limited English Proficiency (LEP) households. LEP households are clustered in Fort Myers between the Caloosahatchee River and Palm Beach Boulevard, adjacent to Cape Coral Parkway, north of Immokalee Road in Lehigh Acres particularly near Homestead Road, and in Bonita Springs north of Bonita Beach Road.

Table 2-6: Limited English Proficiency Households, 2018

Language Spoken and Household Status	Number of Households
Total Households in Lee County	281,222
English only	217,812
Spanish:	45,833
Limited English-speaking household	13,370
Not a limited English-speaking household	32,463
French, Haitian, or Cajun:	4,669
Limited English-speaking household	769
Not a limited English-speaking household	3,900
German or other West Germanic languages:	2,386
Limited English-speaking household	511
Not a limited English-speaking household	1,875
Russian, Polish, or other Slavic languages:	2,094
Limited English-speaking household	413
Not a limited English-speaking household	1,681
Other Indo-European languages:	3,667
Limited English-speaking household	571
Not a limited English-speaking household	3,096
Other:	4,761
Limited English-speaking household	1,100
Not a limited English-speaking household	3,661

Source: American Community Survey 2018 1-Year Estimates

Foreign Born Population

In addition to the typical rider markets, foreign born populations, especially from regions with heavy transit usage, also may indicate potential support for transit. Lee County is becoming more diverse, with approximately 16.6 percent of residents born outside the United States, 4 percent higher than the national average. According to the 2019 ACS with 5-Year Estimates (2014-2018), 38.8 percent of transit riders in Lee County are born outside of the United States, a much higher percentage than the Lee county distribution total (Figure 2-9).

Map 2-9: Limited English Proficiency Households, 2018

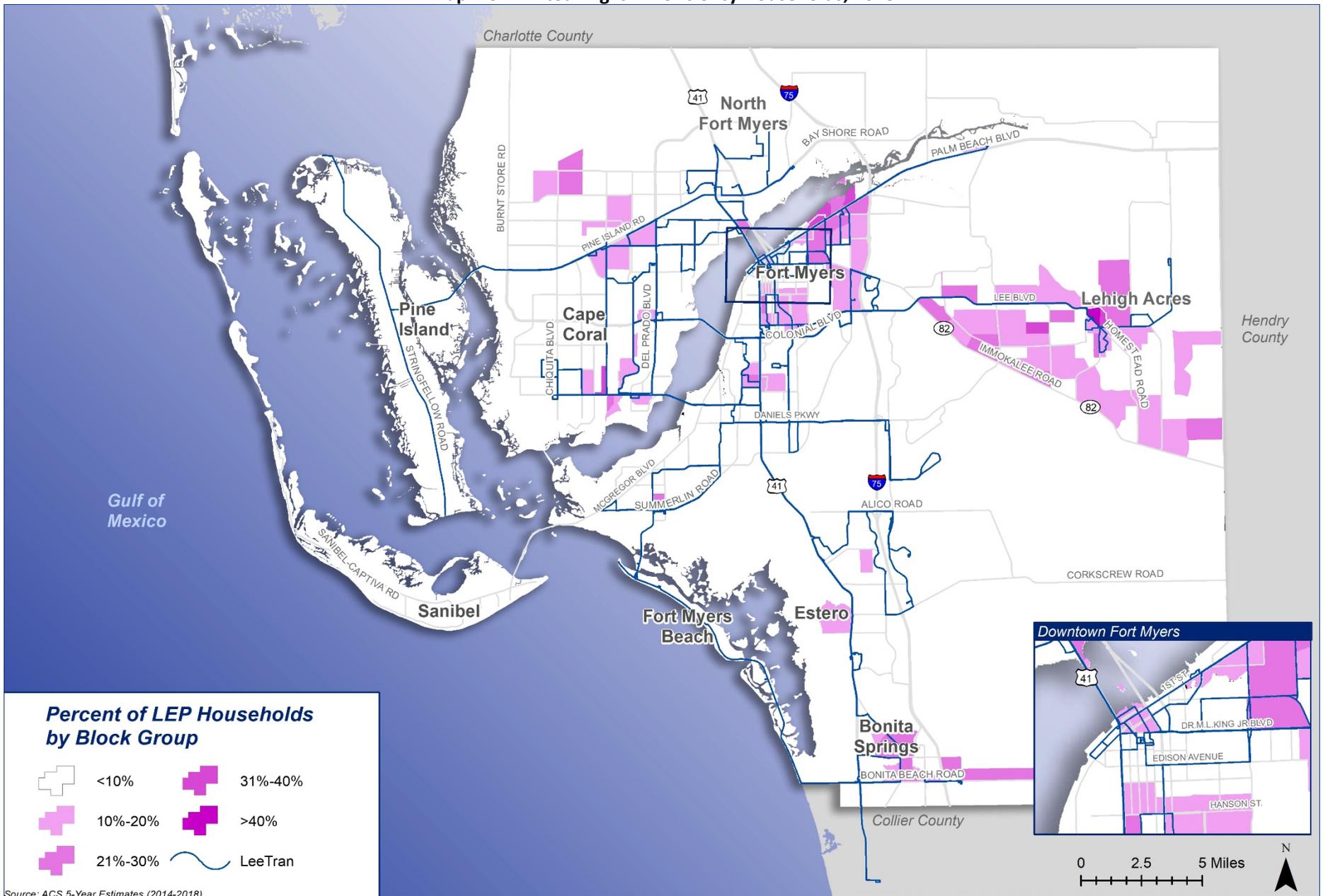
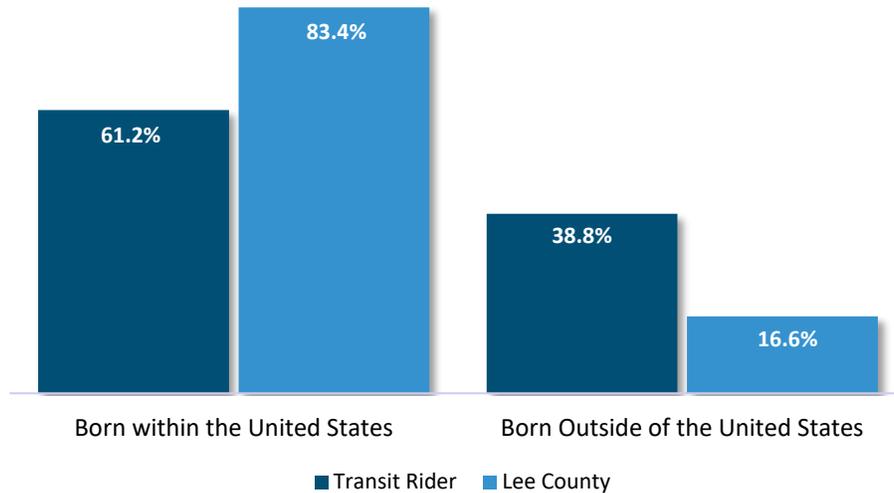


Figure 2-9: Origin, 2018



Source: American Community Survey 2014-2018 5-Year Estimates

Travel Behavior and Commuting Trends

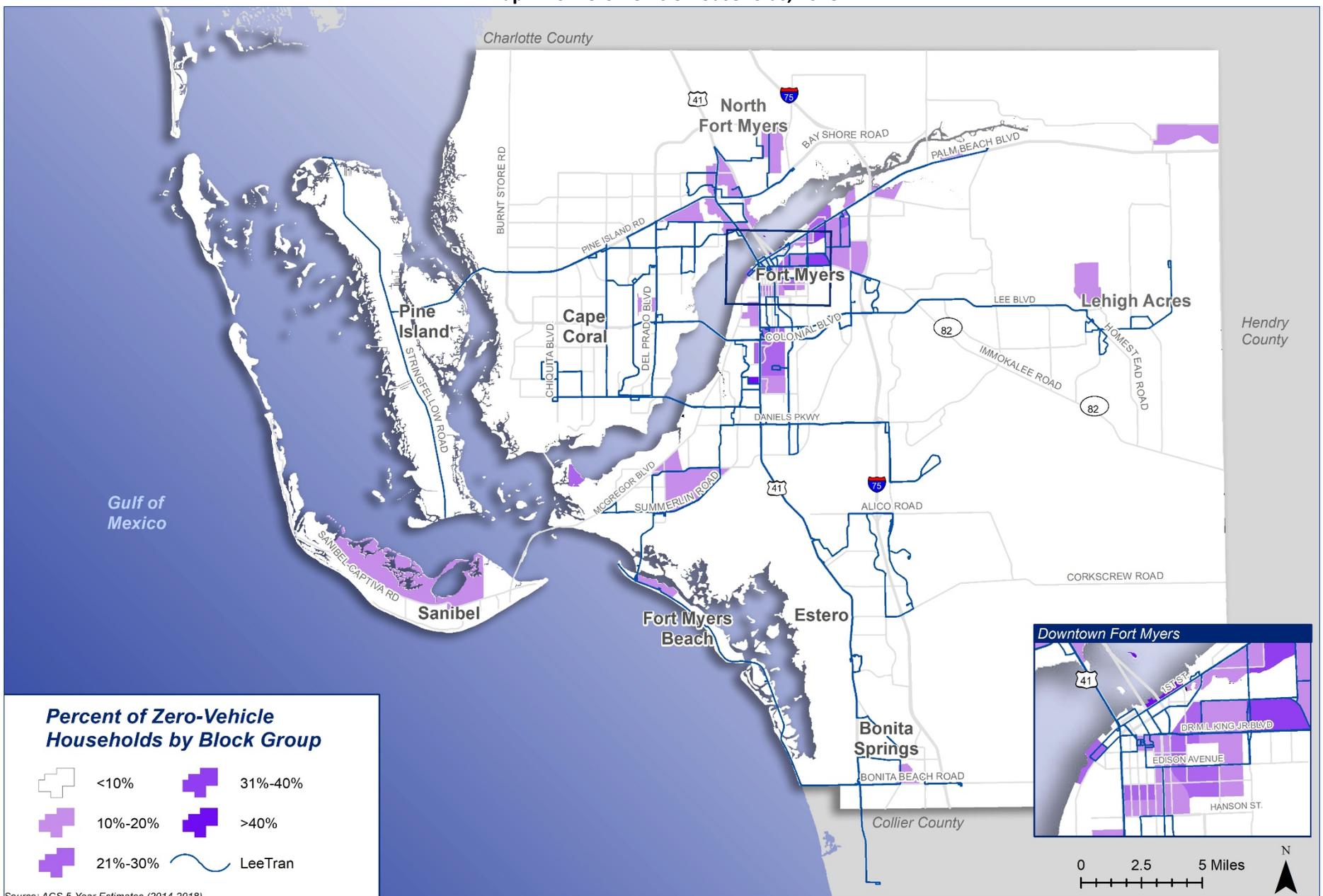
Automobile Ownership

Owning a vehicle can be a significant financial burden, particularly for households already near or below the poverty line. Households that do not own a vehicle are considered “zero-vehicle households” and are more likely to be dependent on public transportation for work, education, and recreation. According to the 2019 ACS with 5-Year Estimates (2014-2018), approximately 2 percent of households were considered zero-vehicle households in Lee County, significantly lower than the rate of 6.6 percent zero-vehicle households in Florida. In Lee County, approximately 20 percent of households have one vehicle available and approximately 78 percent have two or more vehicles available. Generally, the County has a low percentage of zero-vehicle households; the greatest concentrations are in downtown Fort Myers, south of SR-82 in Fort Myers adjacent to the Caloosahatchee River, and along US 41 in Fort Myers. Map 2-10 shows the distribution of zero-vehicle households by block group in Lee County.

Commuter Profile

Data available from the 2019 ACS with 5-Year Estimates (2014-2018) were also used to assess travel behaviors and patterns in Lee County for people who commute for work. The median age for a commuter driving alone is 44.3 years in Lee County while the median age for a transit rider is 36.5 years. Younger generations, such as Millennials and Generation Z, are more open to using alternative forms of transportation, which may contribute to the considerably lower median age for transit riders. Approximately 25 percent of transit riders come from zero-vehicle households while approximately 42 percent have access to one vehicle.

Map 2-10: Zero Vehicle Households, 2018



Commute Choices

Table 2-7 shows that the most popular commute choice for those in Lee County is to drive alone (79.9%). Driving alone has increased marginally from 78.7 percent in 2000, as carpooling and walking also decreased from 13.7 percent to 9.8 percent and from 1.5 percent to 1.0 percent, respectively. Working from home increased the most, from 3.5 percent to 5.6 percent, while using public transit decreased marginally from 0.8 percent in 2000 to 0.7 percent in 2018.

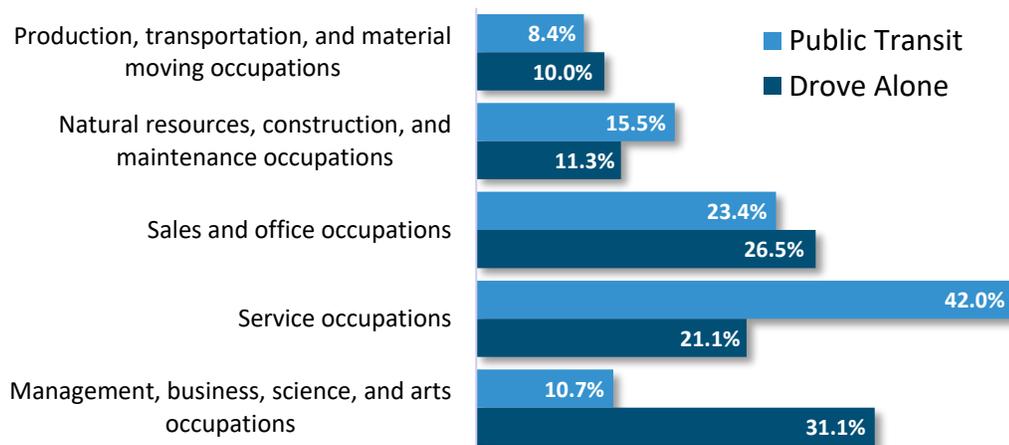
According to the ACS with 5-Year Estimates (2014-2018) data, over 80 percent of transit riders in Lee County have jobs within the county. As previously mentioned, service occupations make up 20 percent of the total jobs in Lee County, so, it is worth noting that 42 percent of reported transit riders work in the service industry (Figure 2-10).

Table 2-7: Commuting Choices, 2000 and 2018

Commute Choice	2000	2018
Drove alone	78.7%	79.9%
Carpooled	13.7%	9.8%
Public transportation (excluding taxicab)	0.8%	0.7%
Walked	1.5%	1.0%
Worked at home	3.5%	5.6%
Other	1.8%	3.0%

Source: 2000 Census and American Community Survey 2014-2018 5-Year Estimates

Figure 2-10: Occupation by Mode of Commute, 2018

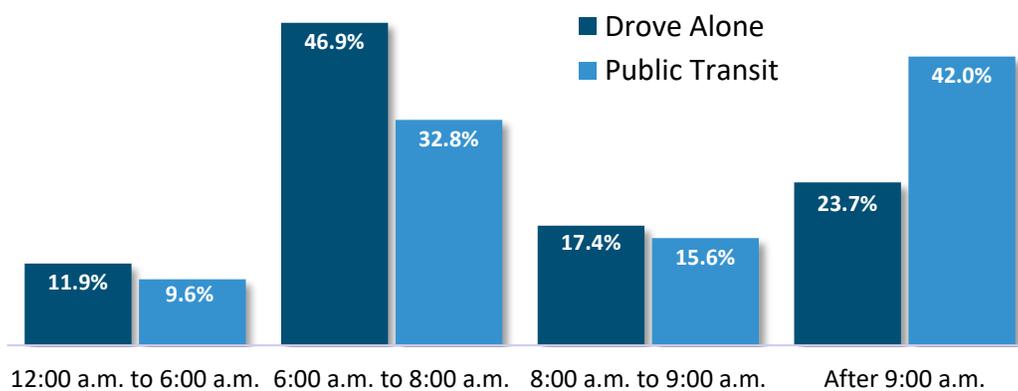


Source: American Community Survey 2014-2018 5-Year Estimates

Commuting Times

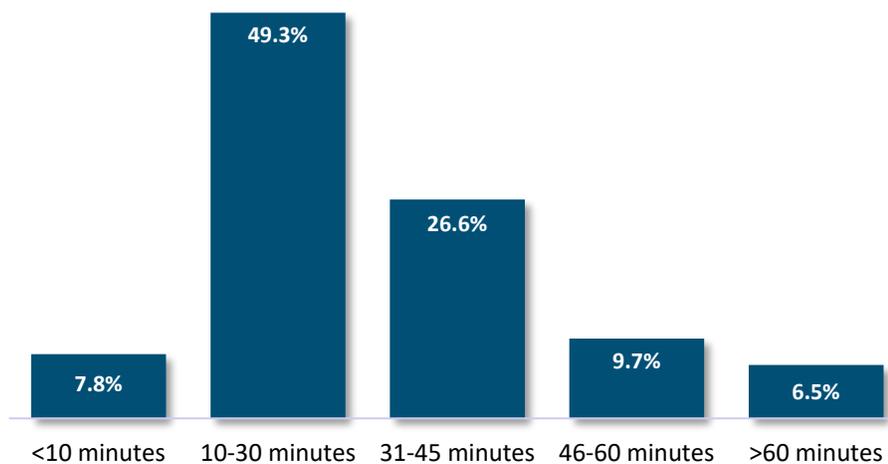
Insight into commuting patterns in Lee County, such as departure time and average commute time, is important to understand how best that transit may be able to serve the community. As shown in Figure 2-11, most commuters who drive alone (46.9%) travel to work between 6:00 AM and 8:00 AM, whereas most commuters who use transit (42.0%) leave after 9:00 AM. Further examination of commute times shows that the majority, 57.1 percent, of commuters who drove alone had a commute time of 30 minutes or less while only 6.5 percent had a commute longer than 60 minutes (Figure 2-12).

Figure 2-11: Average Time Leaving for Work, Drove Alone and Public Transit, 2018



Source: American Community Survey 2014-2018 5-Year Estimates

Figure 2-12: Average Commute Time, Drive Alone, 2018



Source: American Community Survey 2014-2018 5-Year Estimates

Commuting Patterns

Review of commute patterns is important for evaluating existing services and the possible need to establish regional connections. Of Lee County’s nearly 300,000 workers, over 235,000 (80%) live in the county, according to the Census Transportation Planning Products (CTPP) 2012-2016 Estimates.

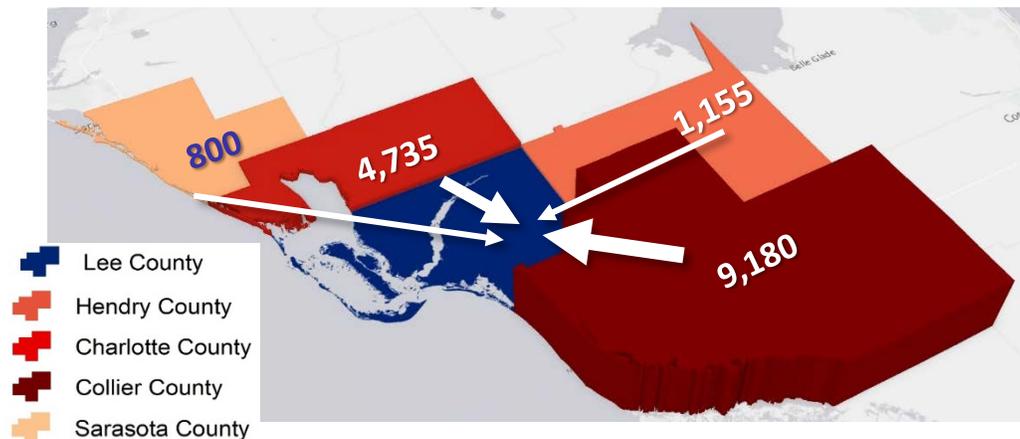
The most common inflow and outflow is between Collier County and Lee County; over 22,000 residents leave Lee County for work in Collier County (Figure 2-13) while nearly 9,200 Collier County residents commute to Lee County (Figure 2-14). Table 2-8 shows that the three most significant commute trends, besides Collier County, are commuters traveling from Charlotte County (4,735 workers) to Lee County, Lee County residents traveling to Charlotte County (2,155 workers), and Hendry County residents commuting to Lee County (1,155 workers). Lee County residents typically work within the county, but more workers commute from Lee County than external counties commute to Lee County.

Table 2-8: Inflow and Outflow, Lee County, 2016

County	Inflow (to Lee County)	Outflow (from Lee County)
Collier County	9,180	22,045
Charlotte County	4,735	2,155
Hendry County	1,155	1,130
Miami-Dade County	100	1,005
Sarasota County	800	600
Broward County	170	580

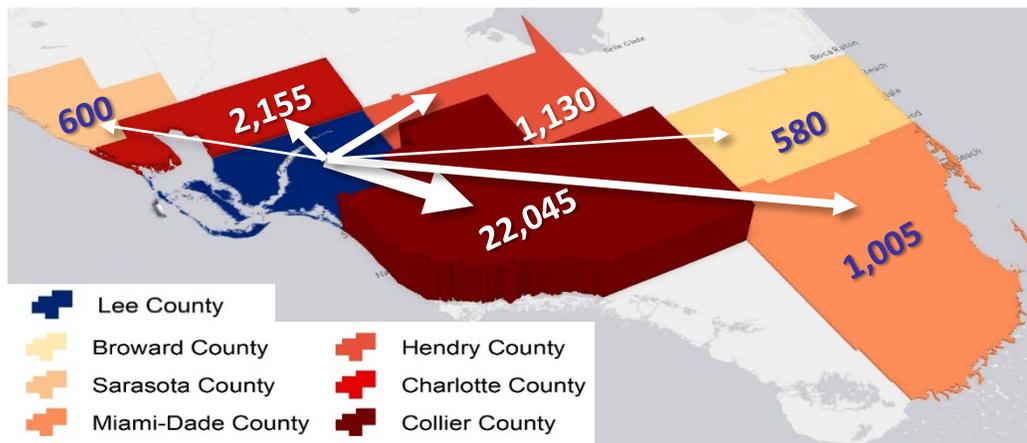
Source: Census Transportation Planning Products (CTPP) 2012-2016 Estimates

Figure 2-13: Commuter Inflow to Lee County, 2016



Source: Census Transportation Planning Products (CTPP) 2012-2016 Estimates

Figure 2-14: Commuter Outflow from Lee County, 2016



Source: Census Transportation Planning Products (CTPP) 2012-2016 Estimates

Transportation Disadvantaged (TD) Population

A brief look at the TD population and TD demand-response services provided in Lee County also was conducted. TD services support an important function to help increase access to activities such as health care, employment, and education for older adults, those who have disabilities and/or low incomes, and who are children of high risk or at-risk¹. The service is available to eligible people in the “TD population,” which includes individuals who meet the requirements to receive trips, subsidized by the Florida Commission for the Transportation Disadvantaged (CTD) Trust Fund that is allocated to the local Community Transportation Coordinators (CTC). The service is arranged based on need, with medical needs and life-sustaining activities receiving higher priority than work, business, or recreation.

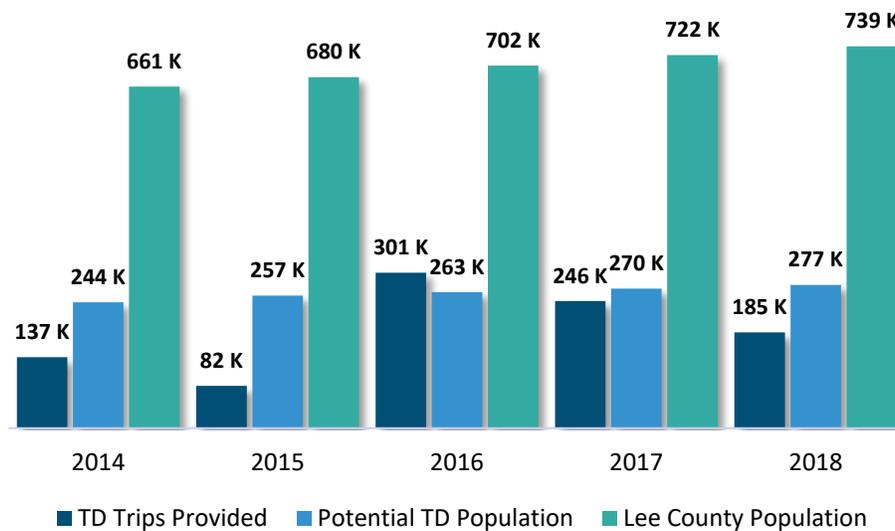
Prior to February 2020, Good Wheels was the designated CTC in Lee County and provided transportation for those who are considered TD trip eligible. Due to a critical funding problem, Good Wheels terminated operation. To ensure TD passengers had transportation, LeeTran’s “Passport” service, which typically only provides ADA complementary paratransit within the same service area as LeeTran fixed route services, started to provide service for TD trips to those that qualify and have prioritized travel needs deemed “medically critical.” Without LeeTran assuming the responsibility of providing these rides,

¹ “High-risk child” or “at-risk child” defined by the Florida Commission for Transportation Disadvantaged, is a preschool child with one or more of the following characteristics: a victim or a sibling of a victim in a confirmed or indicated report of child abuse or neglect; a graduate of a perinatal intensive care unit; the mother is under 18 years of age (unless the mother received necessary comprehensive maternity care and the mother and child currently receive necessary support services); has a developmental delay of one standard deviation below the mean in cognition, language, or physical development; has survived a catastrophic infectious or traumatic illness known to be associated with developmental delay; has survived an accident resulting in a developmental delay; has a parent or guardian who is developmentally disabled, severely emotionally disturbed, drug or alcohol dependent, or incarcerated and who requires assistance in meeting the child’s developmental needs; has no parent or guardian; is drug exposed; the child’s family’s income is at or below 100 percent of the federal poverty level or the child’s family’s income level impairs the development of the child; the child is a handicapped child as defined in Florida statute subsection (8); the child has been placed in residential care under the custody of the state through dependency proceedings pursuant to Florida statute chapter 39; is a member of a migrant farmworker family.

some TD riders would not have transportation available and would not be able to reach their medical appointments.

According to the 2018 Florida CTD Annual Report, approximately 38 percent of Lee County’s residents are considered as potential TD population, compared to the State’s proportion of approximately 42 percent. In 2018, Lee County’s TD population was 277,367, representing a 3.0 percent increase in residents that were transportation disadvantaged since the prior year. Figure 2-15 shows that over the 2014 to 2018 period, Lee County experienced an overall 14 percent increase in its TD population and a 35 percent increase in the number of trips provided during that period. The noticeable decline in trips in 2015, even with the increase in TD population, may be related partially to the reclassification of Medicaid to other providers and the reduction of funding made available to the CTC.

Figure 2-15: Transit Disadvantaged Population Trend (2014-2018)



Source: Florida Commission for the Transportation Disadvantaged 2014-2018 Annual Performance Report Data

Major Trip Generators/Attractors

Major trip attractors are locations to which residents have a great need to travel, either for employment, recreation, or shopping. These locations include medical facilities, recreational areas, major educational centers, major shopping centers, and government or business offices. Some of these uses were presented previously in Table 2-3, Major Employers.

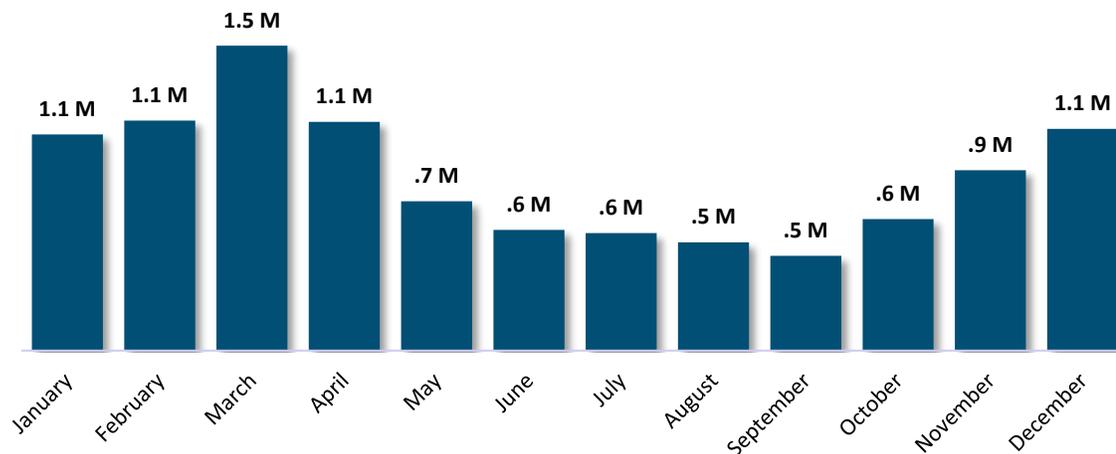
Educational trip generators include Florida Gulf Coast University and Florida SouthWestern State College, both located in Fort Myers. Florida Gulf Coast University enrolls over 13,000 students while Florida SouthWestern State College enrolls over 12,000 students. Florida SouthWestern State College also has satellite campuses in neighboring Charlotte, Collier, and Hendry counties.

Airports, especially those that serve international flights, create a great transit demand since arriving visitors typically do not have vehicles readily available. Since 1983, the Southwest Florida International Airport, located in unincorporated Lee County adjacent to I-75, has offered passenger flights across

North America with international service to Canada and Germany. More importantly, approximately 80 percent of people who use the Southwest Florida International Airport are visitors to Lee County.

In 2019, the airport served over 10.2 million passengers, a 38 percent increase from 2009. As shown in Figure 2-16 as an example for a typical year (i.e., barring major and atypical interruptions like the COVID-19 slowdown), the airport serves the most passengers from December to April. The month of March served 1.5 million passengers, supplying approximately 14 percent of 2019 trips.

Figure 2-16: Southwest Florida International Airport Passengers, 2019



Source: Lee County Port Authority Department of Communications and Marketing

Major shopping centers are also important to consider as they can attract thousands of visitors and become employment hubs, creating a significant travel demand to a particular area. The Shell Factory and Nature Park offers a variety of indoor and outdoor activities for visitors or residents in North Fort Myers seven days per week. In 2019, the park celebrated 81 years of providing attractions and 15 years since it added the Nature Park, an animal rescue and environmental education foundation. The site includes many restaurants, a myriad of activities, a US Post Office, 50,000 square feet of an array of shopping choices, a space dedicated to Christmas year round, a shell museum, a military museum, a zip-line, over 400 animals, and the ability to stay overnight via their campgrounds. The Shell Factory and Nature Park also has the ability to host events in the Shell Factory’s Event Center, Party House, and Outdoor Venues.

Large public parks and spaces also can be considered major trip generators as visitors and residents want to enjoy them, especially if they are adjacent to restaurants and retail shopping attractions. Located in historic downtown Fort Myers, Centennial Park is such an attractor with a 10-acre public space adjacent to the Caloosahatchee River (Figure 2-17). The park is ADA accessible and features boat docks, fishing piers, a launch ramp for boats, playgrounds, public art, walking trails, and volleyball courts. The City-operated park regularly hosts special events, community events, and a Thursday Farmer’s Market.

There are a number of other tourism-related trip attractors in Lee County, which attracts millions of people from all over the world. According to the Lee County Visitor and Convention Bureau, the top five

Figure 2-17: Centennial Park



attractions for tourists are the beaches, Fort Myers Beach Pier, Miromar Outlet mall, the Sanibel Lighthouse, and the Sanibel Outlet. In addition to these beach, shopping, and outdoor opportunities, Lee County is home to the CenturyLink Sports Complex and JetBlue Park. Located in Fort Myers, the CenturyLink Sports Complex hosts the Minnesota Twins and the Fort Myers Mighty Mussels, and JetBlue Park hosts the Boston Red Sox. Hammond Stadium at the CenturyLink Sports Complex has hosted the Minnesota Twins for Spring Training since 1991 (Figure 2-18), and JetBlue Park has hosted the Boston Red Sox since 2012.

Spring Training occurs in February and March, sometimes attracting visitors that would otherwise not travel to Lee County. It is estimated that these non-resident travelers spend nearly \$69 million within Lee County; of that, over \$12 million is spent within the sports facility. The majority of reported expenditure outside of the sports facility is on accommodations, followed by food and retail.

Figure 2-18: CenturyLink Sports Complex



Major Development Activity

In addition to the existing key trip attractors/generators, planned or ongoing major development activity also is important when transit needs are evaluated. One of the most notable major developments in Lee County is the planned redevelopment of the Midtown area of downtown Fort Myers. The vision for this area includes a consolidated effort at economic development and creating an identity for the area while staying consistent with City's long-term plans. Within creating an identity for this space, there will be more public spaces, including the establishment of the Midtown Square Park (Figure 2-19). Currently, the area has 500 residents and nearly 200 businesses; with the redevelopment, this area is projected to create a dense area of various residential options that could host up to 70 dwelling units per acre.

Figure 2-19: Midtown Square Park

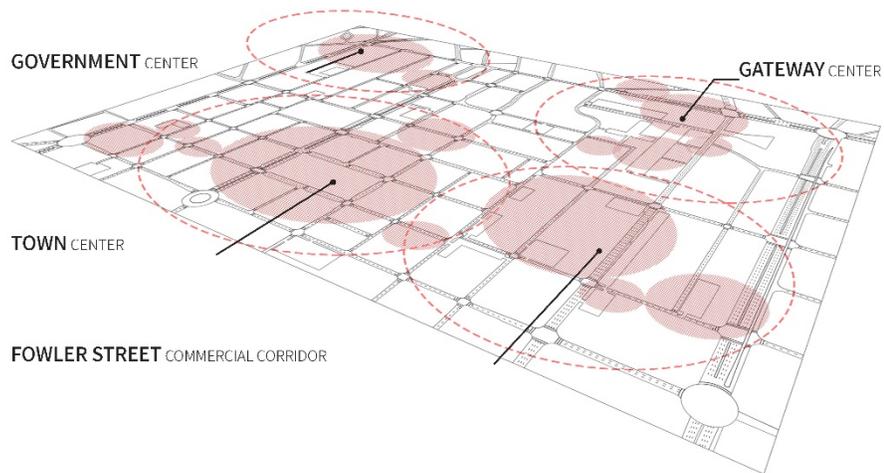


An additional 500,000 square feet of office space and 150,000 square feet of commercial use will also be incorporated into mixed-use facilities in the designated Midtown area. Broadway and Jackson Street, the streets immediately surrounding Midtown Square Park, and along the multimodal paths that will surround the Midtown area are the identified targets for ground floor commercial uses since they are projected to have the most pedestrian traffic.

Anchoring the Midtown area will be four activity centers that transit may need to connect to or serve more intensely. These include the Government Center, Gateway Center, Fowler Business Corridor, and the Town Center (Figure 2-20). The Government Center will be a central place that houses both the Lee County and City of Fort Myers government offices. This area will also include pedestrian-friendly facilities and public parks. The Gateway Center will be considered the entrance into the downtown and Midtown areas. This area is projected to be redeveloped into a dense area of employment, adding to the already established businesses. The Fowler Business Corridor currently is home to commercial and industrial areas that is envisioned to have higher density offices and large public open spaces. The Town Center will be home to the Midtown Square Park as well as mixed-use housing. This area has the potential to have high foot traffic and incorporate the City's desired work, play, live approach, all of which provide a key opportunity for transit.

The current LeeTran multimodal transit facility is proposed to help accommodate all forms of mobility throughout the redevelopment area. Throughout the plan, multimodal transit is highlighted to help people get to and from home, economic opportunities, and any leisure options. The proposed high-density housing and employment could create an opportunity to attract more choice riders to LeeTran services.

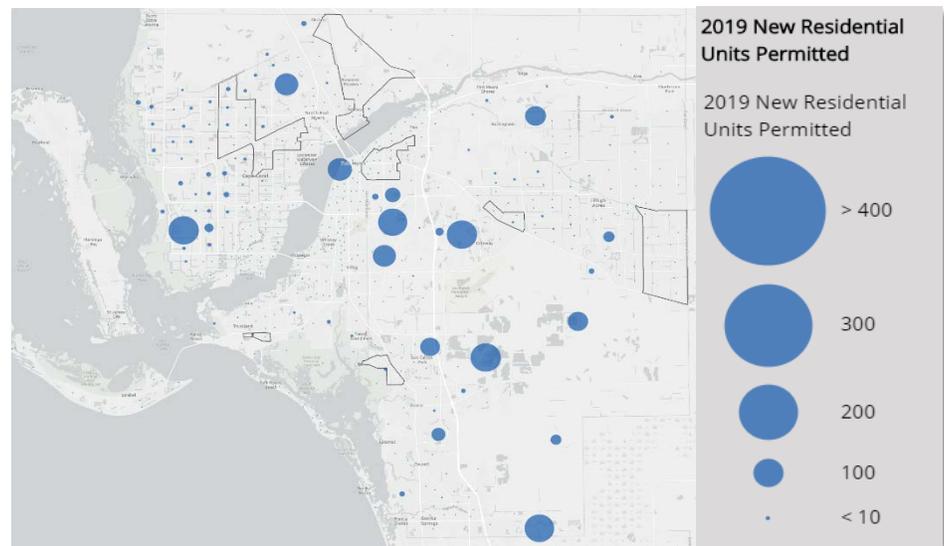
Figure 2-20: Activity Centers in Downtown Fort Myers Redevelopment



Residential Development and Business Growth

Information on future residential developments and business growth is key to ensure that transit is appropriately serving areas with new or additional demand. Partnering with developers to help create transit-oriented developments and/or install bus stop infrastructure within their developments promotes transit while potentially building choice ridership. According to permitting

Figure 2-21: Lee County Residential Permits, 2019



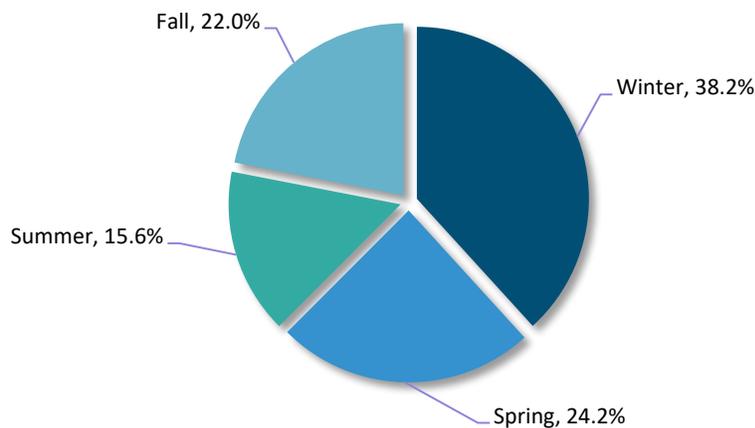
data available from Lee County, Cape Coral, Fort Myers, Estero, Bonita Springs, and Fort Myers Beach, there is high demand for housing in central Fort Myers, North Fort Myers, adjacent to I-75 on both sides, in southwest Cape Coral, in northeast Estero, and on the Collier County line in Bonita Springs. As shown in Figure 2-21, the areas with the greatest number of permits issued are already established areas near highly traveled corridors. Nevertheless, there also is some demand in Buckingham and Lehigh Acres, which are located in the eastern part of the county.

According to the Lee County Tax Collector, over 4,000 new businesses were issued business tax receipts last year. The top three places where new businesses were established are Cape Coral, Lehigh Acres, and south Fort Myers with 835, 653, and 575 new business permits issued, respectively. These three areas account for approximately half of the permits issued within Lee County in 2019. The main types of businesses started throughout the county are in the maintenance or repair, cosmetology, and janitorial services categories, which may add potential new transit riders if the services are provided to them.

Seasonal Residents and Visitor Levels

Lee County is a major travel destination, with a high volume of domestic tourists and international visitors. The County has a thriving tourist industry, which welcomes millions of seasonal residents² and visitors every year and, as a result, has a gross economic output in billions of dollars every year. According to the Lee County Visitor and Convention Bureau, the five-year trend for total visits has decreased marginally (-4.2%), from five million visitors to 4.8 million visitors. Although visitor levels have decreased, expenditure has increased significantly with over \$3.1 billion expended in 2018, an 8.8% increase from \$2.9 billion in 2014. In 2018, over 50 percent of visitors chose winter or spring to visit, generating 62 percent of overall annual expenditure (Figure 2-22).

Figure 2-22: Expenditure by Season, 2018



Source: Lee County

The spending by the seasonal residents is a significant portion of the overall tourism expenditure. While data were not available on seasonal resident vs. visitor comparisons for 2019, the data from the Lee County Visitor and Convention Bureau for 2019 may indicate the scale of seasonal resident's contribution. According to that data, approximately 30 percent of visitors have visited Lee County 11 or more times and 31 percent of visitors spent their time in non-paid accommodation.

² According to Florida Senate Bill 8A, a seasonal Florida resident is defined as any person who resides in Florida for at least 31 consecutive days in each calendar year, maintains a temporary residence, returns to their Florida residence at least once a calendar year, and is registered to vote or pays income tax in another jurisdiction.

In addition, ACS estimates for 2019 showed that Lee County had 121,682 unoccupied dwelling units, or approximately 30 percent of the total dwelling units in the county. According to the ACS, seasonal resident's dwelling units are considered unoccupied.

Overall, Lee County has a large segment of seasonal residents that contributes to the local economy but also impacts the traffic volumes on local roadways during the peak seasonal months from December to March each year. Based on information from Lee Department of Transportation (LeeDOT), traffic on Lee County roadways may increase 25 percent to 30 percent during the peak seasonal months.

When visiting Lee County, the majority of visitors (86%) are from the United States, but over 400,000 visitors are from international origins. Germany and Canada, both of which have viable and heavily used public transit, contribute to over half of the international visitors. Domestically, the Midwest origins comprise approximately a quarter of visitors; specifically, Chicago, Minneapolis-St. Paul, Indianapolis, Cincinnati, and Detroit make up 20 percent of domestic visitors.

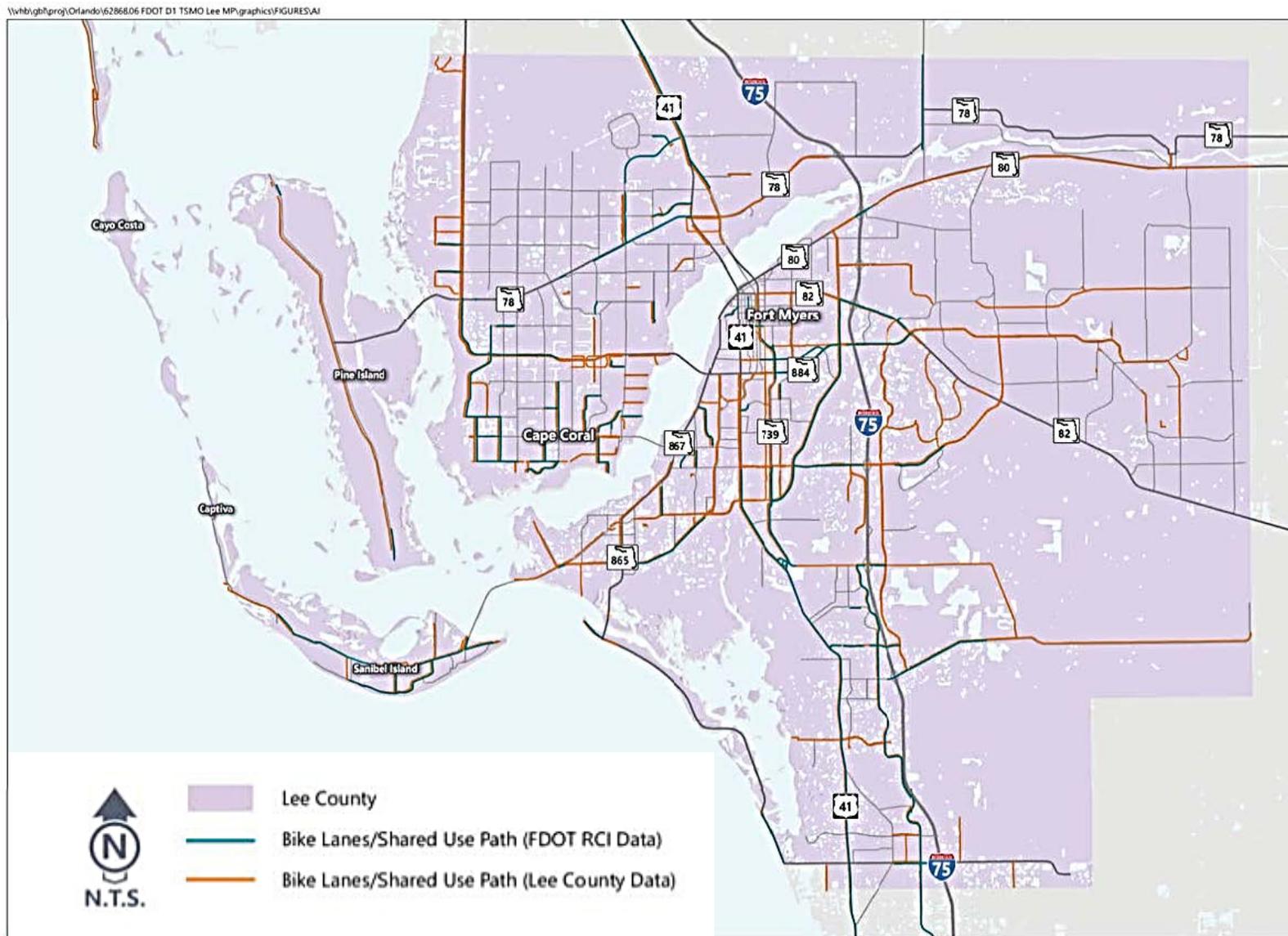
Approximately 75 percent of visitors flew to Lee County when visiting, while 80 percent of those who travel via plane arrived at the Southwest Florida International Airport in Fort Myers. Almost half, 44 percent, of visitors chose to stay on Sanibel Island or in Fort Myers. The top five most popular activities enjoyed by tourists are the beaches, dining, relaxing, shopping, and swimming. Furthermore, 93 percent of visitors agreed that they were satisfied or very satisfied with their visit to Lee County; although, the most common complaint was traffic congestion (29%).

Bicycle and Pedestrian Networks

Bicycling and pedestrian networks are necessary components to combine with convenient transit options to create desirable multimodal networks. In addition, bicycle infrastructure helps increase "first-mile" and "last-mile" connectivity, which can aid transit riders in accessing transit and potentially reaching their trip destination. Lee County encourages bicycling and walking as other alternatives to single occupancy vehicles to reduce traffic congestion and assist in increasing air quality throughout the county.

The existing bike lanes and shared use paths in Lee County are shown in Figure 2-23. Shared-use paths are defined as wider sidewalks that bicyclists and pedestrians share where exclusive bicycle lanes are not available.

Figure 2-23: Pedestrian and Bike Facilities in Lee County, 2020



Source: Lee County MPO 2020 TSM&O Master Plan

Roadway and Traffic Conditions

Congestion is becoming a major issue impacting residents of Lee County, mostly during the tourist season and on major roadways in core areas and heading to popular beaches. As previously mentioned, traffic congestion was the top complaint from visitors and transit may help alleviate traffic congestion. Level of Service (LOS) is a quantitative calculation regarding the carrying capacity of roadways for traffic volumes. The rating is from A to F, with A considered free-flow and F considered highly unstable with forced and breakdown of flow. Table 2-9 shows the most congested segments of roadway in Lee County, with a current or projected LOS rating of E or lower. In addition, the availability of transit services on these segments also is shown. The majority of these segments are concentrated in Cape Coral with others in Fort Myers, Lehigh Acres, Estero, Fort Myers Beach, and Sanibel.

Table 2-9: Roadway Level of Service in Lee County, 2018 and 2023

Roadway	Section	Current LOS (2018)	Projected LOS (2023)	Transit Availability
Buckingham Road	Orange River Boulevard to SR-80	D	F	No
Colonial Boulevard	McGregor Boulevard to Summerlin Road	F	F	Yes
Colonial Boulevard	Summerlin Road to US 41	F	F	Yes
Corkscrew Road	Three Oaks Parkway west of I-75	F	F	Yes
Daniels Parkway	Six-Mile Parkway to Palomino Lane	F	F	Yes
Daniels Parkway	Palomino Lane to I-75	F	F	Yes
Daniels Parkway	I-75 to Treeline Avenue	B	F	Yes
Del Prado Boulevard	US 41 to Slate Road	C	F	No
Del Prado Boulevard	Veterans Parkway to Coral Point Drive	F	F	Yes
Estero Boulevard	Tropical Shores Way to Ben Hill Griffin Pky	F	F	Yes
Homestead Road	SR-82 to Milwaukee Boulevard	D	E	No
Homestead Road	Milwaukee Boulevard to Sunrise Blvd	D	E	No
Pine Island Road	Stringfellow Road to Burnt Store Road	E	E	Yes
Sanibel Causeway	Sanibel Shoreline to Toll Plaza	E	E	No
Veterans Memorial Pky	Chiquita Boulevard to Skyline Boulevard	B	F	No

Source: Lee County Public Facilities

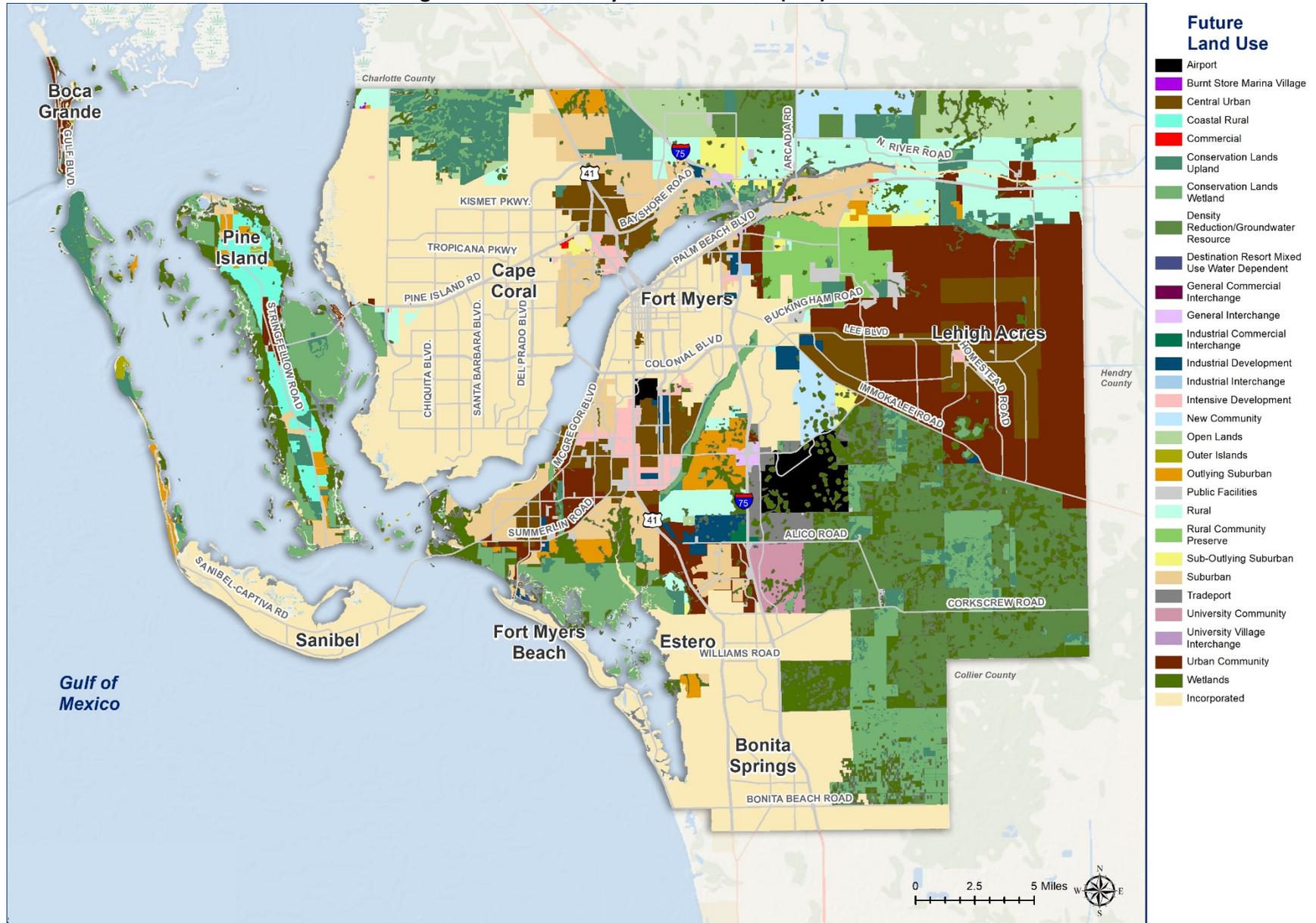
Future Land Use

Reviewing and understanding future land use designations is important as it illustrates the vision at the county and/or municipal level for growth and development patterns. Transit supportive land uses are considered high density/multi-family residential areas, mixed-use areas, designated office areas, and community spaces. A review of emerging land uses was conducted based on the Lee County Future Land Use (FLU), Cape Coral FLU, and Fort Myers FLU maps.

Lee County

The FLU map obtained from Lee County and major planned developments were reviewed (Figure 2-24).

Figure 2-24: Lee County Future Land Use (FLU)



Source: Lee County Planning Department

The following key trends were observed:

- The southeast corner of the county is dedicated to environmentally critical areas such as wetlands (dark green) or conservation (green), and non-urban uses such as open land (light green).
- The eastern part of the county is devoted to central urban (brown) and urban community (dark brown) uses.
- A large portion of the central north and northeastern county is allocated for rural uses (light blue-green).
- Residential uses scattered across the county include suburban (light tan), outlying suburban (orange), and sub-outlying suburban (light-yellow) uses.
- Other emerging uses include intensive development (pink) corridors adjacent to US 41.

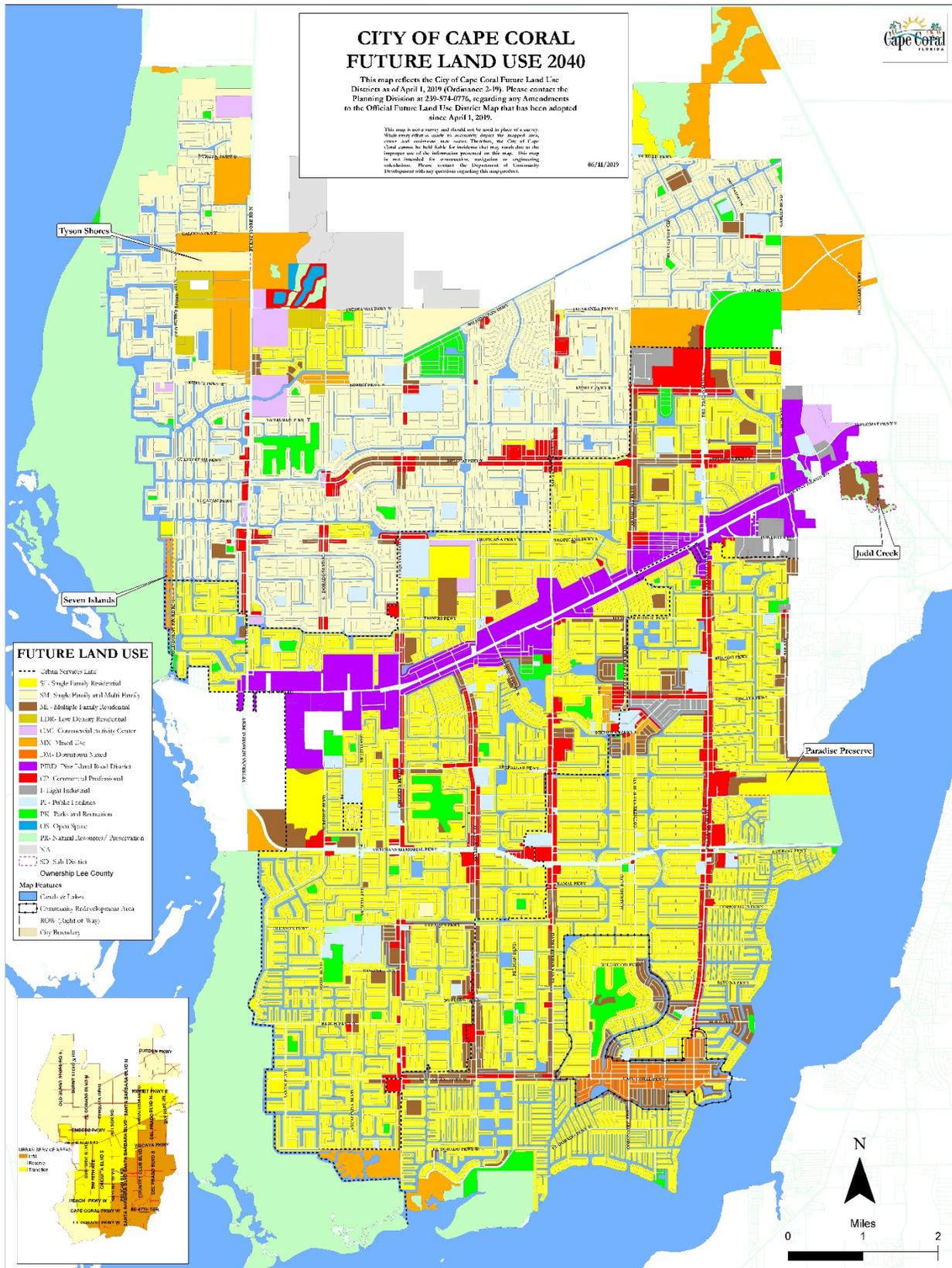
Cape Coral

Cape Coral is the largest incorporated area within Lee County in terms of population and geographic size. After review of the Cape Coral FLU map (Figure 2-25), the following trends were noted:

- The majority of land use throughout the southern portion of the city is single-family residential (yellow).
- Commercial land use (red) is observed along major highways, such as Del Prado Boulevard, Santa Barbara Boulevard, and Skyline Boulevard within the concentration of single-family residential use.
- North Pine Island Road is surrounded by the Pine Island Road District (purple), a community redevelopment area focusing on the development of new industrial and commercial properties. This land use also allows for heavy industrial use.
- In the northern portion of Cape Coral, the majority is dedicated to single-family residential (yellow) and single-family/multi-family residential (beige) uses. There is more land dedicated to single-family/multi-family uses and solely multi-family residential (brown) is adjacent to major road corridors such as Andalusia Boulevard.
- The northern portion of Cape Coral also consists of mixed-use (orange) adjacent to other residential land uses.
- The dedicated downtown use is located in the southern portion of Cape Coral adjacent to multi-family uses, parks and recreation uses (green), and single-family uses. This area is also considered a dedicated Community Redevelopment Area (CRA).



Figure 2-25: Cape Coral Future Land Use (FLU)



Source: City of Cape Coral Planning Department

Fort Myers

Fort Myers is the county seat of Lee County and is located centrally within the county (Figure 2-26). The Fort Myers FLU map was assessed, and the subsequent observations were noted:

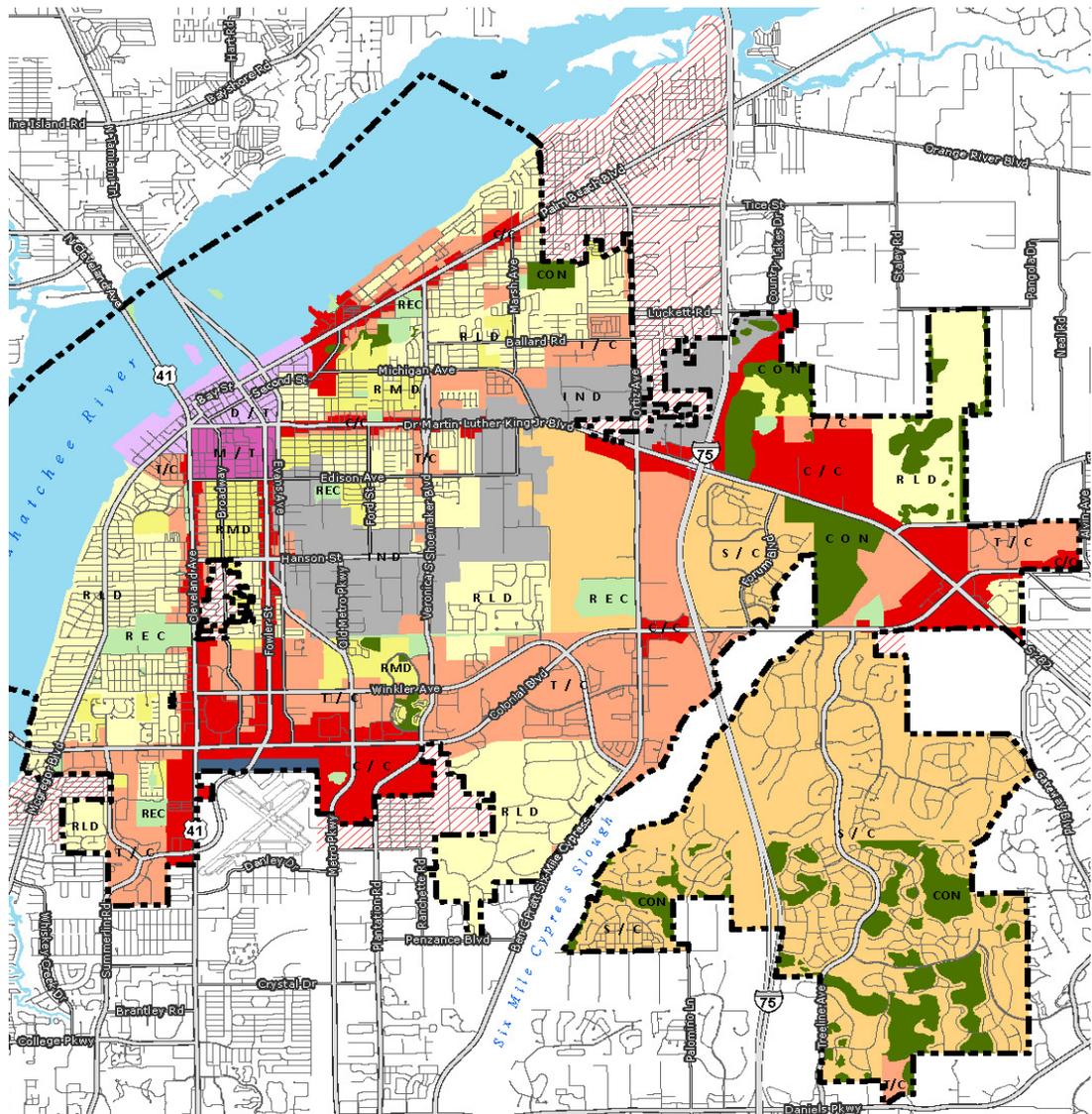
- The majority of land use is dedicated to residential and community uses of varying densities.
- The southeastern portion of Fort Myers is dedicated to special community (light orange) and conservation (dark green).
- The downtown district (light purple) is adjacent to the Caloosahatchee River and the midtown district (dark pink)
- The majority of residential use is dedicated to low-density residential use (light yellow) and is observed along the Caloosahatchee River, throughout the central parts of the city, and in the northeastern portion.
- Medium density residential uses (dark yellow) are found adjacent to low-density residential uses and midtown in the central part of the city.
- Traditional community uses (medium pink) can be found adjacent to low-density residential uses and commercial uses (red).
- Commercial uses (red) are found adjacent to major roadways, such as I-75, Dr. Martin Luther King Boulevard, Palm Beach Boulevard, Colonial Boulevard, Fowler Street, and Cleveland Avenue.
- Industrial uses (gray) are observed in the geographic center and to the northeast along the city border.

Summary and Implications of Future Land Use Maps

Future land uses can help forecast the growth directions and aspirations of a community or an area. Transit directly benefits from a mixture of high-density and compact land uses. Higher density residential and commercial land uses tend to support more multimodal transit services and foster a setting that supports higher transit ridership with both choice and traditional ridership markets. The design of public facilities such as roadways and sidewalks, which affect transit amenities, is a direct result of land use decisions. Implementing high-density land uses creates a more sustainable environment by encouraging walkability and transit use. The relationship between transit and land use is more carefully reviewed as part of the LRTP, in which transit is examined within the context of a 25-year horizon.

The land uses in Lee County are primarily residential and commercial in the urban areas with conservation in the outer lying areas, reflecting a county that is focused on economic growth and residents' quality of life while also remaining environmentally conscious. Although the majority of land uses may be low-density or single-family residential, there is an emerging trend of more areas dedicated to mixed-use or multi-family housing. Within the eastern portion of the county, there is more dedication to urban community uses that house densities up to three dwelling units per acre. Commercial uses are found along major corridors, creating a linear transit-friendly environment that may need to be connected with transit.

Figure 2-26: Fort Myers Future Land Use (FLU)



Future Land Use Categories

-  Residential Low Density (RLD)
-  Residential Medium Density (RMD)
-  Special Community (S/C)
-  Traditional Community (T/C)
-  Corridor Commercial (C/C)
-  Downtown (D/T)
-  Midtown (M/T)
-  Airport (A/P)
-  Industrial (IND)
-  Recreation (REC)
-  Conservation Land (CON)
-  City Urban Reserve

Source: City of Fort Myers Planning Department

SECTION 3 EXISTING TRANSIT SERVICES

This section provides an overview of public transportation services and facilities provided by LeeTran, including a brief overview of the individual routes in the transit system. In addition to fixed-route services, LeeTran also provides federally-mandated complementary Americans with Disabilities Act (ADA) paratransit service to cover trips for those who are eligible.

Presented first in this section is an overview of all public transportation services and facilities provided by LeeTran. Information on other transportation services in Lee County also is summarized to provide a comprehensive picture of the services that may be available for the residents and visitors to the county.

Furthermore, results of trend and peer analyses of critical performance indicators for LeeTran’s fixed-route services also are summarized. This was conducted to assess how efficiently LeeTran supplies its transit service and how effectively those services meet the needs of the community it serves for nearly a half a century now.

Fixed-Route Transit Services

Since 1974, LeeTran has provided service to Lee County and currently serves Bonita Springs, Cape Coral, Estero, Fort Myers, North Fort Myers, and Lehigh Acres. Existing service includes 23 routes that operate all year and 3 seasonal routes that operate from November to April.



All-Year Routes

As of June 2020, there are 23 LeeTran routes that run throughout the year. The majority (56%) operate Monday through Sunday, while the rest operate six days a week with the exceptions of Routes 80 and 160. Weekday route frequencies range from 20 minutes to two-and-a-half hours, but most are operated every hour. Most routes that operate seven days a week have consistent frequencies and spans for weekdays and Saturdays, with limited Sunday service.

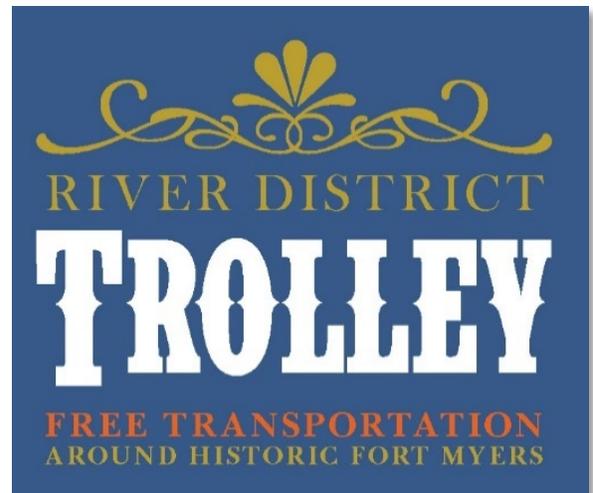
Service spans also may vary by route and Route 400, connecting south Fort Myers and Fort Myers Beach, has the longest service span for all seven days of the week, serving residents from 5:00 AM to 10:30 PM with 20-minute headways. Most of LeeTran services are clustered in the City of Fort Myers with mostly hourly service available all seven days a week, while Pine Island is served by only one route on one day a week with low frequencies of approximately two hours (Route 160). The most frequent

service is on Routes 140 and 400 with 20-minute headways and the least frequent service is Route 160, which has headways of approximately two hours and operates only on Thursdays. The earliest bus operation begins at 5:00 AM with Routes 20, 110, 140, and 400, and ends with Route 400 at 10:36 PM.

LeeTran Seasonal Routes

The LeeTran route network also includes a number of seasonal routes, which operate from November to April. As of June 2020, there are three seasonal routes: The River District Trolley (Gold and Blue Routes), and the 420 Fort Myers Beach Tram.

The fare-free River District Trolley (Blue) operates every 25 minutes from 11:00 AM to 7:52 PM on Sunday through Wednesday and from 11:00 AM to 10:55 PM, Thursday through Saturday. The Trolley's corresponding Gold Route operates from 11:00 AM to 10:50 PM all seven days with 30-minute headways. The River District Trolley has designated stops, but also allows riders to flag down a ride anywhere on First Street between Lee Street and Monroe Street.



Route 420, the Fort Myers Beach Tram, operates every 20 minutes from 8:00 AM to 7:50 PM in Fort Myers Beach.

Other All-Year routes, including Routes 150, 400, and the LinC, operate all year, but have their schedules adjusted during November to April for the increased demand, increased traffic, and for the LinC to align with the neighboring CAT system. These routes run Monday through Sunday at varying levels of frequency ranging from 20 minutes to over an hour. Service generally begins at 5:00 AM and operates until about 10:30 PM with Route 400.

ADA Complementary Paratransit

In addition to fixed-route bus service, Lee County provides demand response transit services to persons qualifying under the ADA. These services are provided to residents who live within ¾ mile on either side of the fixed-route system but are unable to access it due to an eligible disability. This LeeTran service, branded as “Passport,” schedules appointments for trips for those who meet the eligibility criteria either the day prior or up to two weeks in advance.

The criteria currently used by LeeTran to identify and certify a person as eligible for ADA paratransit service includes the following.

- Persons who, because of their disability, cannot independently use a regular, accessible bus.
- Based on the accessibility of vehicles and terminals/stops (for example, a person is able to use the regular bus service, but the vehicle and/or their nearest bus stop is not accessible).
- Person cannot travel independently to or from a bus stop.



The current fare for this service is \$3 per trip. Scheduled pickup times for ADA service correspond to the hours of service within the area.

Vanpool Program

LeeTran also facilitates and subsidizes the vanpool program in conjunction with Enterprise Rental Car Company. A vanpool is a group of people who commute together on a regular basis in a van. Of the current companies using vanpool, most have pick-ups in Fort Myers, Cape Coral, or Lehigh Acres and commute to their place of employment. Each van's route is customizable based on the needs of the employees. In FY 2019, the program had 16 active vanpools and provided over 68,500 trips.

Fixed Route Service Profile

A review of the current fixed-route network, ridership, fare structure, recent ridership trends, and inventory of transit facilities and vehicles is presented to provide a profile of LeeTran services.

LeeTran provided over 2.9 million rides in FY 2019, with its 26 routes operating various headways and spans, as shown in Table 3-1. Note that the table shows service characteristics prior to COVID-19 related service reductions. Route 140 has the highest ridership, connecting over 760,000 trips, which makes up over 25 percent of this total ridership. The route with next-highest ridership demand is Route 100, serving 236,000 trips annually. Route 160, which serves Pine Island only on Thursdays, is the lowest-performing route, with only 155 rides per year.

Map 3-1 presents the existing (again, prior to COVID-19 related service reductions) LeeTran fixed-route service network.

Table 3-1: Service Characteristics – 2020*

Route	Service Area	FY19 Ridership	Weekday		Saturday		Sunday	
			Avg. Headway (Minutes)	Service Span	Avg. Headway (Minutes)	Service Span	Avg. Headway (Minutes)	Service Span
5	Fort Myers	59,398	80	6:05 AM - 8:35 PM	80	6:05 AM - 8:35 PM	-	-
10	Fort Myers	80,680	80	6:45 AM - 10:00 PM	80	6:45 AM - 10:00 PM	-	-
15	Fort Myers	53,672	60	5:45 AM - 9:30 PM	60	5:45 AM - 9:30 PM	60	6:05 AM - 6:30 PM
20	Fort Myers	104,806	30	5:00 AM - 9:07 PM	60	5:30 AM - 8:22 PM	-	-
30	Cape Coral	86,298	60	6:00 AM - 9:24 PM	60	6:00 AM - 9:24 PM	-	-
40	Cape Coral	39,332	84	5:40 AM - 8:40 PM	130	5:40 AM - 7:35 PM	-	-
50	Fort Myers	80,013	70	6:20 AM - 9:31 PM	70	6:20 AM - 9:31 PM	135	6:45 AM - 7:18 PM
60	Estero	24,710	85	6:20 AM - 9:45 PM	85	7:05 AM - 8:20 PM	-	-
70	Cape Coral	142,349	65	5:30 AM - 10:15 PM	65	6:05 AM - 9:25 PM	65	6:40 AM - 8:10 PM
80	Fort Myers	19,414	97	6:40 AM - 7:31 PM	-	-	-	-
100	Fort Myers	236,441	30	5:25 AM - 10:00 PM	40	5:30 AM - 9:35 PM	90	7:35 AM - 8:10 PM
110	Lehigh Acres	210,975	60	5:00 AM - 10:04 PM	60	5:00 AM - 10:04 PM	60	6:10 AM - 9:03 PM
120	Cape Coral	47,662	80	6:00 AM - 9:10 PM	80	6:00 AM - 9:10 PM	100	8:30 AM - 6:25 PM
130	Fort Myers	129,446	60	6:25 AM - 9:07 PM	120	6:25 AM - 8:25 PM	120	8:35 AM - 6:30 PM
140	Fort Myers	760,830	20	5:00 AM - 9:55 PM	20	5:00 AM - 9:55 PM	65	6:05 AM - 8:55 PM
150	Bonita Springs	29,638	95	6:52 AM - 5:58 PM	95	6:52 AM - 5:58 PM	95	7:36 AM - 5:58 PM
160	Pine Island	115	150	8:00 AM - 5:50 PM	-	-	-	-
240	Estero	139,263	45	6:00 AM - 10:12 PM	45	6:00 AM - 10:12 PM	-	-
400	Fort Myers Beach	117,269	20	5:00 AM - 10:36 PM	20	5:00 AM - 10:36 PM	20	5:00 AM - 10:36 PM
420	Fort Myers	167,926	20	8:00 AM - 7:50 PM	20	8:00 AM - 7:50 PM	20	8:00 AM - 7:50 PM
515	Lehigh Acres	46,524	60	5:15 AM - 9:04 PM	60	5:10 AM - 9:04 PM	-	-
590	Fort Myers	63,547	60	5:15 AM - 9:05 PM	60	5:15 AM - 9:05 PM	120	8:50 AM - 5:50 PM
595	Fort Myers	31,437	60	5:05 AM - 8:45 PM	60	5:05 AM - 8:45 PM	120	10:00 AM - 6:45 PM
600	Bonita Springs	75,473	90	5:35 AM - 7:19 PM	90	5:35 AM - 7:19 PM	100	7:35 AM - 4:25 PM
RDT- Blue (500)	Downtown Fort Myers	32,963	25	11:00 AM - 7:52 PM	25	11:00 AM - 10:55 PM	25	11:00 AM - 7:52 PM
RDT- Gold (505)	North Fort Myers	10,205	30	11:00 AM - 10:50 PM	30	11:00 AM - 10:50 PM	30	11:00 AM - 10:50 PM

Source: LeeTran; RDT=River District Trolley

Note: Routes highlighted in green are seasonal routes and operate from November to April and routes highlighted in orange are routes that operate annually and the schedule is adjusted from November to April.

Existing Transit Facilities

LeeTran maintains a number of different facilities to accommodate the provision of its annual and seasonal fixed-route bus and paratransit services throughout Lee County.

LeeTran Main Facility

LeeTran’s administration, operations, and maintenance functions are centered at LeeTran headquarters, located at 3401 Metro Parkway in Fort Myers. In 2014, LeeTran completed the construction of this facility near downtown Fort Myers to replace its obsolete facility on Landing View Road and expand its ability to help serve the community.

The administrative building has 12,800 square feet of office space to host office, clerical, and customer service staff, as well as provide public meeting space, IT, and training functions. The operations office in the facility is approximately 20,000 square feet in size and accommodates supervisory staff, dispatch, a driver check-in and prep area, vehicle inspection, and support for both fixed-route and Passport services. The maintenance building houses maintenance staff, warehouse functions, route and facility maintenance, vehicle maintenance and repair, and other necessary maintenance repairs and upkeep. The maintenance building also houses 21 bus bays and has room for over 200 buses in an outside parking lot. The facility has continued its LEED Silver certification since 2014 and signifies Lee County and LeeTran’s commitment to a sustainable future.

Transfer Centers and Locations

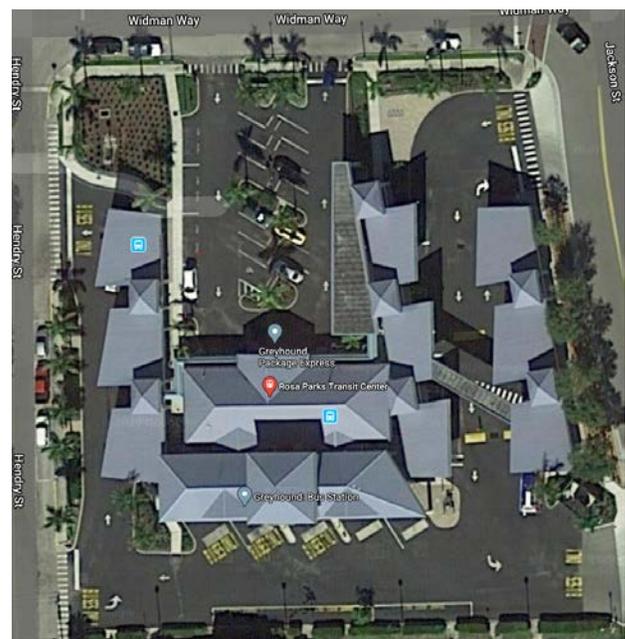
There are currently seven transfer locations that connect LeeTran routes and four of these are considered major transfer centers. While the seven transfer locations are located throughout the county in Bonita Springs, Cape Coral, Estero, Fort Myers, and Lehigh Acres, the four major ones are:

- Cape Coral Transfer Center in downtown on Cape Coral Parkway
- Rosa Parks Transfer Center in downtown Fort Myers
- Edison Mall Transfer Center just north of Colonial Boulevard and south of downtown Fort Myers
- Fort Myers Beach Park-and-Ride, located adjacent to Summerlin Road in south Fort Myers

The Cape Coral Transfer Center is located in downtown Cape Coral and serves four routes: Routes 30, 40, 70, and 120.

The Edison Mall Transfer Center, south of downtown Fort Myers, serves seven LeeTran routes: Routes 5, 10, 80, 110, 120, 130, and 140.

Figure 3-1: Rosa Parks Transfer Center

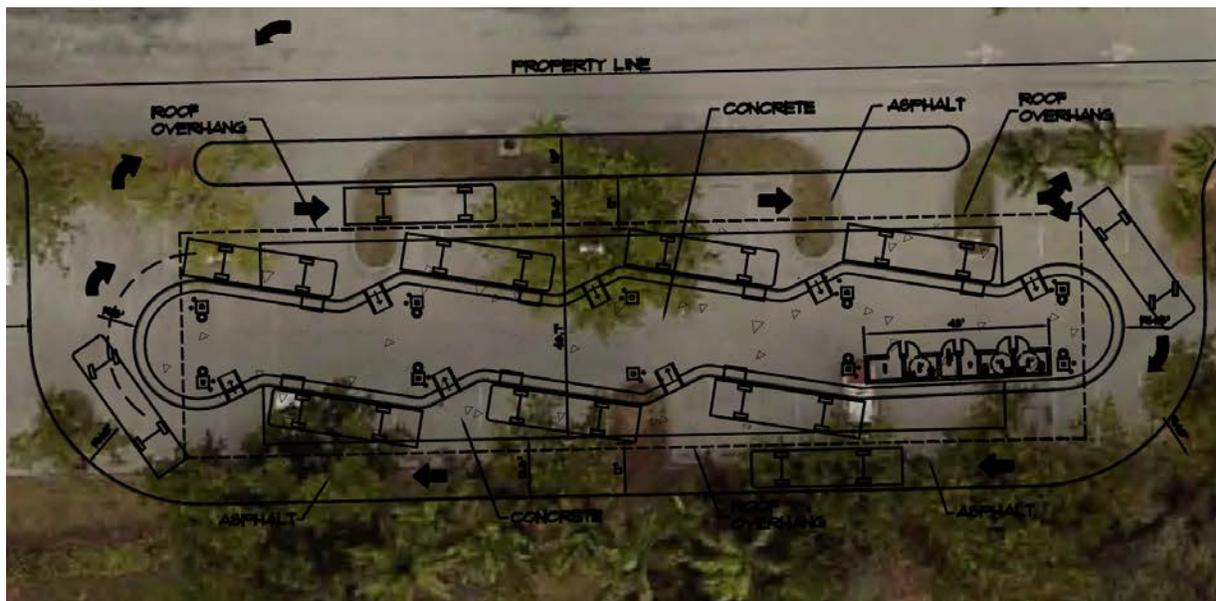


The Beach Park-and-Ride, located just north of Fort Myers Beach, features parking for LeeTran riders and serves routes 50, 130, and 400.

The Rosa Parks Transfer Center, shown in Figure 3-1, connects nine LeeTran routes and is recognized as the main transfer facility for LeeTran. The Rosa Parks facility is located at 2250 Widman Way in downtown Fort Myers. It serves as LeeTran's main bus transfer and intermodal bus station. This facility encompasses approximately 1.8 acres, but has outgrown its capacity to meet the current demands. LeeTran has planned improvements/expansions to the current facility, including planning and construction to improve circulation and alleviate congestion at the facility, security improvements for transit operations, and expansion and improvement of connections for bicycles and pedestrians and access for those with limited mobility.

In addition to the four major transfer locations discussed previously, LeeTran is also considering adding more transfer centers to support its operations. It is currently focusing on a pair of bus stops serving the Bell Tower Shops, which are not at ideal locations. The buses stop in the travel lanes and customers frequently cross the street in an area where automobile traffic is very heavy, thus creating an unsafe condition. LeeTran is moving forward with a new transfer/multimodal station in the south Fort Myers area, located on property owned by Lee County at 13180 South Cleveland Avenue (Figure 3-2). The project includes amendment to a Development of Regional Impact (DRI); planning, design, and construction of seven bays; proportionate bicycle storage; covered waiting area; public restrooms; security improvements for transit operations; and more than adequate parking for patrons. This will improve the conditions for waiting and transferring passengers compared to the current experience at the Bell Tower Shops transfer location.

Figure 3-2: South Fort Myers Transfer/Multimodal Center



LeeTran is also considering establishing another transfer location in North Fort Myers, at a County-owned property consisting of seven acres of vacant land located at 2805 North Tamiami Trail. This site would effectively replace the existing bus stops at Merchants Crossing Plaza, located at 15201 North Cleveland Avenue in North Fort Myers. While this site is currently considered a transfer location, the current configuration is not convenient for passenger access. The layout at Merchants Crossing Plaza requires passengers to cross or walk around a drainage ditch to access the transferring bus. Hence, a transfer center would be established approximately 1.7 miles north of these stops on the County land. The new transfer center would replace the transfer hub at Merchants Crossing Plaza and would be more than adequate space for a transfer center.

Park-and-Ride Facilities

There are currently two park-and-ride facilities for LeeTran located in south Fort Myers. In 2017, LeeTran completed the development of the LeeTran Beach Park-and-Ride in south Fort Myers with amenities such as bus terminals, canopy for shade, restrooms, Wi-Fi, spaces to assist with electric car charging, and 240 spaces with free parking to LeeTran riders. The second park-and-ride facility is located adjacent to Main Street and San Carlos Boulevard and is served by Routes 400. Both park-and-ride facilities help ease congestion and parking issues in Fort Myers Beach while increasing connectivity.

An additional park-and-ride is proposed in Lehigh Acres to help support Lee County’s rapid population growth, which is expected to have over a million residents by 2040. In the eastern portion of the county, Lehigh Acres’ demand for additional transit services in the area has continued to grow concurrently with population growth. As shown in Figure 3-3, the proposed plan will establish a park-and-ride facility along Williams Avenue that will provide additional services and amenities to connect the community and relieve congestion on major roadways. The new park-and-ride facility is proposed to include four bus bays, parking, bicycle storage, covered waiting areas, public restrooms, and security measures.

Figure 3-3: Proposed Lehigh Acres Park-and-Ride



Vehicle Inventory

LeeTran’s current fleet consists of 70 active vehicles, as shown in Table 3-2. Over 40 percent of the fleet is comprised of hybrid vehicles with the remainder of the fleet consisting of diesel or gasoline-based vehicles. Based on information from LeeTran, all of the vehicles are still within their useful life, based on years according to FTA.

Table 3-2: LeeTran Fixed Route Bus Vehicle Inventory

Agency Fleet Id	Number of Vehicles	Manufacturer	Year Manufactured	Fuel Type	Vehicle Length	Seating Capacity	Standing Capacity
424-430	5	Gillig	2010	Diesel	40	40	20
502-504	3	Gillig	2010	Hybrid	40	40	20
505-506	2	Gillig	2011	Hybrid	40	40	20
507	1	El Dorado	2011	Diesel	31	26	20
921-927	7	Startrans	2011	Diesel	35	29	20
928-929	2	Gillig	2012	Hybrid	35	32	20
508-512	5	Gillig	2013	Hybrid	29	32	20
513-523	11	Gillig	2013	Hybrid	35	32	20
524-529	6	Gillig	2013	Hybrid	40	32	20
675	1	Gillig	2013	Diesel	35	32	20
1009, 1011	2	Other	2014	Gasoline	24	20	0
1001, 1002, 1007	3	Other	2015	Diesel	24	16	0
431-434	4	Gillig	2016	Diesel	35	32	20
435-440	6	Gillig	2016	Diesel	40	32	20
441-449	9	Gillig	2018	Diesel	35	32	20
930-932	3	Mid Bus Inc.	2018	Gasoline	30	24	12

Source: LeeTran

LeeTran Fare Structure

While not a major source of revenue, the fare revenues play a key role in supporting LeeTran’s ability to continue to provide its services to the community. The current regular one-way adult cash fare on LeeTran fixed-route services is \$1.50. In addition, there are multiple fare pass options including the All-Day Pass, 7-Day Pass, 12-Trip Pass, and 31-Day Pass, as shown in Table 3-3. LeeTran also offers discounted fares for full-time students, adults age 65 and older, and individuals with disabilities, who may ride the services by just showing proof via Medicare card or LeeTran ID. A LeeTran ID can be bought for \$1.00 by showing proof of disability, age, or student status at the agency’s main hub at the Rosa Parks Transfer Center.

While structured similarly to fixed-route services, the Fort Myers Beach Trolley fare is only \$0.75, and there are also One-Day and Three-Day Pass options for riding these trolleys. There is only a discounted one-way cash fare available for the trolley service, as shown in Table 3-3. It should be noted that the Gold and Blue Trolleys operating in downtown Fort Myers are provided free of charge from November

to April. The lower fare/fare-free services on these routes are to encourage transit use and address congestion in their respective service areas.

LeeTran has continued to expand the availability of passes at multiple locations. At this time, bus passes can be purchased over the internet, at any Publix supermarket in Lee County, the Rosa Parks Transfer Center, the LeeTran administrative offices, Cape Coral City Hall, and public libraries including Lakes Regional, Riverdale, North Fort Myers, Cape Coral, and the East County Regional Library in Lehigh Acres.

Table 3-3: LeeTran Fares

Fare Category	Full Fare	Student Fare	Older Adult/ Disabled Fare
Fixed-Route			
One-Way Trip	\$1.50	\$0.75	\$0.75
All-Day Pass	\$4.00	-	-
7-Day Pass	\$15.00	\$12.00	\$11.00
31-Day Pass	\$40.00	\$25.00	\$23.00
12-Trip Pass	\$13.50	\$6.75	\$6.50
Trolley			
One-Way	\$0.75	\$0.35	\$0.35
One-Day Pass	\$2.00	-	-
Three-Day Pass	\$4.00	-	-

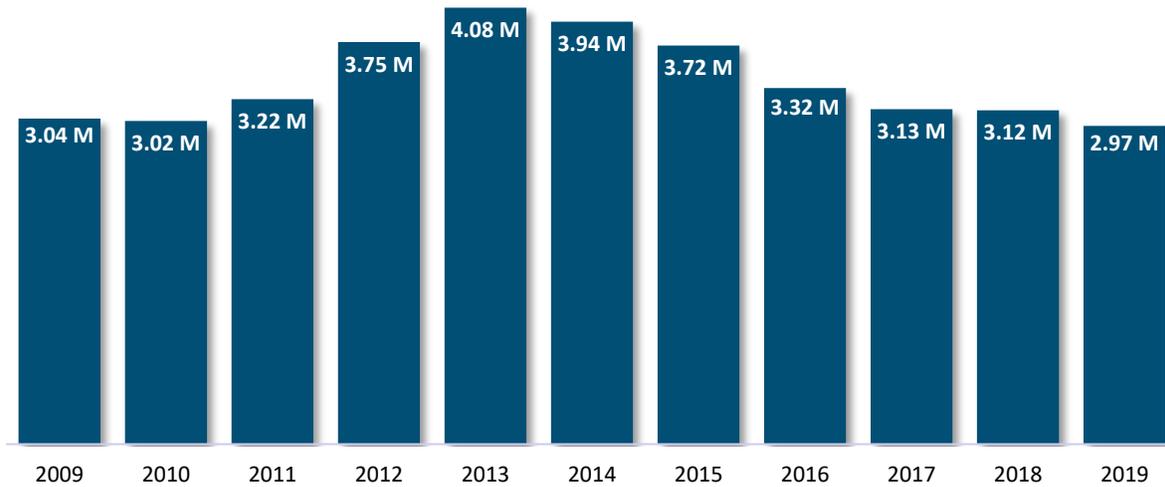
Source: LeeTran

Transit Service Characteristics and Trends

Ridership Trends

A review of the system ridership trend for LeeTran from 2009 to 2019 is provided in Figure 3-4. Based on the data shown, the ridership for the system experienced an upward trend until 2013, reaching over four million passenger trips that year. Since then, the overall ridership has gradually decreased, reaching just below three million passenger trips in FY 2019. While LeeTran has continued to strive to improve this ridership trend, the decline in the last several years has been identical to that for the transit industry as a whole, both regionally and nationally.

Figure 3-4: 2009-2019 Ridership

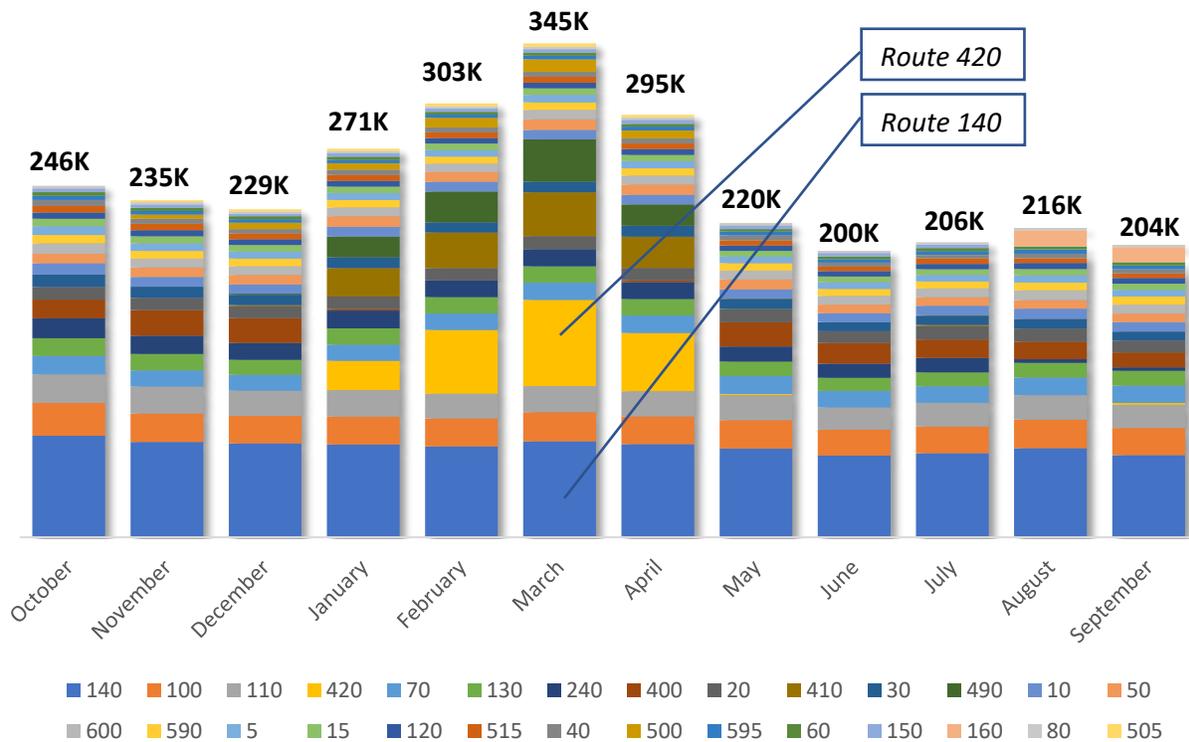


Source: LeeTran

In addition to overall system ridership, monthly ridership trends also were reviewed to get an understanding on how annual ridership has behaved when broken down by month of service. To get an even better picture of the ridership behavior, each month was again broken down by route. As seen in Figure 3-5, March experienced the highest volume of ridership with over 345,000 riders, or 12 percent of FY 2019 total ridership.

As expected, LeeTran’s most productive months for ridership include the seasonal months (November to April), especially January through April. Not only does LeeTran operate more routes during those months, but some of the seasonal routes produce the most ridership during that time. These four months accounted for approximately 41 percent of total FY 2019 ridership. On average, LeeTran provides over 247,000 rides per month, with June having the least amount of ridership (just over 200,000 rides). Route 140 is consistently the most popular route throughout the year, followed by Routes 100 and 110. Seasonally, Route 420 is the most popular seasonal route, contributing almost 170,000 rides in six months in FY 2019. Although Route 420 is a seasonal route, LeeTran utilized the popular service to accommodate riders attending the Songwriter’s Festival in September 2020.

Figure 3-5: Route Ridership by Month, FY 2019

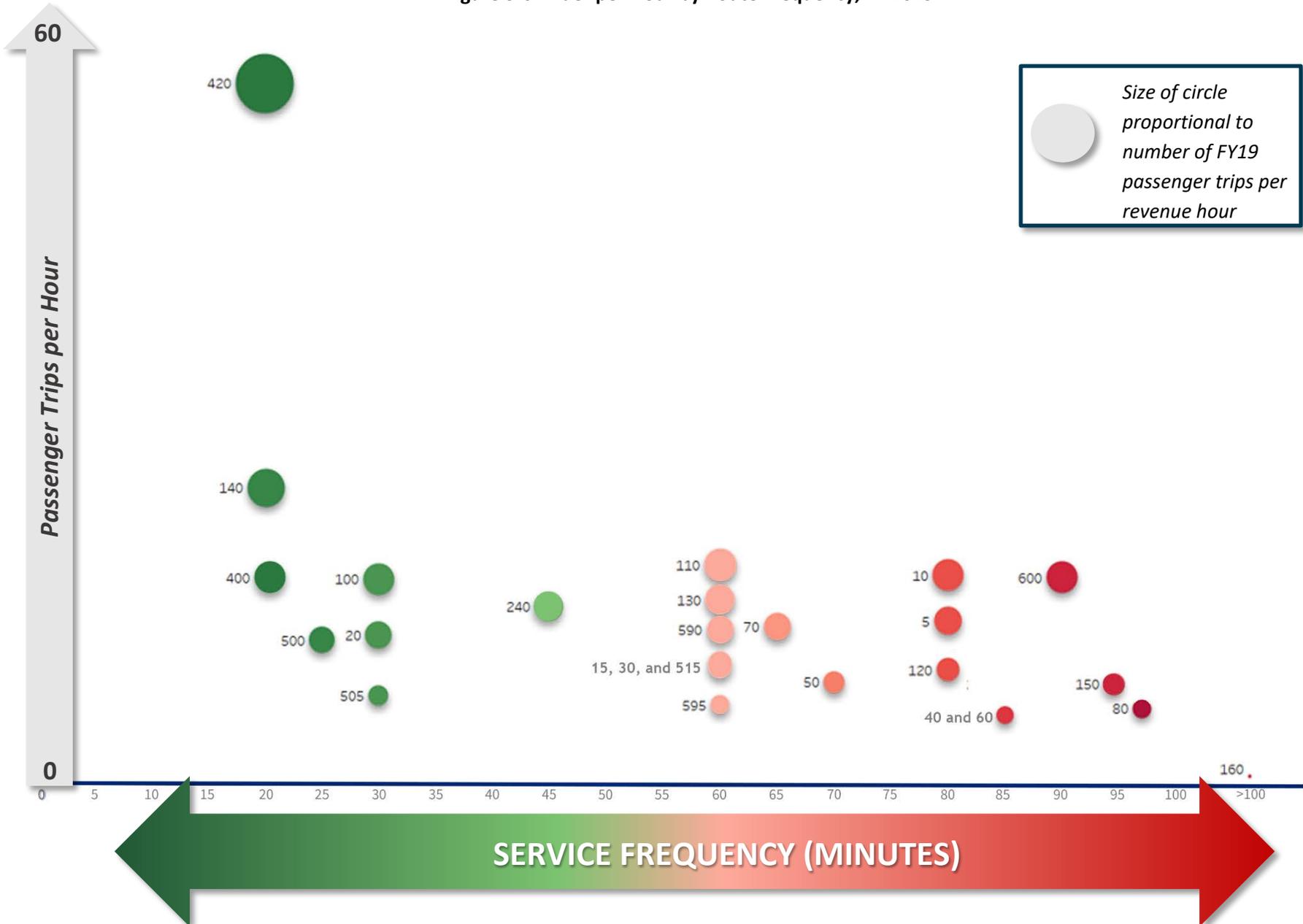


Source: LeeTran

Productivity by Route Frequency

While absolute ridership can start to paint a picture about productivity, real route productivity can be better measured by normalizing the ridership for each route, as absolute ridership will generally be higher for routes with the highest frequency. Therefore, an additional assessment was conducted to examine the relationship between frequency and route productivity. LeeTran’s passenger trips per revenue hour was calculated and mapped against route frequencies using FY 2019 data, as shown in Figure 3-6.

Figure 3-6: Rider per Hour by Route Frequency, FY 2019



The findings, as shown in Figure 3-6, indicate that routes with better headways are also the most productive with comparatively higher riders per revenue hour, while the lower frequency routes tend to have fewer passenger trips per hour, or low productivity.

The most productive routes are the Fort Myers Beach Tram (Route 420 that runs every 20 minutes) with 58.9 riders per revenue hour and Route 140 (that runs every 20-25 minutes) with 24.6 riders per revenue hour. In addition, all routes that operate with 30 minutes or less frequency had higher productivity with at least 20 or more riders per revenue service hour.

The least productive routes include Routes 60 and 160 with 5.3 passengers per revenue hour and 0.2 passengers per revenue hour, respectively. The aforementioned two routes also have low frequencies of 85 and 150 minutes, respectively.

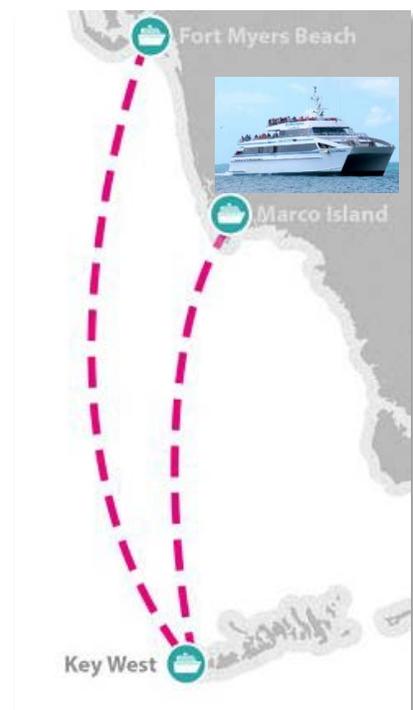
Other Transportation Providers

The review of existing transit services in Lee County also included a brief overview of the other public transportation options available in Lee County, as summarized below.

First, a review of other private and public organizations providing transportation services in Lee County was compiled based on information available from various local and regional sources. This inventory of transportation providers is included in Appendix A. These providers serve general public and/or specific client groups such as persons with disabilities, older adults, and/or people needing medical care exclusively in Lee County or in the whole region.

Another regional travel option accessible from Lee County includes a regional ferry service that operates from Fort Myers Beach to Key West. This service, Key West Express, offered through a private company and mostly used by tourists, offers a round trip between these locations for a \$155 adult fare with reduced fares available for seniors, kids 5-12 years old, and children younger than four years old. There are also discounted fares for one-way trips and passengers who book their trip in advance. The ferry is available year-round and is approximately a three-and-a-half-hour ride, compared to the estimated five-and-a-half-hour drive to Key West. The service operates one round trip each day, one morning trip from Fort Myers Beach to Key West leaving at 8:00 AM and from Key West to Fort Myers Beach at 6:00PM.

Uber and Lyft, another relatively recent transportation option, also is available in Lee County. These two Transportation Network Companies provide app-based on-demand trips, but mostly work well in urban areas where the demand may be higher than the more rural areas in Lee County.



There are also six private bus companies that operate trips in Lee County. The FlixBus, Greyhound, OurBus, Florida Red Line Shuttle, Red Coach, and MegaBus provide connections from Lee County regionally to other areas throughout Florida.

In addition, Florida Gulf Coast University provides four shuttle routes when classes are in session from August to late April. The North Lake Village Forward, North Lake Village Reverse, South Village, and West Lake Village routes connect surrounding student housing to the university and connect students to popular attractions on campus. In addition, from Thursday to Saturday during the Fall and Spring semesters, a free shuttle is operated by the Gulf Coast Town Center for students to link from the university to the Gulf Coast Town Center. It operates every hour from 5:00 PM to 10:00 PM.

SECTION 4 TREND AND PEER ANALYSIS

This section includes a review of selected service performance trends for LeeTran, using available NTD data from the last five years. Various performance measures were used to present the data that relate to overall system performance. In addition, a peer review analysis also was conducted to compare LeeTran’s performance at a given point in time with other transit systems. Systems with similar operating characteristics that LeeTran aspires to emulate were selected. The performance indicators included in this analysis help evaluate and benchmark the effectiveness and efficiency of LeeTran services.

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 LeeTran’s performance over time when compared to other systems with similar characteristics. Each analysis is summarized in detail in the remainder of this section.

Performance Trend Analysis

To conduct this trend analysis, data from the Florida Transit Information System (FTIS), which is a comprehensive data repository of historical and the most recent validated NTD data for transit agencies in the US, was used. However, as final data in the NTD is typically two years behind the current operating year due to the Federal Transit Administration’s rigorous review and validation processes, performance data for 2019 were obtained from LeeTran.

Analysis Indicators and Measures

To assess how efficiently LeeTran supplies its fixed-route transit service and how effectively those services meet the needs of the area, the trend analysis used key performance indicators and two types of measures, as summarized below.

- **General Indicators** - quantity of service supply, passenger and fare revenue generation, and resource input
- **Effectiveness Measures** - extent to which the service is effectively provided
- **Efficiency Measures** - extent to which cost efficiency is achieved

The trend analysis was organized by type of measure or indicator and includes statistics, figures, and tables to illustrate LeeTran’s performance over the past five years. This analysis includes statistics that summarize selected system performance indicators, effectiveness, and efficiency measures for the five-year period. Only the summary findings of the trend analysis are presented here in Table 4-1. Appendix B provides a detailed visual summary of the trend analysis.

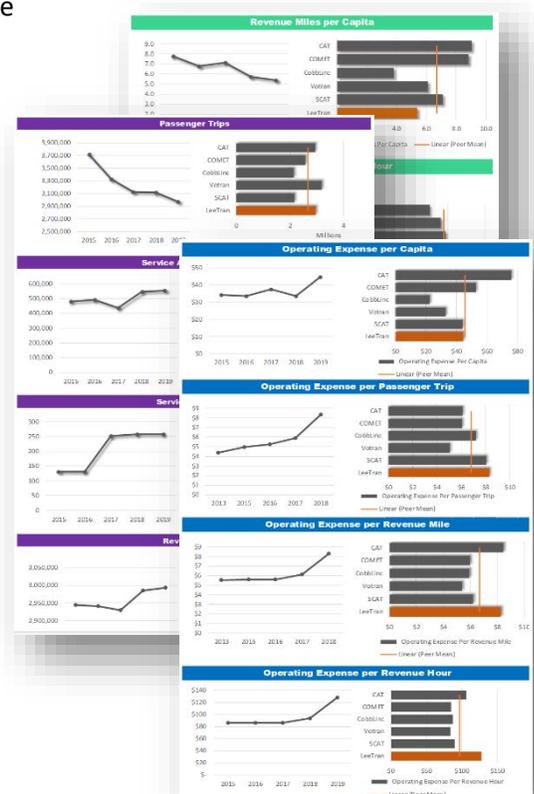


Table 4-1: Trend Analysis, 2015-2019

Indicator/ Measure	2015	2016	2017	2018	2019	% Change (2015– 2019)
General Indicators						
Passenger Trips	3,721,249	3,324,256	3,126,846	3,116,318	2,971,741	-20.1%
Service Area Population	479,489	490,070	437,570	544,749*	555,006*	15.7%
Service Area Size (sq. miles)	130	130	252	258*	258*	98.5%
Revenue Miles	2,943,830	2,940,880	2,929,585	2,984,867	2,993,228	1.7%
Revenue Hours	188,498	191,039	189,566	195,257	193,428	2.6%
Total Operating Expense	\$16,351,637	\$16,515,537	\$16,444,833	\$18,321,296	\$17,713,698	8.3%
Vehicles Operated in Max. Service	48	48	49	48	48	-
Effectiveness Measures						
Revenue Miles per Capita	6.14	6.00	6.70	5.48	5.39	-12.2%
Revenue Miles per Revenue Hour	15.62	15.39	15.45	15.29	15.47	-0.9%
Passenger Trips per Capita	7.76	6.78	7.15	5.72	5.35	-31.0%
Passenger Trips per Revenue Hour	19.74	17.40	16.49	15.96	15.36	-22.2%
Passenger Trips per Revenue Mile	1.26	1.13	1.07	1.04	0.99	-21.5%
Average Age of Fleet (in years)	4.76	5.62	5.21	5.58	6.26	31.5%
Weekday Span of Service (hours)	17.52	17.52	17.70	17.72	18.00	2.7%
Efficiency Measures						
Operating Expense per Capita	\$34.10	\$33.70	\$37.58	\$33.63	\$31.92	-6.4%
Operating Expense per Passenger Trip	\$4.39	\$4.97	\$5.26	\$5.88	\$5.96	35.7%
Operating Exp. per Revenue Mile	\$5.55	\$5.62	\$5.61	\$6.14	\$5.92	6.5%
Operating Expense per Revenue Hour	\$86.75	\$86.45	\$86.75	\$93.83	\$91.58	5.6%
Farebox Recovery (%)	19.02%	17.34%	16.65%	14.14%	13.47%	-29.2%
Average Fare	\$0.84	\$0.86	\$0.88	\$0.83	\$0.80	-3.9%

Source: NTD and LeeTran

*A review of NTD showed that LeeTran reported its calculated service area population until 2017 and, thereafter, switched to reporting county population as a proxy for its service area population. To stay consistent and provide a fair assessment of LeeTran operating data, the service area population was calculated for 2018 and 2019 using a Geographic Information System. A similar process was followed for the service area size, too.

Trend Analysis Summary

- General Indicators** – All metrics have increased with exception of passenger trips, which decreased about 20 percent, and vehicles operated in maximum service, which remained stable. While the service area size increased significantly, nearly 100 percent, revenue hours and miles only increased slightly (2.6% and 1.7%, respectively) indicating that the expansion of the network coverage over time occurred in conjunction with some level of service reduction and/or the new areas were served with low frequency and span. One of the key indicators, total operating cost, has increased only about eight percent for the five-year period. While cost increases are not desirable in the transit industry, they are somewhat inevitable due to the impact of market and inflationary factors beyond the control of the transit agency. Nevertheless, it is notable that such an increase indicates that LeeTran has successfully managed to keep its operating cost increases to less than two percent per year—which is generally in line with the base impact of inflation.
- Effectiveness Measures** – As seen with the regional and national trends in transit industry, effectiveness measurements have mostly declined over the past five years, excluding weekday span of service (2.7%) and average age of fleet (31.5%). The decline of passenger trips nationally and locally has been due to many factors, such as consistently low gas prices, historically low unemployment rates resulting in improved economic conditions that are allowing people to buy cars, and riders shifting to mobility-on-demand services such as Uber and Lyft, which all have contributed to the decline in the other metrics, as well. The average age of vehicles has increased, but LeeTran’s fleet is still below the suggested useful vehicle life (i.e., LeeTran has healthy fleet) according to FTA guidelines. This suggests that LeeTran has been consistent with replacing its fleet when the useful life of vehicles is reached.
- Efficiency Measures** – Again, the impact of the ridership drop is evident in the decline of the efficiency measures, too. Operating expense per passenger trip (35.7%), operating expense per revenue mile (6.5%), and operating expense per revenue hour (5.6%), all have increased indicating some declines in overall cost efficiency, even with LeeTran managing to reduce its annual operating cost from 2018 to 2019. The farebox recovery also has declined, even with lower operating cost, due primarily to the decline in ridership as more riders generally means more fare proceeds.

Farebox Recovery Report

As previously indicated, one of the additional requirements for the TDP that was added by the Florida Legislature in 2007 when it adopted House Bill 985 was a closer look at the farebox recovery ratio so that agencies can address “potential enhancements to productivity and performance which would have the effect of increasing farebox recovery ratio.” FDOT subsequently issued guidance requiring the TDP Major Updates to provide a summary report on the farebox recovery ratio.

Therefore, in addition to summarizing the most recent farebox recovery trend for LeeTran in this section, a farebox recovery analysis and a set of recommendations to improve the farebox recovery was developed and is included in Appendix C.

Agency Peer Review Analysis

In addition to the trend analysis, a peer system review was conducted to assess how LeeTran compares to comparable transit agencies. The same source of NTD data, the FTIS data repository that includes transit data for agencies nationwide, was used again to obtain the necessary validated NTD data to complete the analysis. The most recent nationwide validated data available in FTIS is for 2018, so the peer review analysis was conducted through the analysis of these data.

Using the same measures utilized for the systemwide trend analysis presented previously, a peer system review analysis was conducted, as summarized in the remainder of this section. This analysis uses these measures again to compare LeeTran's fixed-route performance characteristics to a selected group of transit agency peers. The selection process for the peer agency systems is described first, followed by the summary results of the peer review analyses using the same three categories used previously, including General Indicators, Effectiveness Measures, and Efficiency Measures.

Peer System Selection Methodology

The fixed-route peer system selection was conducted using 2018 NTD data available in FTIS. The agency data were then compared with 2018 data in FTIS for LeeTran. The pool of possible peers was assessed and subsequently scored through an objective assessment of nine standard key variables, including the following.

- Geography (southeastern US)
- Average speed (revenue miles/revenue hours)
- Passenger trips
- Revenue miles
- Service area population
- Service area population density
- Total operating expense
- Vehicles operated in maximum service (VOMS)
- Revenue hours

The peers were first selected based on geographic location (southeastern states), including Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, and Virginia. Fixed-route systems operating in these states were added to the pool of possible peers and were analyzed again based on the eight remaining criteria described previously.

A potential peer received 1.0 points when one of the eight criteria was within 1 standard deviation of LeeTran's performance value and 0.5 points for each criterion that fell within 2 standard deviations of LeeTran's value. Figure 4-1 shows the peer selection methodology. Table 4-2 presents the final set of peers selected using the methodology summarized above. These peers were then used for the peer system review analysis summarized in the remainder of this section.

Figure 4-1: Peer Selection Methodology

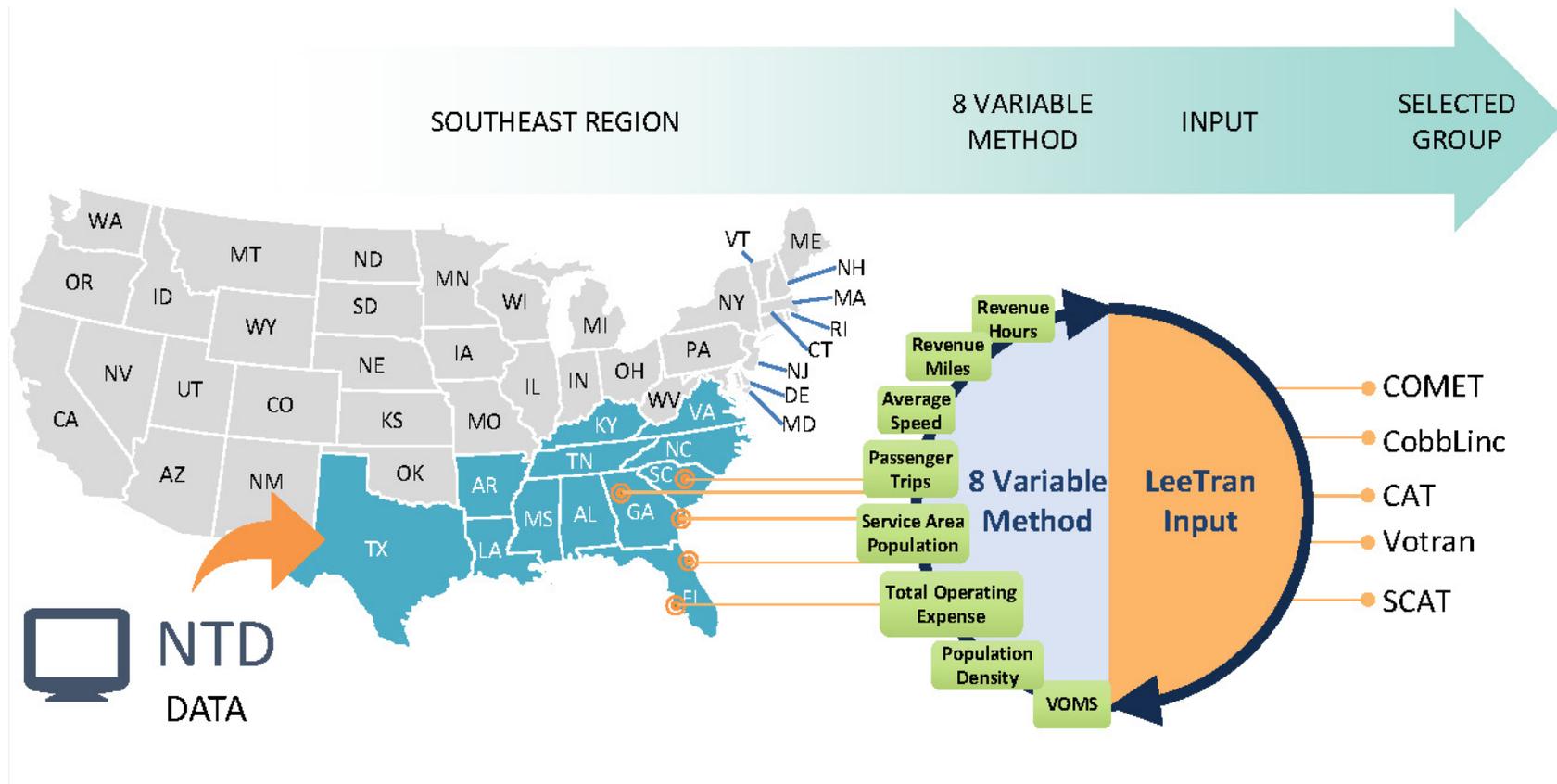


Table 4-2: Selected Peer Systems for LeeTran Peer Review Analysis

Agency Name	Location
Sarasota County Area Transit (SCAT)	Sarasota, Florida
Volusia County Transit (Votran)	South Daytona, Florida
Cobb County Transit (CobbLinc)	Marietta, Georgia
Central Midlands Regional Transportation Authority (The COMET)	Columbia, South Carolina
Chatham Area Transit (CAT)	Savannah, Georgia

Peer Review Analysis Summary

The results of the peer review analysis of LeeTran’s fixed-route bus service are presented in Table 4-3. It shows the findings by key indicators/measures in terms of their deviation above or below the peer group mean and a general assessment of the result.

Table 4-3: LeeTran Fixed-Route Peer Review Analysis, 2019

Indicator/Measure	LeeTran % from Peer Mean	Assessment
General Indicators		
Passenger Trips	19.3%	Good
Service Area Population	28.6%	-
Service Area Size	-41.0%	-
Revenue Miles	12.9%	Good
Revenue Hours	5.9%	Good
Total Operating Expense	10.1%	Can Improve
Vehicles Operated in Maximum Service	-1.2%	Good
Effectiveness Measures		
Passenger Trips per Capita	-21.2%	Can Improve
Passenger Trips per Revenue Mile	4.0%	Good
Passenger Trips per Revenue Hour	12.3%	Good
Average Age of Fleet (in years)	-4.7%	Good
Revenue Miles Between Failures	69.1%	Good
Efficiency Measures		
Operating Expense per Capita	-26.3%	Good
Operating Expense per Passenger Trip	-9.8%	Good
Operating Expense per Revenue Mile	-4.1%	Good
Operating Expense per Revenue Hour	3.7%	Good
Farebox Recovery (%)	-14.1%	Can Improve
Average Fare	-21.3%	Can Improve

Source: NTD FTIS

- **General Performance Indicators** – LeeTran scored above the peer mean in most general performance measures, with the exception of service area size (-41.0%) and vehicles operated during maximum service (-1.2%). Scoring above the peer mean in revenue miles (12.9%) and revenue hours (5.9%) while scoring above the peer mean in passenger trips at a higher variance (19.3%) suggests that LeeTran is achieving better service productivity than its peers. Additionally, LeeTran operates fewer vehicles during maximum service (-1.2%) than its peers, suggesting that LeeTran is also more efficient at supplying service. Although LeeTran has a higher operating cost (10.1%) than the peer average, it is providing more service and serving more passengers.
- **Effectiveness Measures** – LeeTran scored above the peer mean in passenger trips per revenue mile (4.0%), passenger trips per revenue hour (12.3%), and revenue miles between failures (69.1%). Scoring above the peer mean in passenger trips per revenue mile and passenger trips per revenue hour while scoring below the peer mean in passenger trips per capita (-21.2%) indicates that LeeTran is achieving more service consumption per resources expended than its peers, but it is not serving the same proportion of its service area population as its peers. Additionally, LeeTran scored below the peer mean for the average age of fleet (-4.7%) while scoring above the peer mean in revenue miles between failures (69.1%), suggesting that LeeTran is supplying a better quality of service than its peers, with newer vehicles and fewer breakdowns in service.
- **Efficiency Measures** – LeeTran scored below the peer mean in most of the cost efficiency measures, suggesting that, despite having a higher-than-average operating expense, it is more efficient at controlling its costs versus the levels of service it is providing, as compared to its peers. The only cost measure that LeeTran scored above the peer mean is operating expense per revenue hour (3.7%), which is somewhat justifiable because of its much higher variance (in the positive direction) from the peer mean in the passenger trips per revenue hour (12.3%) metric. Basically, this suggests that, although LeeTran is spending slightly more per revenue hour of service than its peers, it is doing much more (i.e., serving more passengers) with each unit of this service resource allocated, as compared to its peers. Scoring below the peer mean in average fare (-21.3%) category suggests that LeeTran’s fare structure has not kept up with industrywide fare increases (likely brought on by consistent increases in operating costs over time), with ridership declines also not helping this metric. For farebox recovery (-14.1%), LeeTran’s below-average performance is due to the combination of low fares coupled with the agency’s higher-than-average total operating cost metric.

SECTION 5 PUBLIC INVOLVEMENT

Public involvement efforts provide critical support and the basis for developing the 10-year transit needs in the community. With various avenues to gather public input, it helps to obtain information to ascertain community perceptions on and expectations for transit services locally and regionally. The purpose of this section is to summarize the public involvement process and related activities included for the LeeTran TDP. Key findings from each of the completed events also are analyzed and discussed.

Prior to initiating any activities, LeeTran prepared a Public Involvement Plan (PIP) that described all planned outreach activities to guide the public involvement process to be undertaken during the development of the TDP. The PIP was then submitted for FDOT review and was approved by FDOT prior to implementing the TDP outreach activities. The PIP includes a wide range of activities to provide numerous opportunities for involvement by the general public and key stakeholders or representatives of local and regional public and private agencies and organizations.

A copy of the PIP is included in Appendix A, along with material used in the implementation of the PIP.

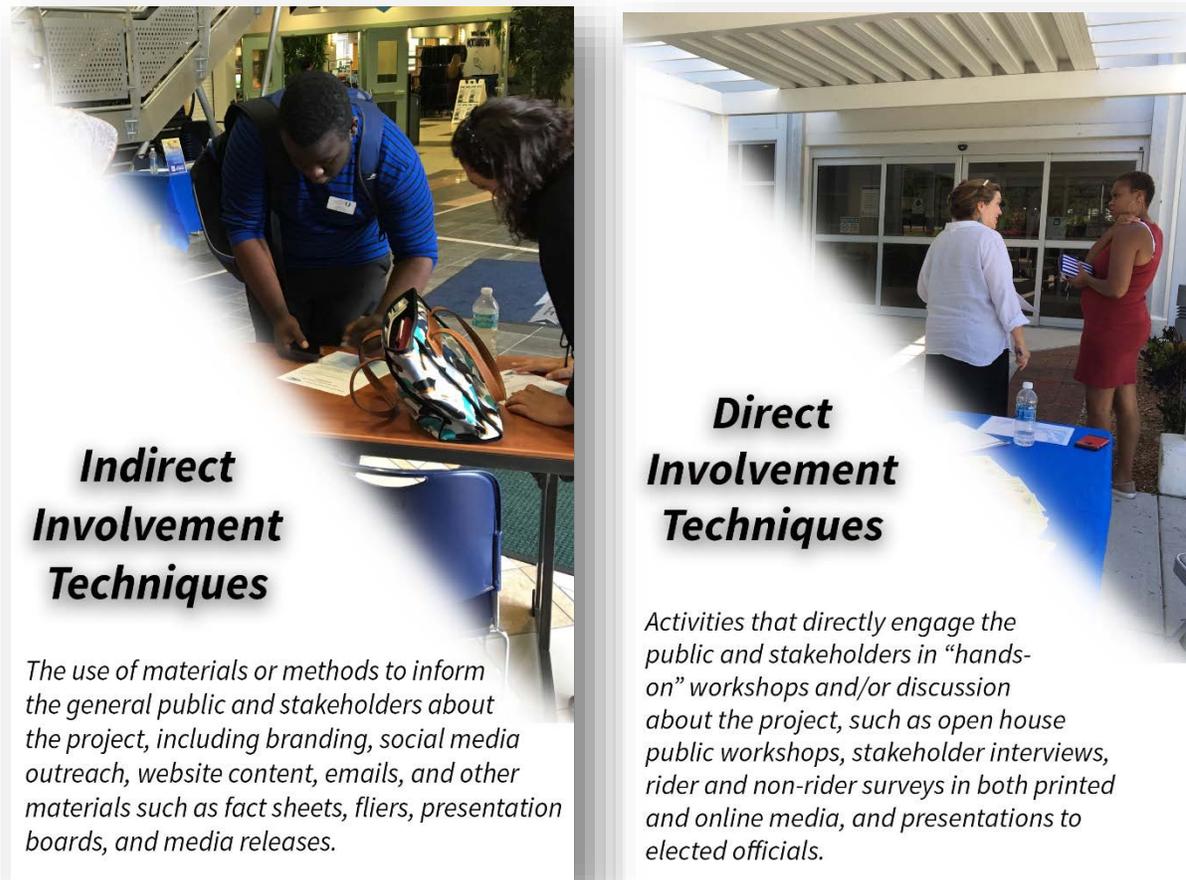
COVID-19 Impact on Outreach Process

It should be noted that due to social distancing requirements resulting from the COVID-19-related public health crisis that was unfolding during both phases of TDP public involvement, some outreach activities, such as the discussion groups and stakeholder interviews, were conducted virtually via the internet and/or phone. As the crisis continued, the need for employing virtual outreach strategies were regularly reassessed with LeeTran staff. An array of available avenues and software/hardware platforms were used to ensure safe, easy, and equitable methods for reaching the public and obtaining their feedback.

Public Involvement Techniques

To engage a full range of community stakeholders and facilitate active participation for the LeeTran TDP development process, activities that can be categorized as direct or indirect were used. The direct and indirect public involvement techniques are described below, as shown in Figure 5-1.

Figure 5-1: Public Involvement Techniques



The remainder of this section outlines the public involvement activities completed for the LeeTran TDP. Detailed summaries of the findings from the completed outreach activities in both written and graphical formats are provided to paint a complete picture of the desires and vision of the community for Lee County’s transit services going forward. The community desires and the input on vision for transit derived from these activities were used to develop and also evaluate the 10-year transit needs and priorities for the county.

Summary of LeeTran Public Involvement Activities

As mentioned previously, several direct and indirect public involvement activities were selected for use during the TDP process to ensure adequate opportunities would be available for LeeTran’s riders, community stakeholders, and the general public to actively participate in the plan development process. Figure 5-2 and Table 5-1 summarize the public involvement activities included as part of the TDP and the scale of engagement to date.

Figure 5-2: LeeTran TDP Public Involvement

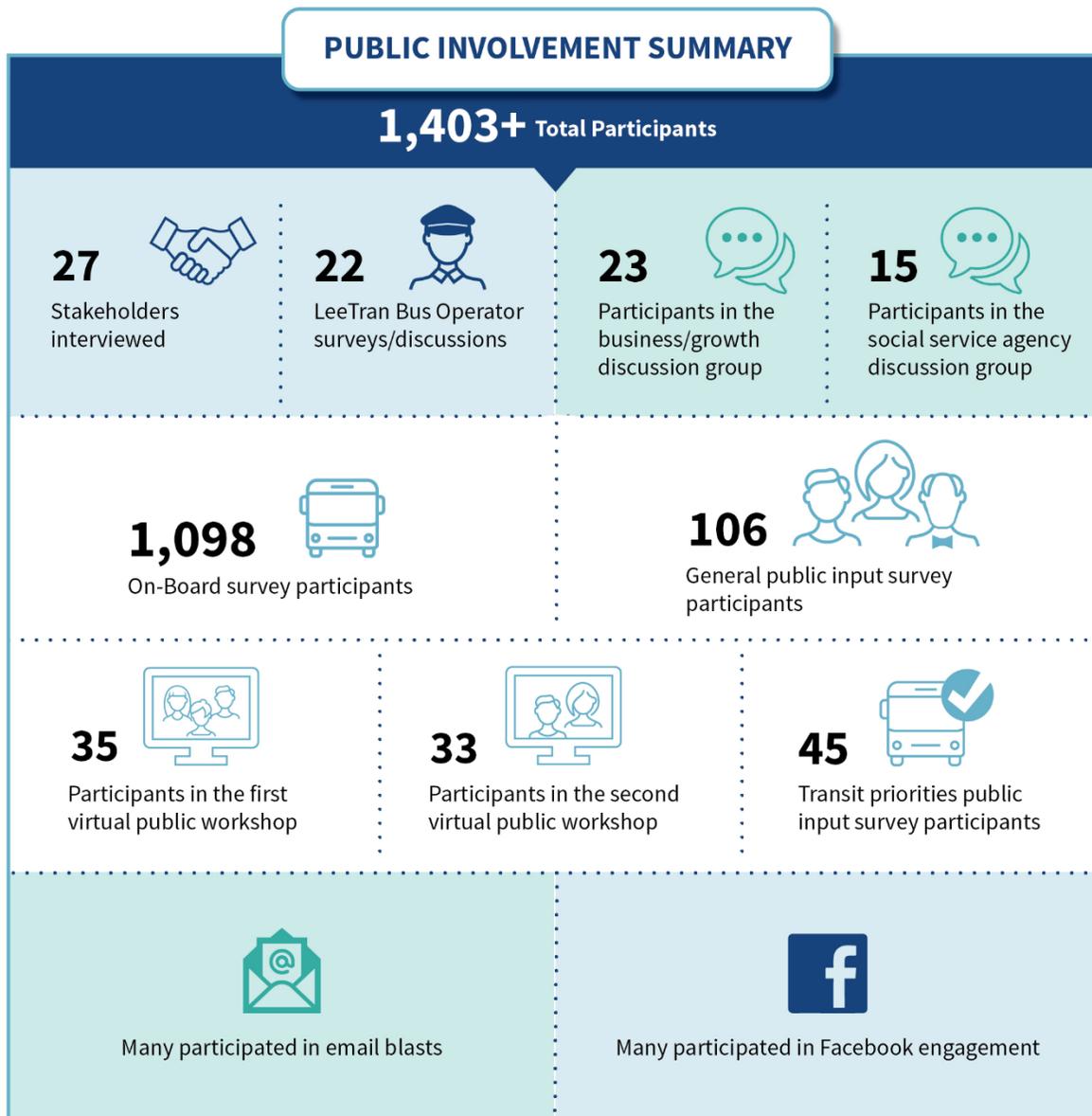


Table 5-1: TDP Public Involvement Summary

Phase	Outreach Activity	Activity Date	Participants	
Phase I	Interviews			
	Stakeholders	April 2020 - August 2020	27	
	LeeTran Bus Operators	March 2020	22	
			Total	49
	Discussion Group Workshops			
	Social Service Agencies	April 22, 2020	15	
	Business and Economic Development	April 23, 2020	22	
			Total	37
	Surveys			
	On-Board Survey	February - March 2020	1,098	
Public Input Survey	April 2020 - June 2020	106		
		Total	1,204	
Phase II	Public Workshops			
	Virtual Workshop #1	August 11, 2020	35	
	Virtual Workshop #2	August 13, 2020	33	
			Total	68
	Surveys			
	TDP Priorities Survey	August 2020	45	
			Total	45
	Other Media			
Email	February 2020 – September 2020	Many		
Social Media/Web	February 2020 – September 2020	Many		
		Total	Many	
Total Participants			1,403+	

Project Coordination Meetings

One of the goals of LeeTran is to ensure that the TDP would be developed with necessary oversight, quality control, and transparency throughout the life of its planning process. To ensure that this is achieved, a project coordination schedule was developed that includes establishing a committee to guide and set the parameters of the TDP process, as well as accommodating several meetings and numerous as-needed conference calls to facilitate project coordination. A Project Steering Committee (PSC) was established based on guidance from LeeTran and included LeeTran staff, FDOT, Lee County MPO, the Southwest Florida Workforce Development Board, Lee County Department of Transportation (DOT), and the Lee County Economic Development Office. Additionally, as part of the PSC, FDOT, the Regional Workforce Board, and the MPO were requested to review project documents for comments and approval.

Project coordination is important, not only to coordinate on the TDP, but also to ensure close coordination with the ongoing LeeTran COA, which will result in operational changes that may

impact the TDP, at least in the early years of its planning timeframe. Following is a summary of the key coordination activities.

- **Kick-off Meeting** – In February 2020, a meeting was held with the PSC to discuss TDP goals and objectives, review project tasks and deliverables, discuss public involvement strategies, examine coordination with other local and regional plans, and discuss the project schedule. The steering committee also discussed how efforts from the COA, which was conducted simultaneously, can help with the TDP and other planning efforts within the county.
- **Project Steering Committee Meetings** – Additional meetings were held with the PSC and its members to share project updates, discuss public outreach and issues, present findings, and obtain guidance on the TDP. These meetings were held via virtual videoconferencing platforms and via conference calls due to COVID 19 guidelines. Furthermore, the PSC was informed about public workshops during steering committee meetings and later received a formal invitation on August 5, 2020. A copy of the invitation is included in Appendix D.
- **Conference Calls** – Many conference calls with members of LeeTran staff also were conducted as needed throughout the project’s timeframe to coordinate on various components of the TDP as well as the ongoing COA.

Stakeholder Interviews

Understanding local conditions are an important part of the TDP and should include knowledge of the perceptions and attitudes of community decision-makers and leaders towards transit and its role in the community. To obtain this information, a total of 23 stakeholders also were interviewed as part of the public involvement process.

All interviews followed a similar format using an interview guide that was developed with a list of questions and discussion topics to steer the discussions. The stakeholder interview guide is located in Appendix A.

Stakeholders were advised that LeeTran is in the process of updating its TDP, a 10-year planning document that serves to guide investments, provide direction on future initiatives, and respond to community needs. As part of the TDP update, stakeholders were advised that a COA also was being conducted to provide more specific operational evaluations. Respondents were thanked for their participation and advised that, as LeeTran prepares to update its guidance documents, their participation would be critical to helping develop insights and identify trends. Each respondent was asked to provide their perspective and insights as a stakeholder from their individual vantage point. Respondents were advised that the interview would ask for their thoughts on transit services and specifically on LeeTran, covering four major areas. The first area dealt with existing services and LeeTran’s current operations. The second area covered future planning and thoughts about the direction of transit in Lee County. The third area focused on strategies needed to achieve that future and what specific elements would have to be in place for transit to be successful in Lee County. The fourth and final area asked respondents, based on their insights, to prioritize next steps and identify one key area for discussion.

Table 5-2 provides a list of stakeholders contacted and/or interviewed as part of this particular outreach effort. Major themes were identified from the feedback and are summarized in the following sections.

Table 5-2: LeeTran TDP Stakeholders

Name	Entity	Department	Title
Brian Hamman	Lee County	Board	Commissioner - D4
Frank Mann*	Lee County	Board	Commissioner - D5
John Manning	Lee County	Board	Commissioner - D1
Ray Sandelli	Lee County	Board	Commissioner - D3
Cecil Pendergrass	Lee County	Board	Commissioner - D2
Dave Harner	Lee County	County Administration	Deputy County Manager
Marc Mora	Lee County	County Administration	Assistant County Manager
Christine Brady	Lee County	County Administration	Assistant County Manager
Glen Salyer	Lee County	County Administration	Assistant County Manager
Pete Winton	Lee County	County Administration	Assistant County Manager
David Loveland	Lee County	Community Development	Director
Randy Cerchie	Lee County	Transportation	Director
Stephen Jansen	Lee County	Transportation	Engineering Manager
Tamara Pigott	Lee County	Visitor/Conventions Bureau	Director
Robert Clemens	Lee County	County Lands	Director
Marla Britton	Lee County	County Lands	Land Acquisition Manager
Teresa Mann	Lee County	County Lands	Senior Property Acquisition Agent
Jesse Lavender	Lee County	Parks & Recreation	Director
Roger Mercado	Lee County	Human & Veteran Services	Director
Jeannie Sutton	Lee County	Human & Veteran Services	Grants Analyst
Michelle Arnold	Collier County Transit (CAT)	Public Transit & Neighborhood Enhancement	Director
Alicia Dixon	Lee County Port Authority	Planning & Environmental Compliance	Director
Roger Lloyd	School District	Transportation	Director
Margaret Banyan	FGCU	Political Science & Public Affairs	Professor
Roger Desjarlais*	Lee County	County Administration	County Manager
Margaret Wuerstle*	SW Florida Regional Planning Council	-	Executive Director
Mark Tesoro*	Lee County Injury Prevention Coalition	-	Secretary

*Contacted, but no interview could be completed.

Transit Today

In general, all stakeholders responded positively to LeeTran, expressing support for its role in the community.

- **Awareness** – Respondents indicated that LeeTran's drivers were positive aspects of LeeTran's service. All respondents commented favorably to the beach park-and-ride and the beach tram service as necessary to address the congestion and an innovative way to get

visitors to use transit instead of driving to the beach. While all respondents commented that LeeTran's role was important as a support service for the community, respondents were split on this as a strength. Some respondents felt LeeTran's role should be more closely aligned with transportation services, while others felt additional efforts were necessary to meet underserved communities.

- **Seasonal Impacts** – All respondents commented on the impact of seasonal visitors on LeeTran service, congestion, parking, demand, and growth. Some respondents felt transit services were not working to address seasonal impacts as well as they could. Respondents indicated a need for more service connecting visitors with attractions to relieve traffic and congestion.
- **Land Use and Suburban Profile** – All respondents commented on Lee County's suburban land patterns, sprawl, low density housing, and scattered development as a challenge to providing transit services, growing ridership, and connecting communities. Respondents felt that new developments are following similar patterns of building in areas not served by transit.
- **Responsiveness** – All respondents commented positively on the increased communication from LeeTran, and improved collaboration with stakeholders and partners. Two respondents cited LeeTran's response to Good Wheels as an example of LeeTran's responsiveness to community issues. Four respondents cited LeeTran's Lehigh Park-and-Ride project as an example of LeeTran working to meet community needs.
- **Funding** – Overall, respondents felt funding was a barrier to expanding service, improving frequency, and attracting “choice” riders. At least one respondent felt funding transit should not be considered a subsidy, but rather a needed community resource, and one respondent felt funding was insufficient at current levels.
- **Intergovernmental Coordination** – Respondents commented on the need for local municipalities within Lee County to take greater ownership of transit. The discussion regarding neighborhood circulators, use of smaller vehicles, and the siting of park-and-ride facilities reinforced the desire for local partnering. Respondents felt there was an opportunity to tailor services to local character and goals, as well participate in funding of transit services that upheld the vision of each community. With local municipalities participating in the development of local transit, LeeTran could coordinate and facilitate connectivity between unincorporated areas and communities.
- **Know Your Customer** – Respondents supported LeeTran investing in its current customers. There was expressed concern current customers would be ignored as LeeTran seeks to increase ridership by attracting new customers. There was an interest in LeeTran improving the experience, ride, and access to transit for its current users.
- **Partnership** – The interviews reinforced the need for collaboration between employers, land developers, educational facilities, and transit providers. Respondents overwhelmingly supported developing partnership, collaborations, and consistent communication across

industries to foster more understanding and encouraging partners to support transit. This includes funding local service, actively participating in planning and providing feedback.

- **Data Driven Decisions** – Respondents clearly indicated the need to use data to support decision making, and identify and respond to trends. There was a stated expectation that LeeTran would be able to move towards data collection and analysis to support decision making.

Where Do We Want to Go?

- **High Frequency and Express Service** – Respondents identified improving frequency to help increase ridership as a LeeTran goal. Many respondents identified a desire for new transit services such as direct service to the airport and other popular destinations to meet community needs, diversify the customer base, and increase ridership. Destinations and attractions cited included airports, regional malls, and colleges.
- **Special Events** – All but two respondents felt LeeTran should participate and assist with responding to special events to address congestion and parking, increase attendance, and connect popular destinations. Examples cited included Spring Training, beach festivals, parks, and farmer's markets.
- **Impacts of Continued Growth** – All respondents felt population increases and continued residential and commercial development in Lee County and surrounding areas will impact the quality of life and drive a need for more transit services. All respondents expressed a need to connect outlying areas of the county, citing Lehigh Acres as an example of a growing area with insufficient transit services.
- **Transportation Corridors** – Four respondents discussed the future of rail, indicating that this should be a future goal for transit. Respondents expressed a need to preserve rail corridors for future transit use and/or the need to create special transportation corridors for future needs.
- **Regional Transit** – Respondents had varying views on regional transportation. Several respondents commented on growth and development patterns that crossed boundaries, political boundaries, and ownership that are not visible to residents and visitors, and outlying communities that may be closer to services in adjacent counties. One respondent indicated the need for creation of a regional pay system across boundaries.

How Do We Get There?

- **Collaboration and Communication** – One respondent suggested greater collaboration and participation by transit in city and county planning committees, community groups, and with development agencies and developers, citing the importance to educate decision makers on transit. Several respondents noted improved communication with the board, other county agencies, and with the MPO.
- **Technology and User Enhancements** – Most of the respondents commented on the need for a phone app to pay fares, provide updates, track rides, and meet user needs. Some

respondents commented on the use of Uber and Lyft as means of assisting public transit. Respondents felt transit filled a need not met by Uber or Lyft. Respondents commented on how service could be improved by modeling some methods used by Uber and Lyft to manage demand and using technology for trip arrival notifications. Some also commented on connected and autonomous vehicles, stating LeeTran should prepare for the use of automated vehicles to meet some end-to-end trips.

- **Regional Fares** – Three respondents commented on the fare structure. One respondent questioned the cost effectiveness of handling cash versus the cost associated with collecting currency. One respondent commented on free or reduced fares on special services versus the cost of regular trips, noting regular commuters are not offered deeply discounted fares (e.g., the beach trolley). One respondent suggested a regional fare structure and greater regional coordination to create a seamless transportation network in Southwest Florida.
- **Neighborhood Circulators** – Several respondents commented on the need to develop neighborhood circulators. Several respondents commented on the opportunity to operate smaller vehicles and develop community circulators. They noted the need to reduce travel time, create more access within communities, and connect older populations.
- **Improved Infrastructure** – Two respondents commented on bus shelters and the need to provide protection from the heavy rains and sun in Southwest Florida. Respondents indicated that safe, accessible, and welcoming shelters were necessary. Several respondents commented on the need for more park-and-ride facilities as an effective way to connect outlying communities. One respondent recommended the early acquisition of land to accommodate future park-and-ride facilities, before the land becomes too expensive to purchase or built over.
- **Desire for Transit** – All respondents indicated they have or would have used transit for work trips if the commute times were shorter. All respondents indicated they have taken or do take public transport (when available) to attend special events. All respondents indicated that they would support transit circulators in their neighborhood, with three respondents citing a desire for transit along the McGregor Boulevard corridor.

Changes and Vision

- **Need for Community Support** – A respondent advised LeeTran to continue to build support for transit, engaging decision makers and the development community to accommodate future transit services. A respondent recommended that LeeTran work to make transit more widely accessible and affordable. A respondent advised LeeTran to lead through collaboration and be present for early development discussions.
- **Reduce Headways** – Respondents advised LeeTran to work to increase service frequency and make transit service easier to use. Respondents noted that transit is a cost-effective way to defer major expenses associated with widening roads, thereby reducing the environmental impacts of vehicle traffic and improving safety.

- **Technology** – A respondent suggested that LeeTran work to embrace technology and the deployments of automated and connected vehicles. A respondent advised LeeTran to gather better data and work to develop modeling systems that can show the impact of transit. Several respondents advised LeeTran to utilize technology to improve transit services, including developing an app to pay fares, locate the next bus, and plan trips.
- **Express Bus Service** – Respondents advised LeeTran to develop express routes to the airport, special events, and other popular destinations, as well as expand ridership to include more retirees and younger riders.
- **COVID-19 Awareness** – A respondent advised LeeTran to address concerns over disinfection services and COVID-19.

General Comments

- **Technology** – The use of technology and apps and mentions of Uber and Lyft to facilitate access to transit appeared across all areas. There is a general sentiment that LeeTran should implement new technology to assist in fare collection, trip planning, and with bus arrival notifications.
- **Health** – All respondents expressed concern over the impact of COVID-19 in public places, on public transportation, and on employees. Respondents agreed there were current impacts to operation including reduced operations during the Stay at Home orders, as well as when normal service resumes. Additional information was sought on disinfecting services.
- **Funding** – All respondents noted that limited funding for transit impacts LeeTran’s ability to provide additional services, add new routes, and improve current service levels.
- **View of LeeTran** – All respondents had a favorable view of LeeTran drivers, current leadership, and interactions with staff.

On-Board Survey

An on-board survey of LeeTran fixed-route bus patrons also was conducted to obtain information related to the demographics, attitudes, preferences, and habits of current riders. To allow for a sufficient valid sample of survey responses that will support statistical rigor of the results, yet support efficient use of agency resources, the survey effort covered up to 25 percent of LeeTran’s scheduled fixed-route bus trips. The on-board survey planning and implementation was coordinated closely with LeeTran staff to ensure that study objectives were met and data collection efforts were efficiently integrated with agency operations.

The following sections summarize the methodology and findings of the TDP on-board survey that was conducted in February/March of 2020.

Survey Methodology

An on-board survey instrument with questions on travel characteristics, demographics, and customer service and satisfaction was prepared and administered to bus riders using tablets. The

survey instrument was developed in conjunction with LeeTran staff and drew on LeeTran’s previous rider survey questionnaire to promote consistency of questions and response cohorts. This facilitated subsequent comparative analysis of results over time.

In addition to the tablet-based surveys, paper surveys also were prepared and kept as backups when necessary. The survey was translated into Spanish and Haitian Creole for distribution to those who were not able to complete the English version. A group of surveyors were used to help facilitate the survey administration process and ensure a higher response rate. Prior to sending surveyors out on LeeTran buses, a comprehensive training was conducted to instruct and inform surveyors about their duties and responsibilities and on how to address any issues or concerns that they may have had about the survey process.

The English, Spanish, and Creole versions of the survey instrument can be found in Appendix A.

Survey Results

A total of 1,098 LeeTran patrons participated in completing the on-board survey. A breakdown of survey completions by language is shown in Table 5-3.

Table 5-3: Surveys by Language

English	Spanish	Haitian Creole	Total
959	114	25	1,098

The data from the Lee TDP bus on-board survey were cleaned and analyzed, and the key findings are summarized below under the following categories: passenger travel characteristics, rider demographics, and customer service and satisfaction.

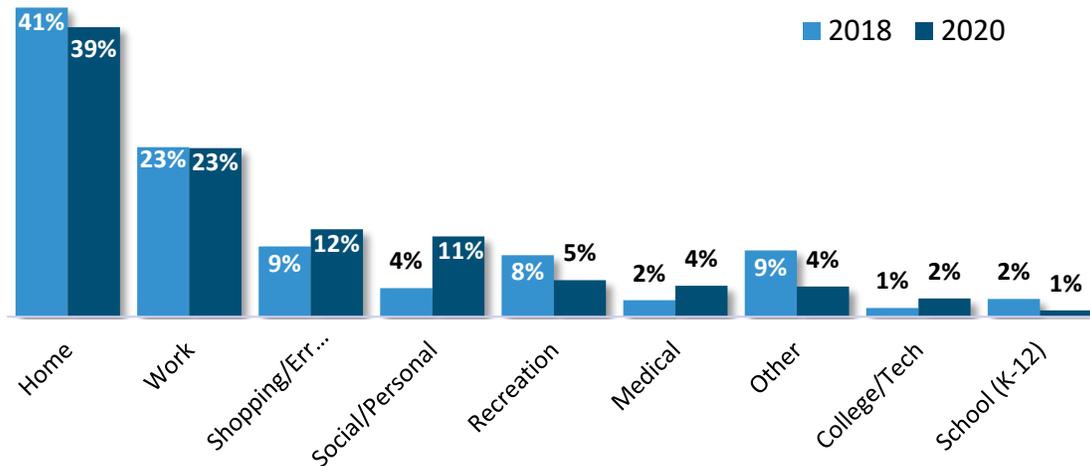
In addition to presenting the 2020 findings, this summary also adds the results of LeeTran’s 2018 rider survey, as applicable, to provide a comparison of responses for similar questions.

Passenger Travel Characteristics

This section identifies characteristics of passenger travel habits, trip origins and destinations, and history of using LeeTran bus services.

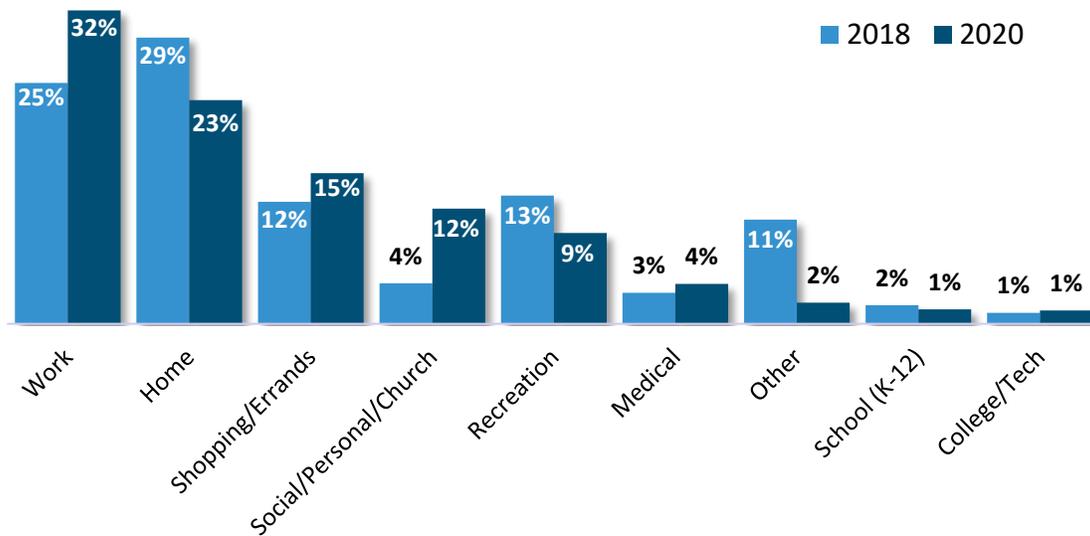
Passengers were asked the type of place they had just come from prior to starting their one-way trip on the bus (Figure 5-3) and the place that they were going to on the same one-way trip. The top three trip origins are home, work, and shopping/errands in both 2018 and 2020, although with different distributions. In 2018, 41 percent of passengers indicated their trip origin was home while 39 percent of passengers shared the same response in 2020. Work was indicated by 23 percent of passengers in both years, while shopping and errands increased from nine percent to 12 percent from 2018 to 2020. Respondents in 2020 were more likely to say their origin was social/personal (11% vs. 4%) and less likely to be recreational (8% vs. 5%) than in 2018.

Figure 5-3: Trip Origin



The top three trip destinations are also the same as the trip origins; work, home, and shopping/errands were the most popular in both 2018 and 2020 (Figure 5-4). Work was the top indicated destination in 2020 (32%), a seven percent increase from 2018 (25%). The second most popular response in 2020 was home (23%), a six percent decrease from 2018 (29%), while those who indicated shopping and errands increased from 12 percent in 2018 to 15 percent in 2020. Overall, LeeTran riders are using the service to commute to and from lifeline trips such as home, work, and shopping/errands.

Figure 5-4: Trip Destination



Passengers were asked which transportation mode they used to access the transit system and how they reached their final destination, as shown in Figures 5-5 through 5-8. If respondents indicated walking or bicycling, they were asked to note the number of blocks they traveled. If driving was selected, respondents were asked to indicate the number of miles they drove to access the transit system. The responses reveal how transit users often must combine various modes of travel in order to complete their individual trip.

LeeTran riders that participated in the survey reported that walking (74%) was their primary mode of transportation used to access and egress LeeTran services in both 2018 and 2020 (Figures 5-5 and 5-6). Passengers indicated bicycling as the second most popular mode of access and egress in both 2018 and 2020 with a two percent increase (from 7% in 2018 to 9% in 2020) for access and egress (from 6% in 2018 to 8% in 2020), as shown in Figures 5-7 and 5-8. There was a marginal increase for passengers who responded that they were dropped off (from 8% in 2018 to 9% in 2020) or will be picked up (from 5% in 2018 to 6% in 2020). Overall, modes of transportation to and from LeeTran services were consistent from 2018 to 2020.

Figure 5-5: 2018 Transit Access Mode

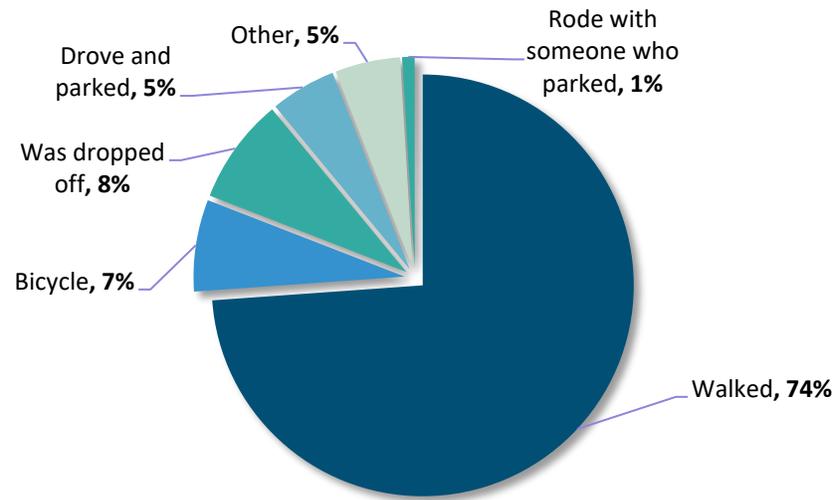


Figure 5-6: 2020 Transit Access Mode

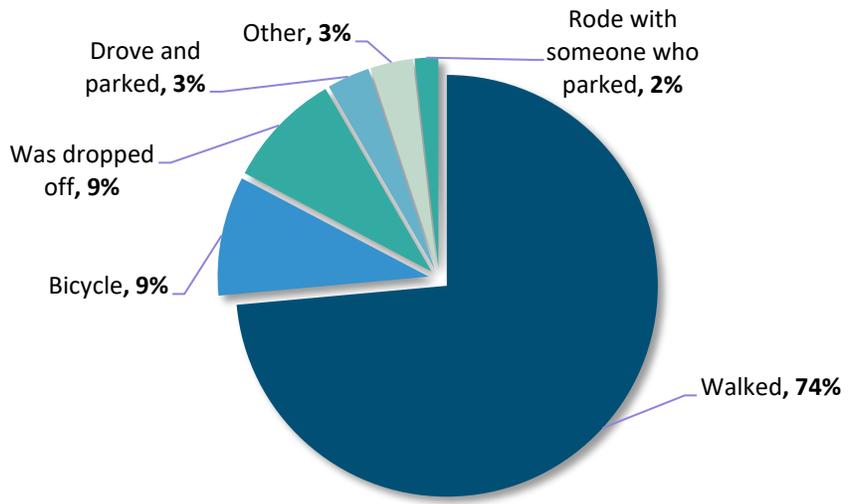


Figure 5-7: 2018 Transit Egress Mode

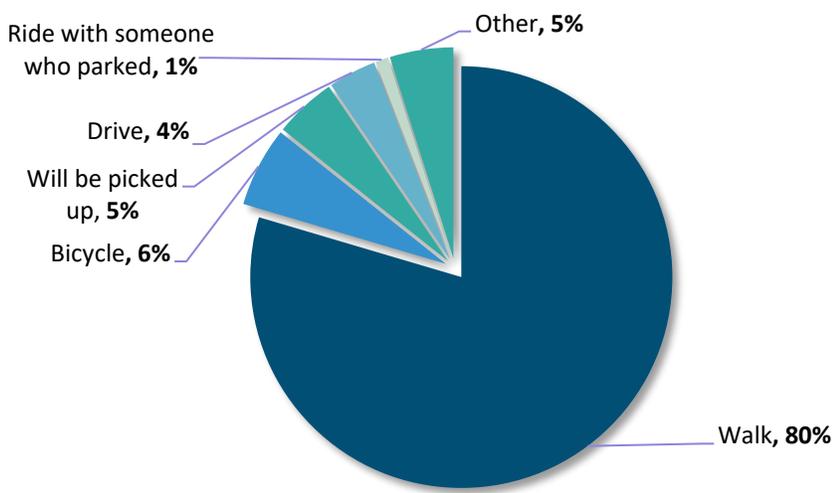
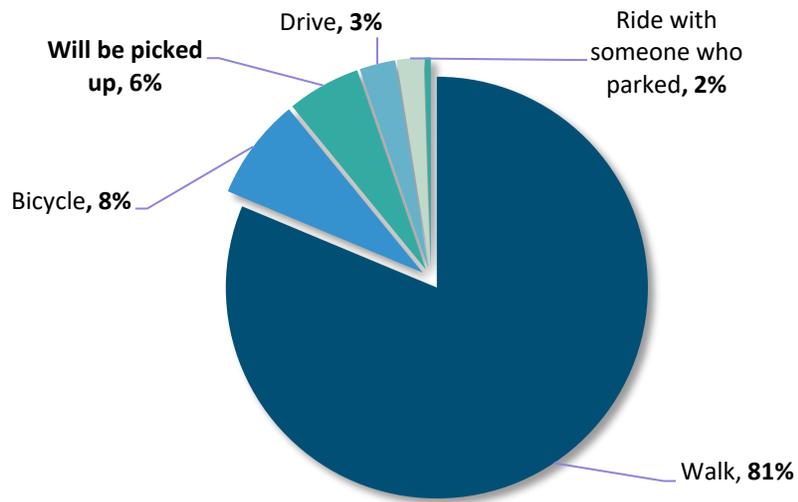


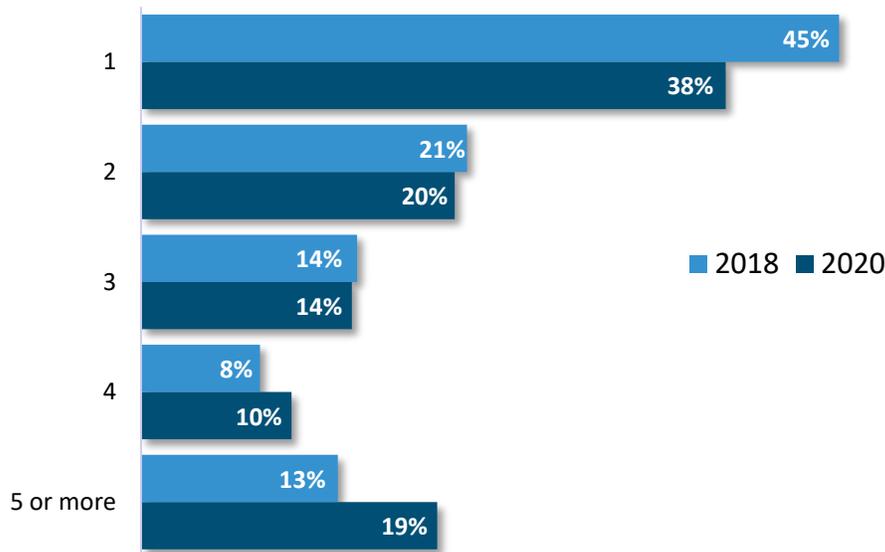
Figure 5-8: 2020 Transit Egress Mode



Figures 5-9 through 5-11 illustrate the distance respondents traveled to and from transit by walking, bicycling, or driving. These data can give insights into how far riders are traveling to LeeTran bus stops.

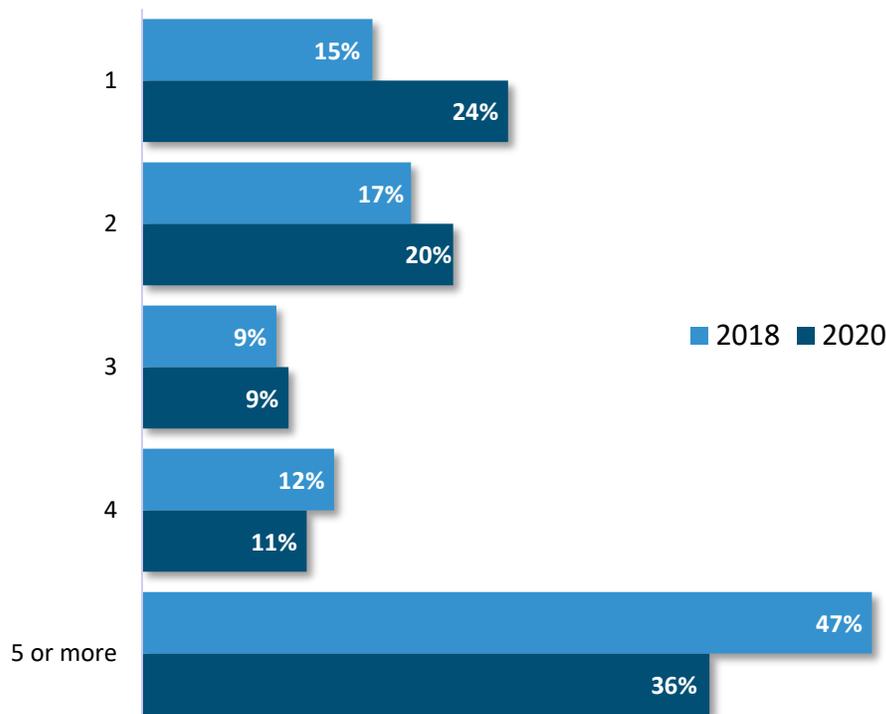
As shown in Figure 5-9, the majority of respondents both in 2018 and 2020 who walk to and from the bus stop/station traveled approximately one to four blocks. Although the most popular responses were between one and four blocks, there was an overall six percent decrease collectively in those categories from 2018 to 2020 (from 88% to 82%). From 2018 to 2020, there was a six percent increase in passengers who reported walking five blocks or more for LeeTran services.

Figure 5-9: Number of Blocks Walked for Transit Access/Egress



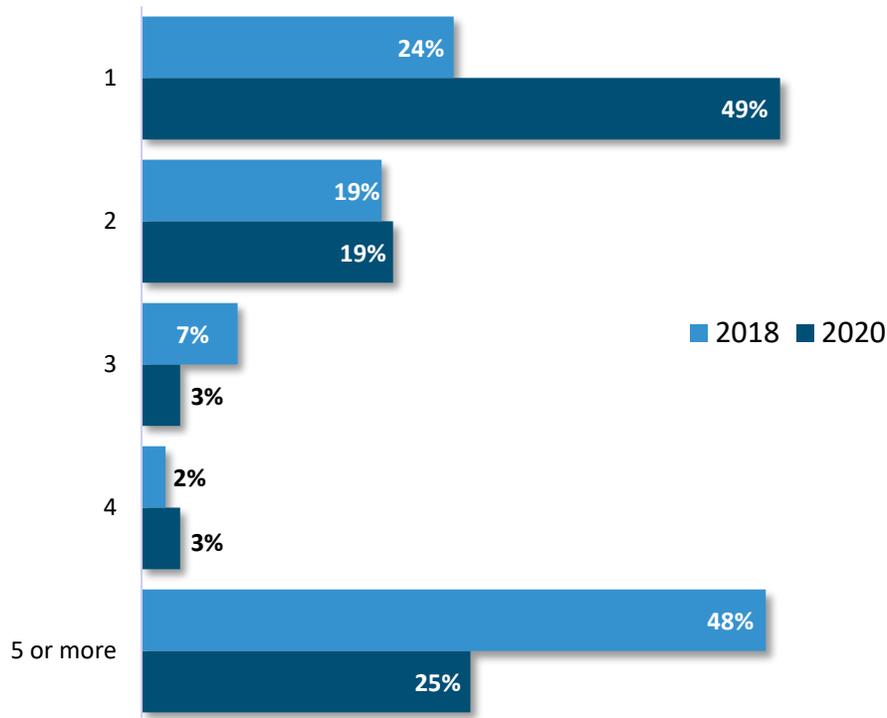
As shown in Figure 5-10, most passengers who bicycled traveled up to four blocks in 2018 and 2020. From 2018 to 2020, there was a 11 percent increase in those who traveled up to four blocks (from 53% to 64%), with simultaneously an 11 percent decrease in those that bicycled five blocks or more to get to LeeTran services.

Figure 5-10: Number of Blocks Bicycled for Transit Access/Egress



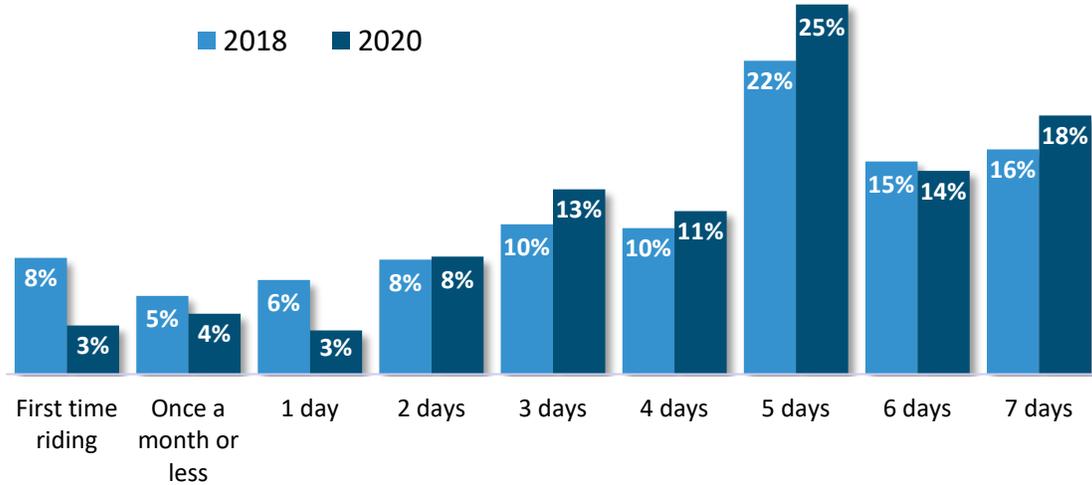
As shown in Figure 5-11, for those who reported driving, most respondents reported traveling one or two miles. The number of passengers who reported driving one mile to LeeTran services increased significantly from 24 percent to 49 percent. The distribution of those who drove anywhere between two and four miles changed marginally, while there was a significant decrease in those who drove five miles or more from 2018 (48%) to 2020 (25%). Overall, there is a significant increase in passengers driving shorter distances and a decrease of passengers who drove longer distances to use LeeTran services.

Figure 5-11: Number of Miles Driven to Transit Access/Egress



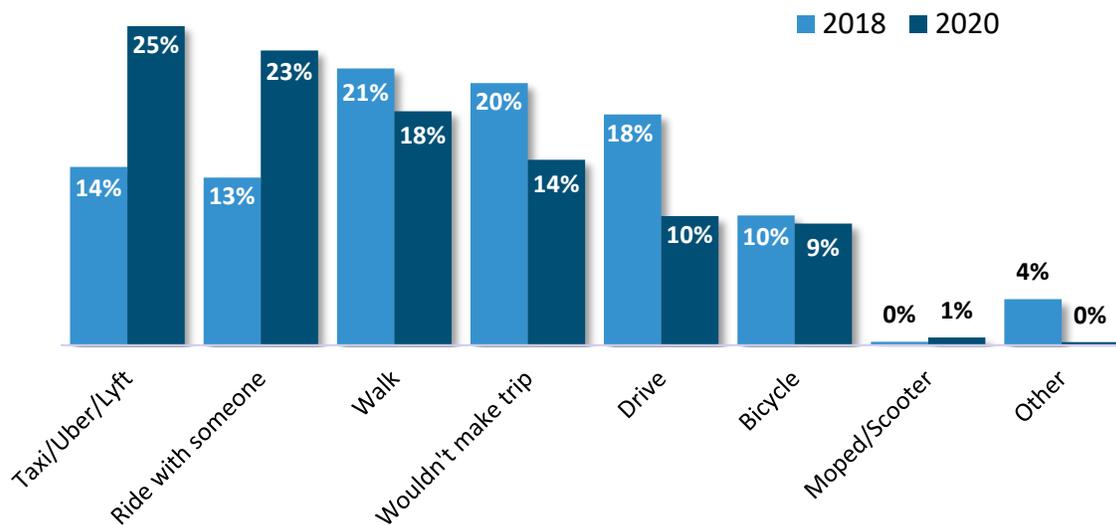
In order to identify the overall use of LeeTran services, respondents were asked how many days a week they ride the bus. In both 2018 and 2020, most passengers reported using LeeTran services five days a week, while the second highest reported selection was seven days a week. As shown in Figure 5-12, there was an increase of passengers that responded they use LeeTran for five or seven days a week (from 38% to 43% combined). There was marginal change in other responses, but a noticeable decrease in those that indicated it was their first time riding or ride only one day per week (from 14% to 6% combined). The increase in frequent riders and decrease in first time and less frequent riders suggests that there is a dedicated ridership base and LeeTran is a service that passengers rely on often.

Figure 5-12: Frequency of Use



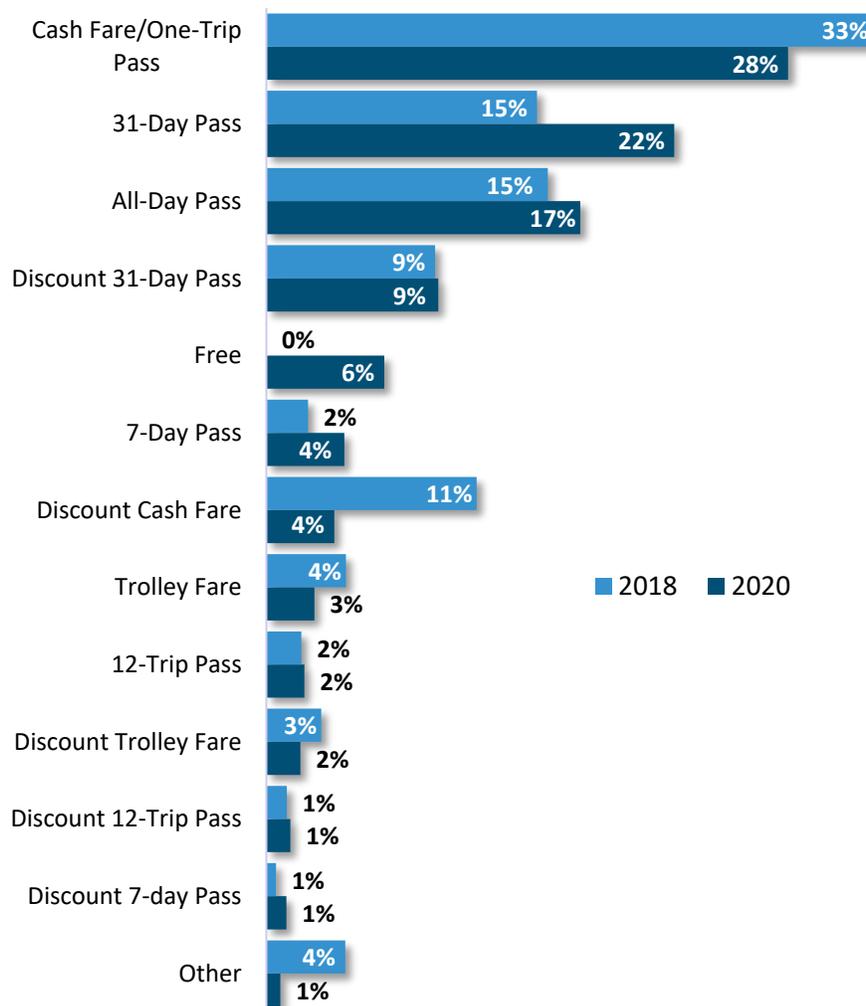
Respondents were asked which mode of transportation they would utilize if bus services were not available. One of the survey responses was changed from “Taxi” in 2018 to “Taxi, Uber, Lyft” in 2020. The survey found a significant shift in alternative mode choices within the survey time period. Figure 2-13 shows that responses in 2020 showed a substantial increase in utilizing paid rideshare (from 14% to 25%) or riding with someone (from 13% to 23%) compared to 2018. Furthermore, less passengers indicated driving, walking, bicycling, and not making the trip in 2020 than 2018.

Figure 5-13: Transit Alternative Mode Choice



To assess the utilization rates of fare media and payment methods, a question about how bus riders paid their fare was included in the survey. The survey found that the three most common fare payment methods among riders were Cash Fare/One-Trip pass, 31-Day pass, and All-Day pass consistently in both 2018 and 2020. In 2018, 33 percent of passengers indicated the use of Cash Fare/One-Trip pass while only 28 percent did in 2020, although it is still the most popular fare payment method. Usage of the 31-Day pass by riders increased significantly from 15 percent in 2018 to 22 percent in 2020, while passengers using the All-Day pass somewhat increased from 15 percent in 2018 to 17 percent in 2020. As shown in Figure 5-14, there was also a notable decrease in passengers using the Discount Cash Fare (from 11% in 2018 to 4% in 2020). The increase in 31-Day pass use coincides with the increase in passengers who use LeeTran more frequently suggesting that there is an increasing amount of dedicated riders who are choosing to maximize value in their selection of fare payment method.

Figure 5-14: Fare Payment Method

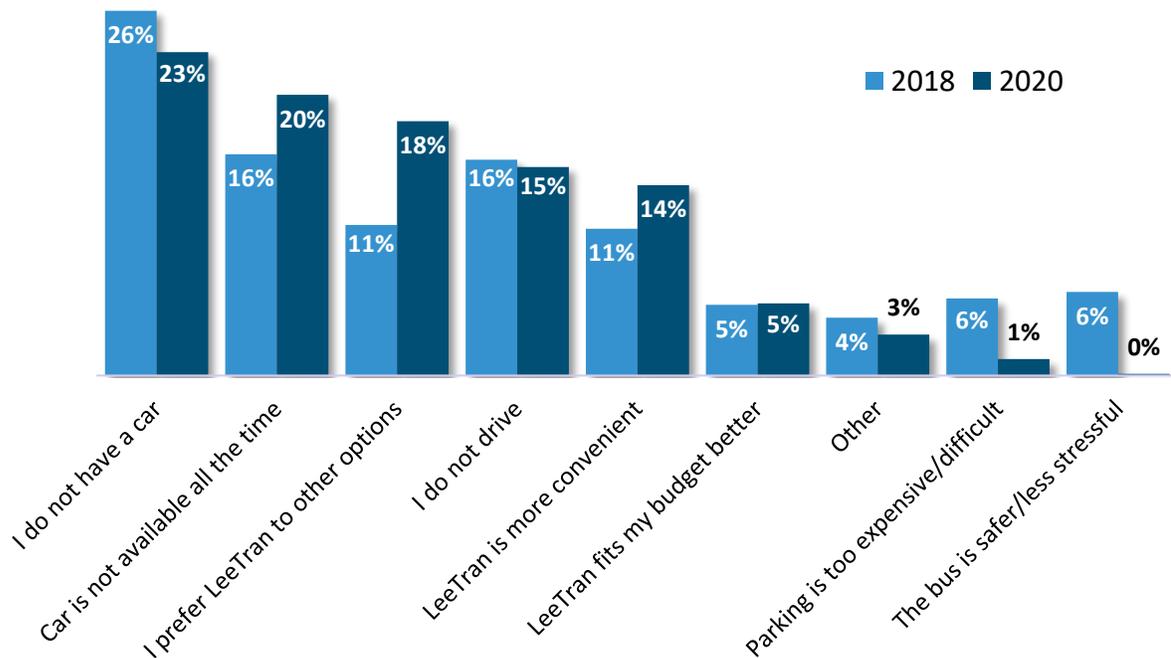


Passenger Socio-Demographic Information

This section identifies socio-demographic characteristics of passengers that use LeeTran services, including ethnicity, household income, county of residency, primary language, and possession of valid driver’s license. Information with regard to rider demographics were collected through the survey to learn more about LeeTran patrons and their needs. These types of questions enable LeeTran to construct a profile of the typical passenger.

The most common reason to use LeeTran was attributed to lack of vehicle ownership, as 23 percent of passengers reported that reason in 2020 (Figure 5-15). Even though there was a decrease in the response to that selection since 2018 (more than a quarter of passengers indicated this cohort in 2018), it is still the most commonly indicated reason to ride by passengers. In both 2018 and 2020, a car not available all the time and preferring LeeTran to other options continue to be the second and third options selected; they also increased by four percent and seven percent in between surveys, respectively. Passengers did not indicate that parking is too expensive/difficult or that the bus is safer/less stressful as much in 2020 as they did in 2018, as those options decreased from six percent to one percent and six percent to zero percent, respectively.

Figure 5-15: Reasons to Ride Transit



Access to a working vehicle and the possession of a valid driver’s license can affect the options a rider has in terms of transportation, thus affecting the dependence on LeeTran. As shown in Figure 5-16, of the passengers that participated in the 2020 on-board survey, 50 percent responded that

they have valid driver’s licenses. However, this represents a five percent decrease between 2018 and 2020. Figure 5-17 illustrates an increase in riders reporting not having a working vehicle at home and a corresponding decrease in the selection of other vehicle availability options from 2018 to 2020. Access to a working vehicle declined significantly as the number of reported zero-car households increased from 40 percent in 2018 to 59 percent in 2020.

Figure 5-16: Valid Driver's License

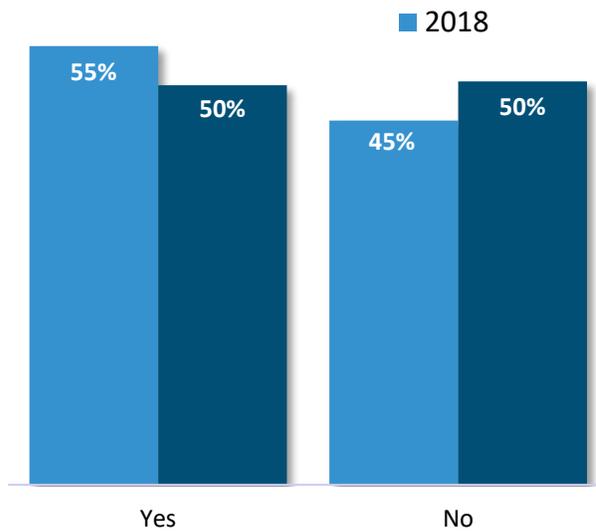
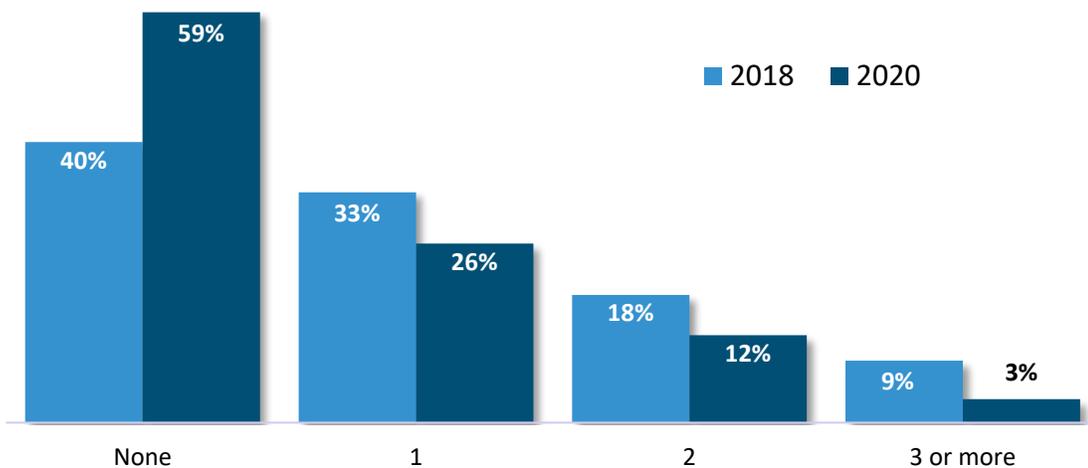


Figure 5-17: Working Vehicles per Household



Regional connectivity is important to allow residents and visitors access to an expanded selection of economic opportunities and recreational attractions. Additionally, it is important to understand whether there is higher demand during time periods when visitors or seasonal residents are more

prevalent. As shown in Figure 5-18, riders primarily reside in Lee County, representing 94 percent of all survey participants in 2020, a 10 percent increase from 2018. All other responses decreased significantly between 2018 and 2020. “Other” was selected by 14 percent of passengers in 2018 and 4 percent in 2020. As shown in Figure 5-19, nearly 81 percent of riders reside in Lee County for 6 or more months out of the year, a 9 percent increase from 2018. Similar to the decrease in other counties of residence, respondents who lived in Lee County for less than one month out of the year declined nine percent from 2018 to 2020. Respondents who lived in Lee County for one to six months out of the year decreased slightly from 12 percent to 11 percent, suggesting that more riders are full-time residents than seasonal residents.

Figure 5-18: County Residency Distribution

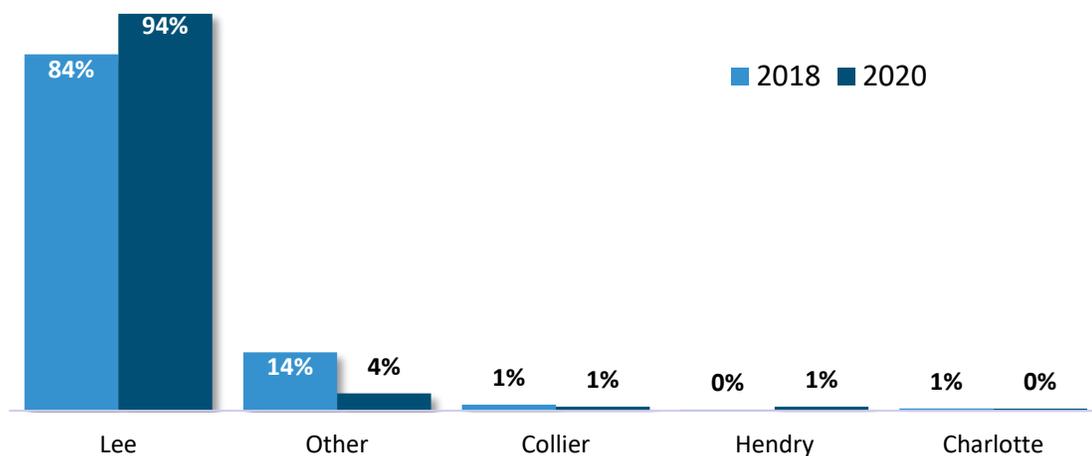
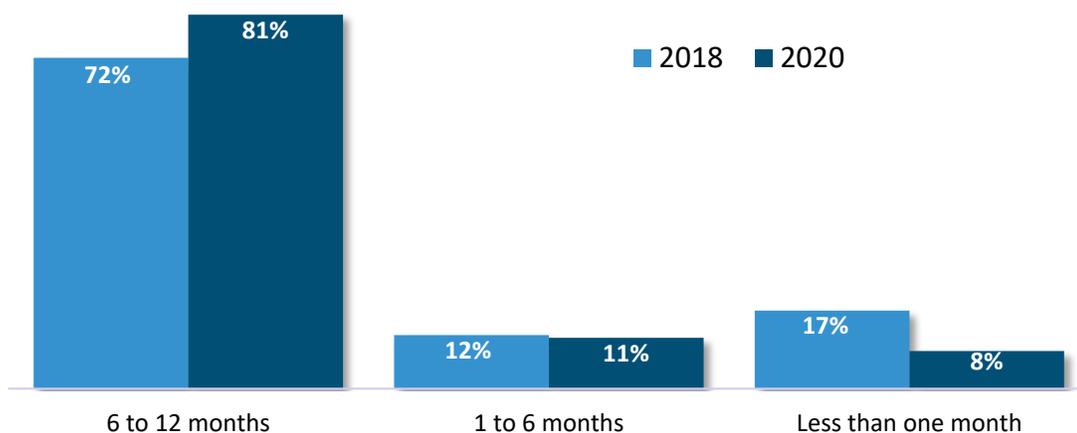


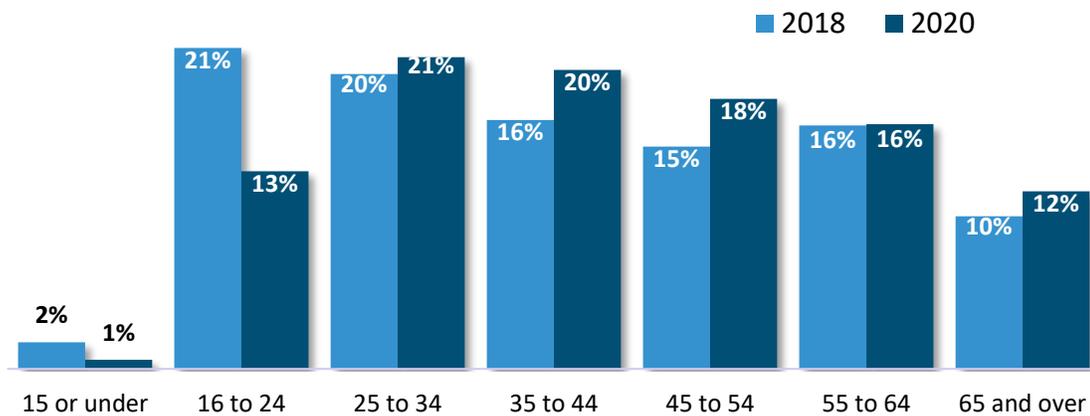
Figure 5-19: Annual Length of Residency in Lee County



Figures 5-20 through 5-25 graphically illustrate the demographic profile of the passengers that completed the survey, including age, gender, race/ethnic heritage, primary language, and household income.

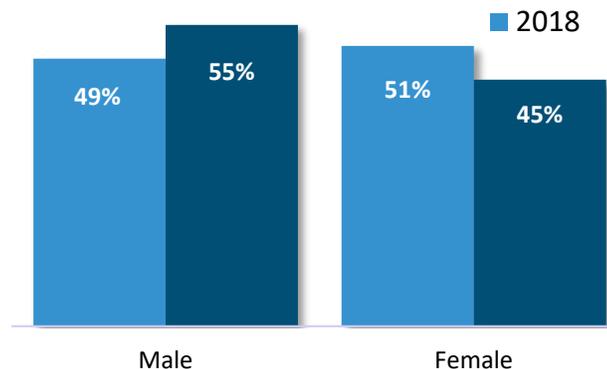
When observing results from the survey with regard to age, Figure 5-20 shows that the 25 to 34 year old age group had the highest representation among respondents, accounting for 21 percent of all respondents, followed by the 35 to 44 year age group at 20 percent in 2020. However, the 16 to 24 age group decreased eight percent from 2018 to 2020, while most other groups increased marginally, with the exception of the 15 or under age group.

Figure 5-20: Age Group Distribution



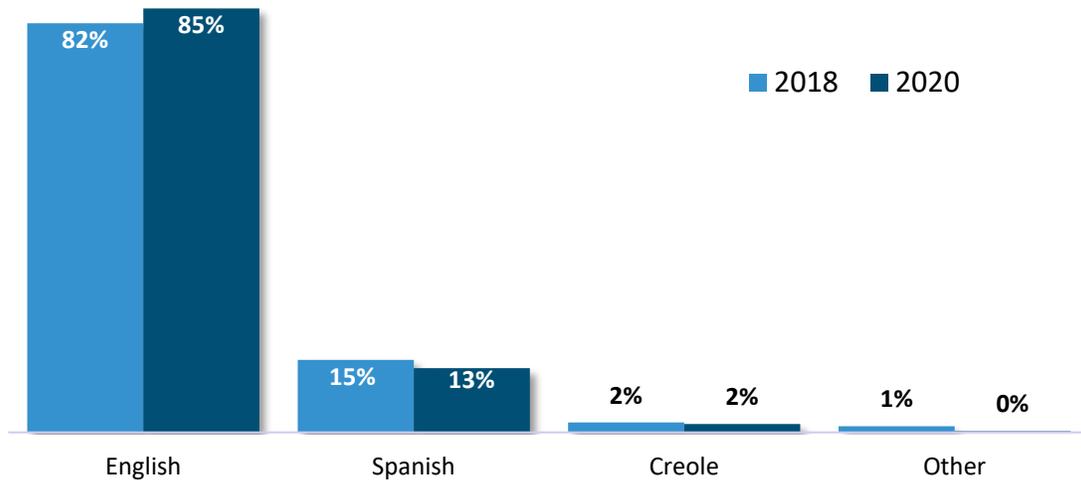
Gender distribution of riders shifted from 2018 to 2020. Approximately 55 percent of passengers indicated that they are male, a 6 percent increase from the 49 percent indicated in 2018. In tandem, 45 percent of passengers selected female as their gender in 2020, a 6 percent decrease from the 2018 share. Figure 5-21 demonstrates the distribution of male and female respondents in 2018 and 2020.

Figure 5-21: Gender Distribution



As shown in Figure 5-22, the majority of passengers (85%) speak English, with 13 percent selecting Spanish as their primary language, in 2020. There was a small growth in English speakers with a similarly small decline in Spanish speakers from 2018 to 2020, a three percent increase and two percent decrease, respectively.

Figure 5-22: Primary Language



Additionally, passengers were asked to indicate their race and whether they identified as Hispanic/Latino. Approximately 64 percent of passengers identified as White and 23 percent identified as Black/African American in 2020. The number of passengers who identified as Black/African American increased by four percent while there was a two percent decrease in those that identified as White from 2018 to 2020. Asian and American Indian or Alaska Native had the lowest representation among respondents, with slight increases from 2018 to 2020. Those who selected “Other” decreased from 12 percent to 7 percent from 2018 to 2020 (Figure 5-23). Furthermore, approximately 27 percent of respondents reported to be of Hispanic, Latino, or Spanish Origin while 73 percent did not, a marginal increase in riders with Hispanic, Latino, or Spanish origins from 2018 to 2020 (Figure 5-24). Overall, this suggests that LeeTran riders may be becoming more diverse.

Figure 5-23: Race

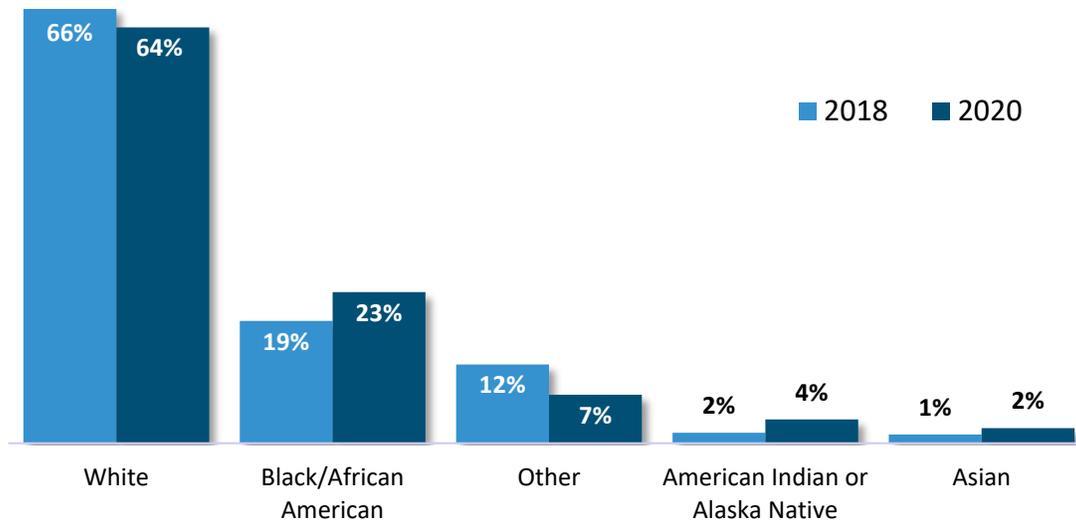
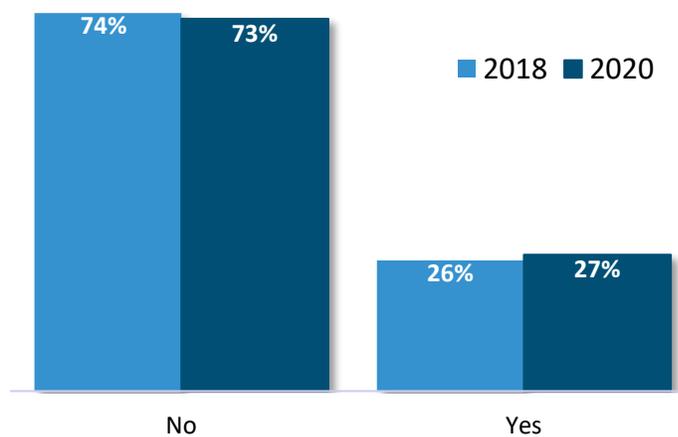
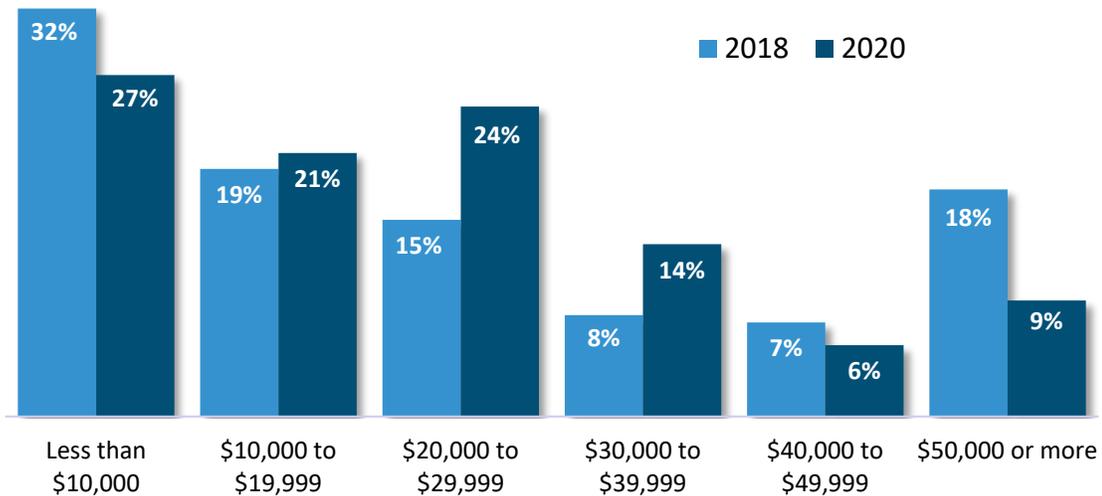


Figure 5-24: Hispanic, Latino, or Spanish Origin



The largest household income group represented among survey respondents include those with household incomes of less than \$10,000 (27%), although there was a five percent decrease in the proportion of riders who reported that bracket of income from 2018 to 2020. There was an increase in each of the other income brackets with the exception of those who reported household incomes of \$50,000 or more (from 18% to 9%) or \$40,000 to \$49,999 (from 7% to 6%). Figure 5-25 shows the distribution of household incomes among respondents for 2018 and 2020.

Figure 5-25: Household Income

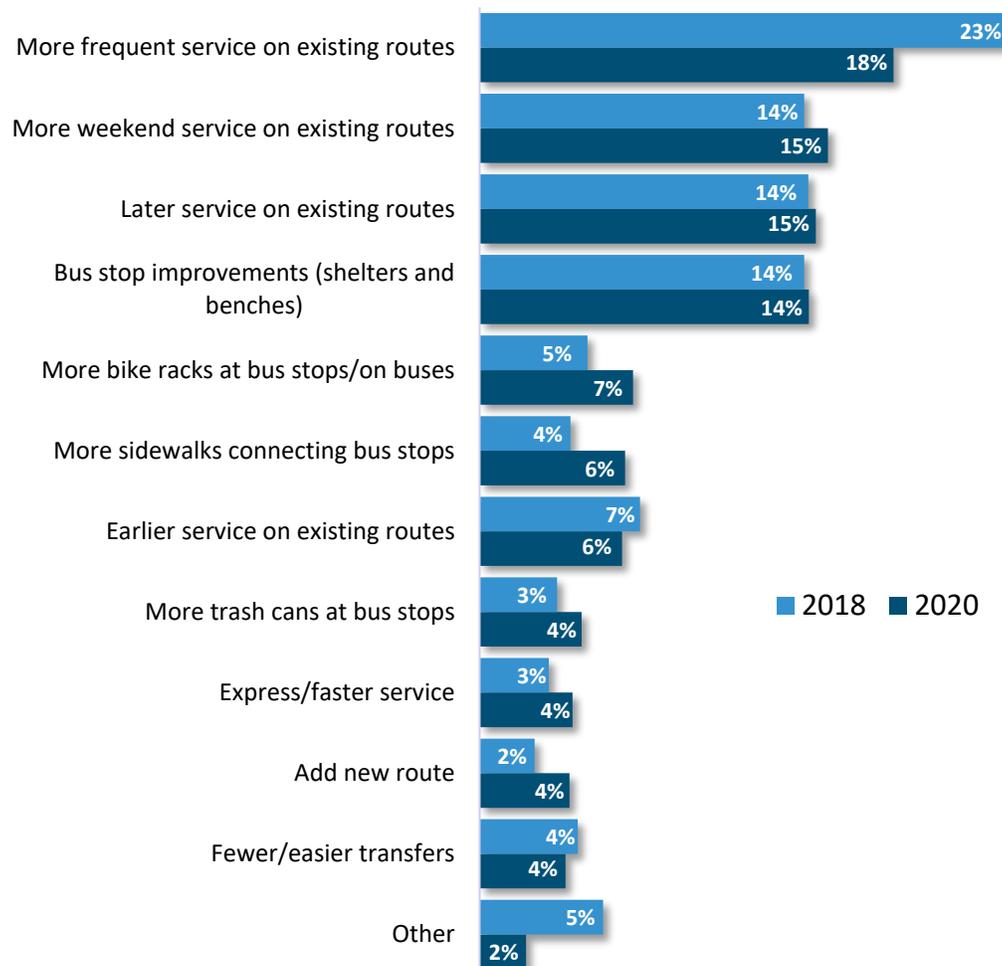


Customer Service and Satisfaction

Customer service and satisfaction questions on the survey inquired about which improvements could be made to enhance service and how satisfied respondents are with current services.

Survey respondents were asked to select three service improvements that would enhance the service they receive from LeeTran. As shown in Figure 5-26, the top three responses included more frequent service on existing routes, followed by more weekend service, and later service hours on the existing routes, which were the same top three responses in both 2018 and 2020. While the rate of responses for more frequent service experienced a five percent decrease from 2018 to 2020, it remained the most selected option. Both the more weekend service and later service options increased by one percent from 2018 to 2020.

Figure 5-26: Service Improvements



Passengers were asked to rate their level of satisfaction with various aspects of LeeTran’s services from Very Satisfied to Very Unsatisfied using the numerical rating scale of one through five, with five being Very Satisfied and one being Very Unsatisfied. The majority of passengers (62%) in 2020 indicated that they are Very Satisfied with LeeTran overall, an 11 percent increase from 2018 (51%). Passengers indicated that they were most satisfied with courteousness of the bus operators in both 2018 and 2020 with a nine percent increase in those that selected Very Satisfied (Figures 5-27 and 5-28). Safety on the bus and at bus stops and the timeliness of the bus were in the top three of aspects with which passengers were very satisfied in both 2018 and 2020. Passengers responded that they were least satisfied with the quality of shade where they waited and how often the buses run on the route in 2018 and 2020, although they both received an increase in Very Satisfied responses from 2018 to 2020.

Figure 5-27: 2018 Service Rating

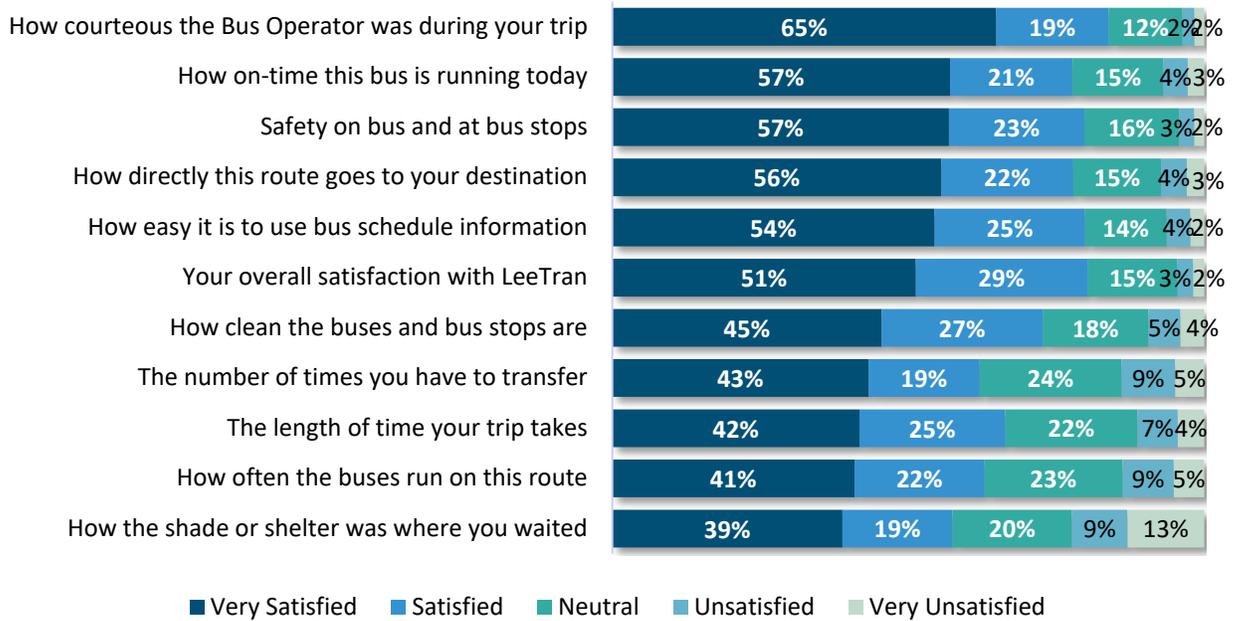
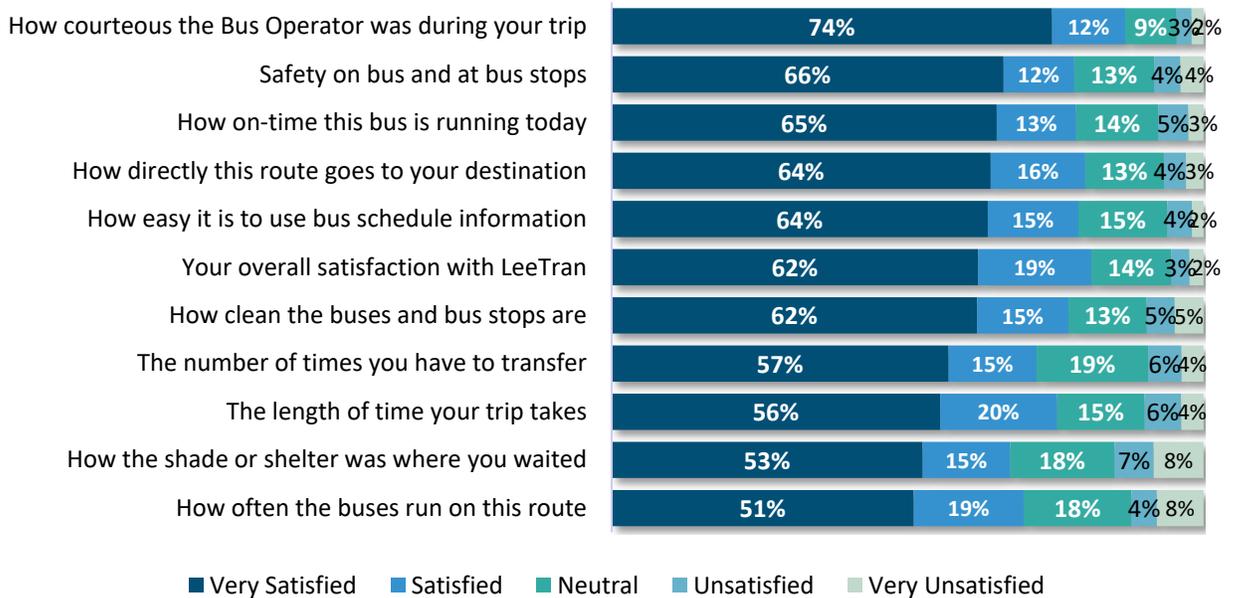


Figure 5-28: 2020 Service Rating



On-Board Survey General Conclusions

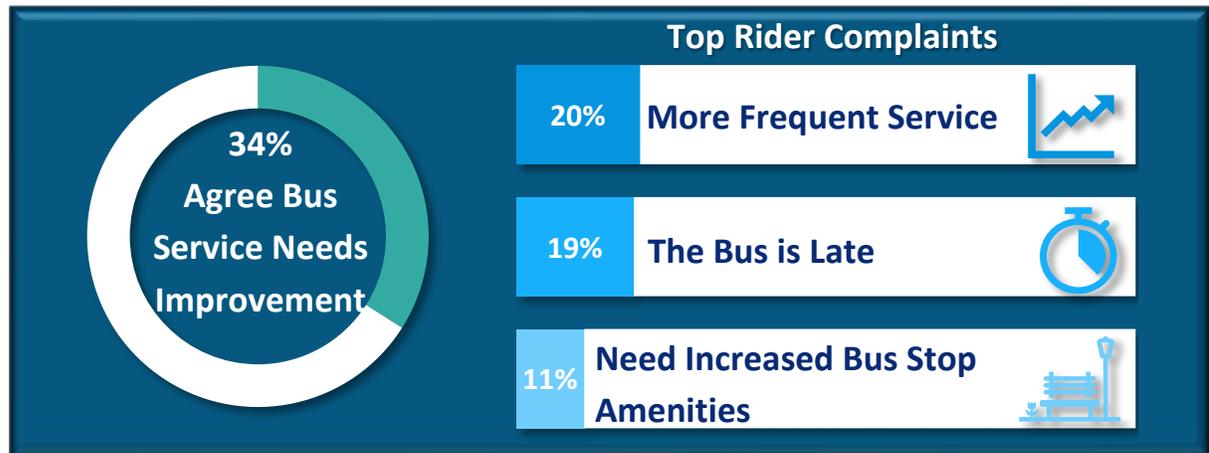
Results from the on-board survey are useful in providing insight into various aspects of LeeTran riders and how they use the bus service. Conclusions drawn from the on-board survey analysis are summarized as follows:

- Overall, most LeeTran riders responded that they are “Very Satisfied” with various aspects of the transit service being provided.
- Passengers agreed that future improvements should place higher priority on increasing frequency, later evening hours, and expanded weekend service.
- Over half, 57 percent, of passengers are regular/daily users of the bus service, using it five or more days per week.
- A lack of access to a working vehicle or valid driver’s license were noted as primary reasons why many passengers use LeeTran for their transportation needs.
- The Full Cash/One-Trip pass fare was used by approximately 28 percent of respondents in 2020, a small decrease from 2018, while there was a 7 percent increase to 22 percent in 2020 for those using the 31-Day pass.
- Based on the responses to the survey, the average LeeTran rider profile is white, English speaking, and primarily comes from a low-income household that has an annual household income of less than \$20,000.

Bus Operator Survey

Bus operators, as ambassadors of LeeTran, have ongoing contact with the existing ridership base. Their ability to offer route-level and system assessments as well as rider input from their frequent interactions with riders makes their input critical for the TDP. Surveys were administered to LeeTran bus operators to gauge their opinions on existing services, future improvements, vision for LeeTran, safety issues, and rider remarks. Figure 5-29 shows an overview of feedback from the 22 bus operators who provided feedback.

Figure 5-29: Bus Operator Survey Overview



In addition, discussions with operators were also held when possible during the on-board rider survey. A copy of the Bus Operator Survey can be found in Appendix C.

Bus Operator Input Summary

As the primary connection between riders and administration, LeeTran bus operators provided their perspective on transit needs and frequent challenges based on their experiences. After analyzing the survey responses, the highlights include the following:

- Approximately 34 percent of bus operators indicated that more operational/service improvements are needed and is the most important aspect that LeeTran should seek to improve.
- Bus operators reported that the top three most frequent complaints heard are the need for more frequent service (20%), the bus is late (19%), and the need for increased amenities at bus stops (11%).
- Some bus operators reported that there was a lack of public education/awareness about LeeTran service and more efforts may be needed to improve the awareness.
- Some also suggested the need for installing Transit Signal Priority (TSP) at key intersections to keep the buses on time.
- Another common concern included the need for more direct routes. Some also mentioned the need for better timing for connections at transfer stations.
- Approximately 25 percent of bus operators reported that they have been a bus operator at LeeTran for at least 10 years. In general, LeeTran drivers reported that they believe LeeTran service is a positive addition to the community and that it is a cohesive operation.

Discussion Group Workshops

Two invitation-only discussion group workshops that involved a selected smaller group of participants (typically 8-12 persons) were held as part of the public involvement process for the

LeeTran TDP. These discussion group workshops served as a roundtable where all participants took part in assessing existing services and determining future transit needs using questions to motivate and inspire conversation about the transit development process.

Due to aforementioned COVID-19 restrictions, these discussion groups were held virtually with a presentation to start the proceedings and a guided discussion that followed.

Discussion Group #1 – Social Service Agencies

The social service agencies discussion group was held on April 22, 2020. Participants from Area Agency on Aging for Southwest Florida, Faith in Action, Dr. Piper Center for Social Services, Lighthouse of Southwest Florida, Lee County Human and Veterans Services, United Way, Injury Prevention Coalition, and the Lee Senior Friendship Center contributed to the discussion.

Input from the group, obtained from a guided discussion, was categorized into key areas of focus and is summarized below.

Perceptions of Existing Transit Services

- **Critical Need in the Community** – Participants perceived LeeTran as a critical need in the community. They mentioned how transit is vital for many in the community who have no other way to access services provided by social care and health care agencies. However, participants felt that the community at large views LeeTran as a service used primarily by low-income, low-resource residents of Lee County. In some instances, there is a stereotype that the service is used by those who cannot drive or have a DUI or a suspended license, as opposed to seeing transit as a part of the culture of the community as it would be in larger cities and metropolitan areas.
- **Information can be More User Friendly** – New riders may also perceive using and understanding the bus system can be overwhelming. Participants expressed that those who have never used public transit before are extraordinarily overwhelmed, find the route maps and scheduling intimidating, and feel apprehensive about the idea of using the fixed-route or Passport ADA service. There is also a fear component, especially for older clients with sight disabilities who would be riding the bus on their own.
- **More Awareness Needed** – Workshop participants felt that awareness of LeeTran’s services could be improved. Many in the community do not know where the bus stops are located, where the routes run, and participants believed there is a need to better educate and inform the community about LeeTran services.
- **Political Support Crucial** – Participants felt that there is a lack of support from public officials to enhance transit in Lee County so that it can provide a viable alternative to driving a personal vehicle. Despite believing that LeeTran is a forward-thinking agency, participants expressed sentiments that the transit system has not grown with Lee County due to a lack of political support. Also, that officials involved in determining the county’s budget are performing a program requirement. Participants believed that they should view an

opportunity to invest in transit infrastructure as a way to repurpose funding spent on roadway building and enhancement. Others felt that there has been a lack of support in the past, but were excited about the future and innovations for LeeTran with a new director in place. They were hopeful for positive new developments for the future of transit in Lee County.

- **LeeTran is Doing a Good Job** – Participants believed that LeeTran provides a very reliable and effective service with the resources they have available to them. Some communicated that they are so pleased with the service they have given up their car and now rely primarily on LeeTran for their travel needs, saving money on car costs and reducing their carbon footprint. Workshop participants believed that LeeTran is responsive to community needs. For example, when the Piper Center for Social Services reached out to LeeTran to express a need for a bus stop near the center, LeeTran assessed the need and provided the bus stop.
- **Information can be More Accessible** – Participants felt that information about transit services is readily available to the community, both in print and online. Some improvements that participants believed could be helpful to LeeTran include providing route maps and bus information in a larger font and easier-to-read format with clear graphics, especially for older riders. They also recommended that LeeTran’s app could be fine-tuned to improve accessibility and ease-of-use.
- **Improve LeeTran Amenities and Awareness** – Participants suggested improving the safety of bus stops in the event of inclement weather and developing attractive and engaging public education campaigns about available transit services to improve public perception.
- **LeeTran Can Serve the Community Multiple Ways** – They also recommended involving LeeTran in meal delivery to residents in need during times of crisis, and enhancing connective services and/or concierge services that support riders in reaching their final destination from the closest bus stop when riders may still have a significant distance to walk. Participants shared that this could be of great use to the elderly trying to get to the hospital or to medical appointments.
- **Need More Funding Support** – Participants perceived that LeeTran needs more support and more funding to enhance the services it provides, and suggested inviting county commissioners and other public officials to ride the buses for a week. They also recommended that LeeTran’s free day to try out transit be extended to a one-week period.
- **Increasing Traffic Congestion** – When asked about congestion, participants felt that it is now a year-round concern rather than a seasonal occurrence.

Transit Goals & Markets

- **Need More Connectivity Options** – Participants recommended increasing regional connectivity with rail service to better link Collier and Sarasota counties and to connect to the east coast, as well. Participants also like the idea of express bus service or Bus Rapid

Transit (BRT) from Fort Myers to Cape Coral, Lehigh Acres to Fort Myers, as well as along the US 41 corridor, in the Pine Island area, and in the San Carlos Park area.

- **Expand Aging Population Services** – Participants believed the need for the Passport ADA service will grow exponentially in the coming years with population growth and Lee County attracting an elderly population. They also perceived a need to enhance services to North Fort Myers, which is currently underserved and has an aging population.
- **Need More Frequent and Convenient Options** – Participants stated a need to improve the frequency of routes and a desire to add circulator routes. The project team discussed how they are trying to look at ways of adjusting LeeTran’s service and the way it operates – perhaps reducing service areas, but adding a more frequent core service and incorporating Mobility on Demand (MoD). Participants felt that COVID-19 conditions may spur the community to recognize the need for MoD and that Lehigh Acres would be a good location to test MoD. LeeTran staff also shared that the agency is exploring the addition of a park-and-ride facility in Lehigh Acres. Participants were excited about these ideas and recommended adding circulator routes in Cape Coral and Lehigh Acres.
- **Higher Ridership Needed** – Participants believed that increasing ridership should be a priority to help bolster funding. To accomplish this, they recommended making the service as attractive as possible, improving the cleanliness of buses, enforcing rules so that riding the bus is enjoyable for all, and promoting safety at bus stops and transfer stations. They recommended prioritizing express bus services to entice professionals to use the bus to get to and from the office, emphasizing that the service would need to be fast, on-time, and reliable.
- **More Marketing Campaigns** – Participants recommended developing a marketing campaign to encourage ridership targeting professionals who live in Cape Coral, south Fort Myers, and Lehigh Acres, and to consider adding express bus service to Florida Gulf Coast University and Florida SouthWestern State College.

10-Year Transit Needs

To attract more riders and meet community goals, participants feel a variety of key improvements are needed.

- **Improved Technology and Infrastructure** – Bus stop improvements were high on the list, from improved shelter against sun and rain to real-time passenger technology available at bus stops and on mobile devices.
- **Service Improvements** – Later service and more frequent service were highlighted as an important need.
- **Increasing Multimodal Travel Options** – Participants recommended allowing more bikes on buses as well to encourage ridership.

- **Increasing Connectivity** – They noted the importance of regional connectivity as well as connecting Lehigh Acres to Fort Myers and offering BRT on US 41 and other major roads.
- **Increased Marketing and Education** – Participants strongly recommended creating an education campaign that would serve to portray an attractive bus service that reflects the culture and appeal transit has for larger metro areas, but also promotes the cost-savings that will inspire a wider demographic to overcome the convenience factor of using their own vehicle in favor of using LeeTran.

Transit Funding

To ensure that transit improvements could be made, funding was discussed. Participants suggested the following:

- **Increased Fares** – Participants shared that they feel fixed-route fares should be higher, but they believed that the current fare rates are fair and equitable, including the pricing for seniors and disabled persons. They also brainstormed and discussed the possibility of offering fare on a sliding scale based on need or eliminating passenger fares altogether.
- **Streamline Identification** – Participants explained that the current identification requirements for persons eligible for reduced fare can be burdensome, when passengers need to provide a Medicare card or a LeeTran photo ID from the Rosa Parks Information Center in order to board the bus, especially when they need the bus services in order to access the information center to pick up the LeeTran photo ID. They suggested a Florida resident ID could be used in lieu of a LeeTran photo ID.
- **Payment Options** – Many participants expressed a desire for touchless payment options, especially in light of COVID-19, and were pleased to hear that LeeTran will be installing new fare boxes that will allow for mobile, no-touch payments. They felt that this would help in encouraging younger riders to use LeeTran.
- **Funding Sources** – Participants discussed using tolls collected from the bridges that connect Fort Myers to Cape Coral as a potential funding source as well as charging a toll for use of express lanes. They believed that the community, especially those who are passionate about getting involved, would be supportive in funding local transit.

Discussion Group #2 – Business/Economic Growth Representatives

The business and economic growth discussion group was held on April 23, 2020. Representatives from the Lee County Economic Development Office, Collier Area Transit (CAT), Lee County Planning, Enterprise Rent-A-Car, Lee County Department of Transportation, City of Fort Myers Transportation Planning, Veterans Affairs Health Center, Town of Fort Myers Beach Public Works, Lee County Department of Community Development, Bay Pines Veterans Affairs System, and City of Cape Coral Public Works participated. Input from this discussion is summarized below.

Perceptions of Existing Transit Services

- **LeeTran is Needed** – Overall, participants perceived LeeTran as a critical community service that needs to become more convenient to get people to and from shopping destinations and work. Participants felt that LeeTran’s presence in downtown Fort Myers and its involvement in the streetscape improvements from roughly 10 years ago have been successful and would like to see more transit options in downtown.
- **Need More Park-and-Rides** – Currently, they expressed concerns that there are more plans for parking garages in downtown, which does not solve excessive car usage. They recommended more park-and-ride facilities to keep personal vehicles on the outskirts of town and promote a more walkable downtown. Participants expressed a desire to see more park-and-ride options and follow through on the Complete Streets initiatives that have been discussed for Lee County.
- **Incorporate Technological Solutions** – Participants expressed an interest in how transit may be incorporated into new ways to move, such as Uber, Lyft, and other app-based travel network companies. The project team expressed that more entities and tech companies are providing the applications to offer MoD in conjunction with and to supplement transit use. The project team defined MoD as a service that is door to an existing fixed-route location and would be available to all bus riders on a first-come, first-served basis. Bus riders would use the bus to get near their destination and then use MoD to arrive at the door of their destination or vice versa. To use MoD, riders would call or use a mobile phone app to schedule a trip, much like Uber or Lyft. The project team explained that MoD is used more for the first mile or last mile of travel. This service will help transit agencies replace lower efficiency routes and improve mobility in low service areas. Participants were excited about MoD and expressed a need to raise awareness about transit and make it more of an attractive option so that it is used by more than only persons who are disadvantaged.
- **Currently Transit is for Traditional Markets Only** – Participants perceived that there is not much support for LeeTran in the community, and that many in the community believe it is for the disadvantaged or people who choose not to work. They would like to see a campaign to change perceptions that LeeTran is for everyone in the community. Participants believed that the biggest opponent to public transit is public sentiment. They believed that educating the community about the service will help the public make informed decisions about using LeeTran services. Participants also believed that listening to the desires of the public will garner support for the transit system.
- **Need to Place Stops Strategically** – Participants felt that there is a need to add transit stops or adjust transit routes to be more accessible to affordable housing communities. They felt that this would help in building support for LeeTran services and promote future growth of the system to help people get from home to work.
- **Need External Coordination** – Participants felt that the land development code does not provide the teeth to really develop LeeTran’s locations and presence in the county. Also,

that LeeTran really needs to become more involved in the land development long-term planning and decision-making process. Participants felt that elected officials have good intentions regarding future transit growth, but that when the public voices concerns or a lack of support, public officials do not follow through on transit planning efforts.

- **Need Higher Frequency Service** – Participants expressed a need to improve the frequency of routes, stating that with headways and transfers trips can take a long time and, as a result, using LeeTran is not a convenient alternative. Currently, riding their bike to work would be faster. Participants would like to see LeeTran involved in the Midtown project and ensure that bus routes will serve the area. They believed that express lanes are needed, especially from Lehigh Acres to downtown Fort Myers, or downtown Cape Coral to downtown Fort Myers. The project team shared that Lehigh Acres is an area that LeeTran is looking at closely to enhance the mobility services available there.
- **Need Better Infrastructure** – Participants saw a need to build safer transit bus stops, and a part of this is coordinating that effort to coincide with multimodal transportation options including sidewalks, trails, crosswalks, and midblock crosswalks.
- **LeeTran is Receptive** – Participants did feel that LeeTran is responsive to public requests and feedback in implementing changes to its service; however, many in the community have felt that LeeTran has not implemented changes as quickly as the public would like. An example would be the request for a bus depot at Fort Myers Beach. They felt that LeeTran does address the needs of its riders and the community in the best way it possibly can with the restrictions it faces.
- **Need More Service Options** – Participants from Cape Coral felt that the City’s situation is unique in that the area is so expansive that the routes are not able to reach the destinations of some riders. They would like to see LeeTran offer other mobility options, such as smaller buses or MoD to increase the frequency or flexibility of the routes.
- **Need More Accessible Information** – Participants felt that understanding the route, how to use it, and where to make transfers continues to be a hurdle for potential bus riders. They provided feedback that the website is effective in communicating the bus schedules, but felt that real-time passenger information needs to be more prominent with information available at bus stations or via an app.
- **Traffic Congestion is a Major Issue** – Many at the workshop stated that there is too much parking in the county and that congestion is an issue in particular areas during peak hours. While they felt that there is plenty of capacity on Lee County roadways, areas facing heavy intermittent congestion are across the river at the bridges and across the interstate. Others stated that parking can be an issue in downtown Fort Myers or at Fort Myers Beach. As a result, they indicated that people choose to go to other beaches. They also expressed that commissioners feel congestion is a main concern for the community and are receptive to a solution. To that effort, the County has been working to make roadways more efficient without increasing capacity, but it is reaching its limits to effect change. Daniels Parkway

and Colonial Boulevard are two corridors where the County is looking at improving capacity to help with congestion issues.

- **Need to Plan Ahead** – Participants expressed a desire to improve the planning of less built out areas such as Lehigh Acres and Cape Coral so that the future transit needs are better implemented in those areas. They also felt that many people commute from Cape Coral and Lehigh Acres and more needs to be done to bring businesses to those areas to reduce commuting. They also expressed concerns that new downtown Fort Myers developments, including City Walk and the Luminary Hotel, will bring new congestion problems that transit may be able to solve.

Transit Goals & Markets

- **Collaboration is Needed for Ridership Growth** – Participants suggested improved communication and collaboration with all of the municipalities will help dovetail LeeTran’s growth with Lee County’s growth. They mentioned plans for new infrastructure and hotels in the area; however, in the past, representatives from LeeTran have not been involved in those discussions. They would like to see a more coordinated effort for partnership between local municipalities and LeeTran. The Town of Fort Myers Beach recommended LeeTran participate in the Public Safety Committee for the Town Council on a quarterly or biannual basis.
- **Increased Service Options and Supply** – Other participants expressed a need to enhance mobility options, providing different types of services to complement the core fixed-route service and help increase the coverage of routes. They expressed that more transit options and increasing the footprint of routes in north Cape Coral is needed. Participants, in particular, noted that transit options north of Pondella Road and Burnt Store Road are needed. Also, that the Punta Gorda Airport is used by many Cape Coral residents and offering transit connections to the airport is important, as well.
- **Restructuring Network** – As Lee County does not have a central core of shopping and employment centers, participants could not recommend how to focus transit services to best meet the needs of the county. They suggested perhaps modifying the core network and then supplementing with circulator routes down to the last three or four miles to shopping and business destinations.
- **New Services Could Help Costs** – Others inquired about seeing only a small number of riders on large buses and whether operating smaller buses would help make the system more efficient. The project team responded that it would not bring a cost savings as typically 70 percent of the cost associated with the service is the wage of the bus operator. However, MoD would help create efficiencies by helping people get from a fixed route to their destination/origin.

10-Year Transit Needs

Overall, participants felt that a range of improvements are needed for transit to become more attractive to the community.

- **Regional Connectivity** – Participants felt that regional connectivity is a future critical need, in particular for connecting to hospitals, airports, shopping centers, and schools. They expressed a need for greater regional connections from Charlotte County to Collier County and incorporating feedback from those communities in future transportation planning. They also expressed a need to make connections between Collier Area Transit and LeeTran more user-friendly for bus riders who use both services; for example, having one bus pass to make bus fare payment easier. They also recommended improving service during peak hours as there is heavy traffic in the mornings from Lee County to Collier County.
- **Coordination with Both Public and Private Partners for Future Growth** – Participants would like to see a change in land development code policy to better support future transit growth. Currently, Lee County land development code requires developers to improve and/or add bus stops depending on the development’s proximity to an existing route. Currently, that proximity guideline is within a ¼ mile and they would like to see it expanded to a greater area. Many areas with transit service currently available are older areas that are being redeveloped in a way where access to transit will not be required. While current land development code does support transit with regard to new development, that is not the case for older properties that are being redeveloped. LeeTran is currently involved in modifying the land development code to better support the community’s needs and LeeTran’s goals and objectives. For example, the code for commercial and entertainment centers has now reduced the number of parking spaces by five percent to better support transit in the community.
- **More Connections to Bus Stops** – Participants expressed a need for more sidewalks connecting to bus stops. The group discussed that the code did change in 2017 so that new developments within a ¼-mile of a facility will be required to extend their sidewalk to that service or bus stop.
- **Add More Bus Stop Amenities** – Participants recommended adding bicycle storage at transfer stations and/or bus stops, such as lockers, in the event that bus bike racks are full. They also expressed a need for better connectivity between transit routes and bicycle routes, greater ADA compliance at bus stops, and improved service to Lehigh Acres, North Fort Myers, and Cape Coral.
- **Additional Infrastructure Needed** – The project team shared that there are plans for a transfer station in Lehigh Acres on Williams Road, but many felt that would not help with accessibility as it is an isolated area. Instead, they felt the transfer station/park-and-ride facility should be planned for a denser shopping center or popular destination that is more convenient to the community.

Transit Funding

- **Tax Funding** – Participants shared that property, sales, or ad valorem taxes may be a good resource to fund transit. In particular, they mentioned developing a similar program to Conservation 20/20 where Lee County residents are taxed in order to be able to expand.
- **Need to Garner Public Support** – They felt that there is momentum within the community to help fund additional routes and last-mile MoD. However, it is unclear as to whether or not county commissioners are in support of allocating funding for LeeTran services. Participants in Cape Coral expressed that the City’s residents may be more willing to help fund future transit infrastructure if they experience a direct benefit. They recommended developing a regional authority to guide future transit development in a sustainable way. In the past, there has been resistance in the Cape because they perceived little benefit in investing in transit infrastructure. Others felt that there has been community resistance to help fund transit in the past because they did not use the service themselves, but felt they were paying for a service that others in the community use.
- **Possible Fare Increase** – Participants also recommended increasing the bus fare to help fund the transit program. Participants were excited about LeeTran’s new fare boxes and felt that it will help increase ridership. They felt that allowing electronic payment is a positive development.

Public Input Survey

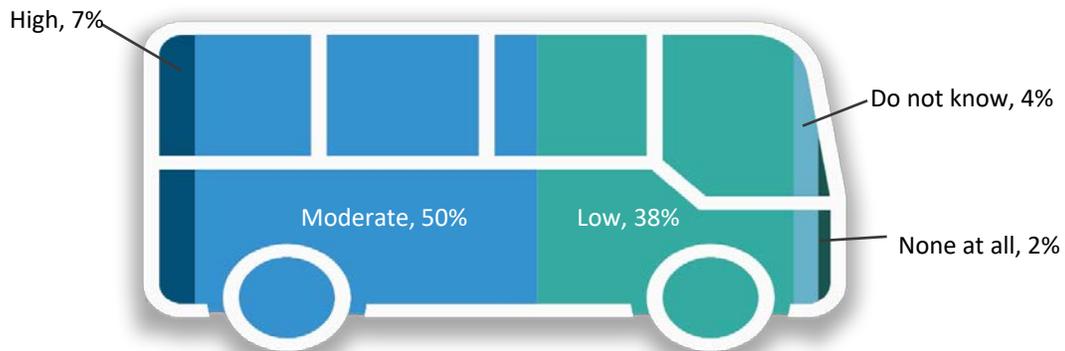
An online public input survey was initiated in March 2020 and made available via social media, email, and the LeeTran website. Due to mandated social distancing, all promotion of the survey was made only via online platforms.

In total, 13 questions were asked to gather opinions about current services, willingness to use public transit, and the community’s transit needs. The survey was also designed to gauge public awareness of transit in LeeTran and to gather socio-demographic information of survey respondents. A total of 106 surveys were completed and the findings from the survey are summarized below.

Transit Today

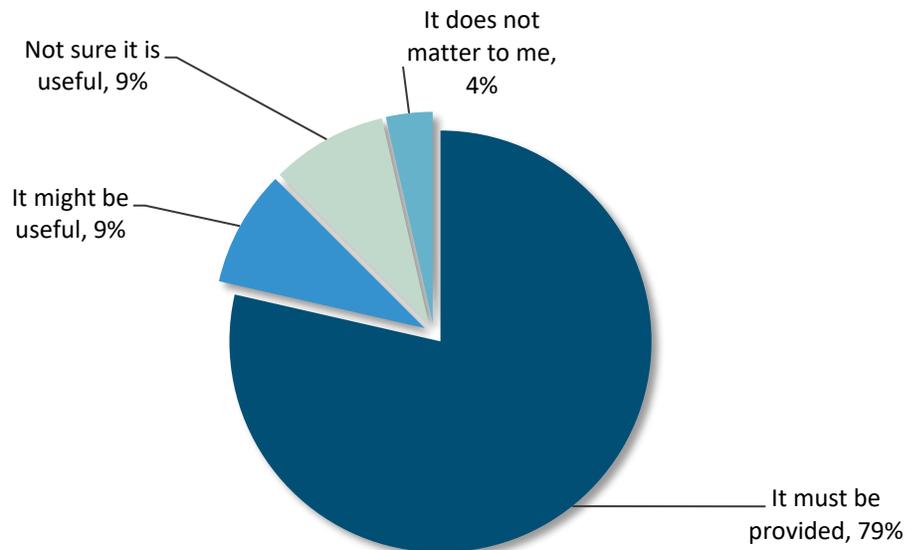
Survey respondents were asked how much awareness there was about transit and public transportation in the county. The majority responded that awareness was “moderate” (50%). Figure 5-30 shows the remainder of responses from greatest to least, including Low (38%), High (7%), Do not know (4%), and None at all (2%).

Figure 5-30: How much awareness is there in Lee County about transit/public transportation?



Although 50% of respondents indicated there was only “moderate” awareness of the public transit services, 79 percent said that it must be provided (Figure 5-31). Respondents also agreed that it might be useful (9%), followed by not sure it is useful (9%), and it does not matter to me (4%).

Figure 5-31: What do you think of LeeTran service?



Respondents were asked where they go, or where they would go if they were to use LeeTran services. The most popular answer selected was work (37%), as shown in Figure 5-32. Shopping was the second most indicated response (34%). Additionally, medical and education/college were selected, 18 percent and 10 percent, respectively.

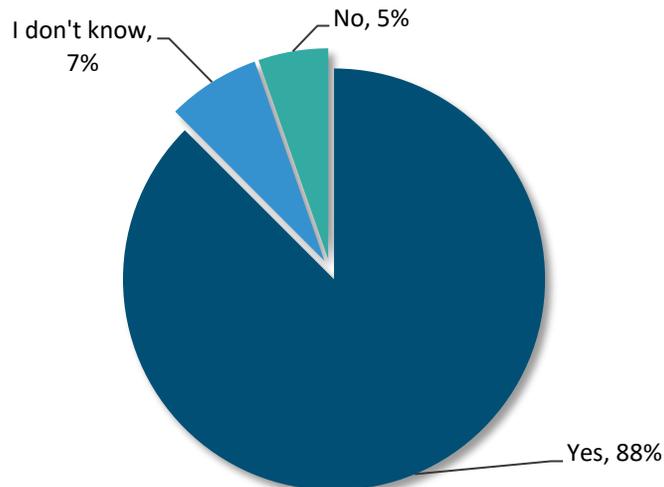
Figure 5-32: If you use LeeTran services now or decide to use them in the future, where would you go using it?



Transit Tomorrow

Respondents were then asked about future transit improvements. First, respondents were asked if there was a need for additional or improved transit services in Lee County. Although only 79 percent indicated that LeeTran services must be provided, approximately 88 percent agreed that there was a need for additional or improved services. Furthermore, as shown in Figure 5-33, seven percent said they did not know while five percent said that there was not a need.

Figure 5-33: Do you think there is a need for additional/improved transit services in Lee County?



Respondents were asked to indicate what transit service improvements they would like to see in Lee County if additional services were needed (Figure 5-34). The top three responses were more frequent service everywhere (18%), express bus service (15%), and on-demand app-based van service to connect the first-mile/last-mile to transit (14%). Other responses included earlier/later service (12%), more weekend service (11%), more benches and shelters (11%), more park-and-ride facilities with bus access (10%), and more frequent bus service only in certain areas/corridors (8%). Respondents were asked to indicate where they would like to see more frequent bus service in certain areas or express services; responses included express services from Lehigh Acres to Cape Coral, more frequent services to the airport, and more frequent services along the US 41 corridor.

Furthermore, respondents were asked to prioritize infrastructure and technology improvements in Lee County. The top three improvements indicated include fare payment using mobile phones (22%), providing real-time information displays at major bus stops (20%), and transit signal priority on US 41 for faster transit service (17%, Figure 5-35). Those who chose “Other” were asked to specify the improvements they would like to be implemented. Improvements included WiFi on buses and a dedicated LeeTran smartphone app.

Figure 5-34: What should LeeTran consider as its public transit priorities over the next 10 years?

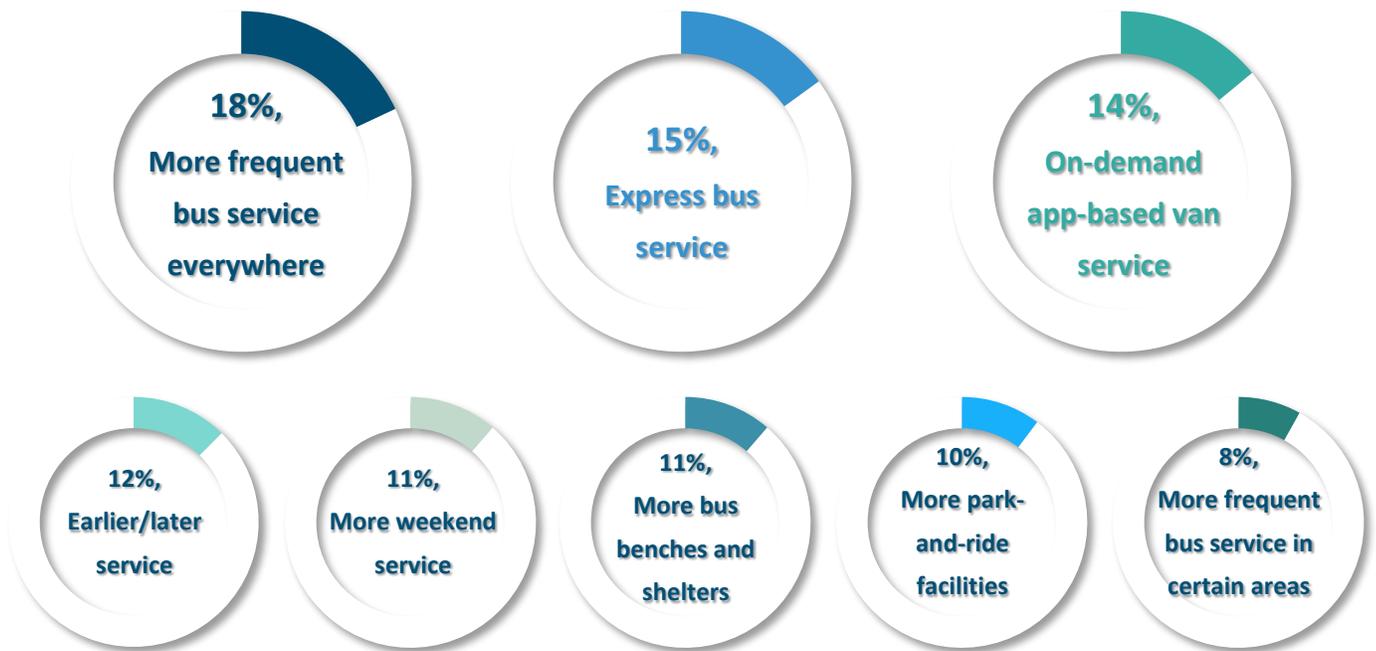
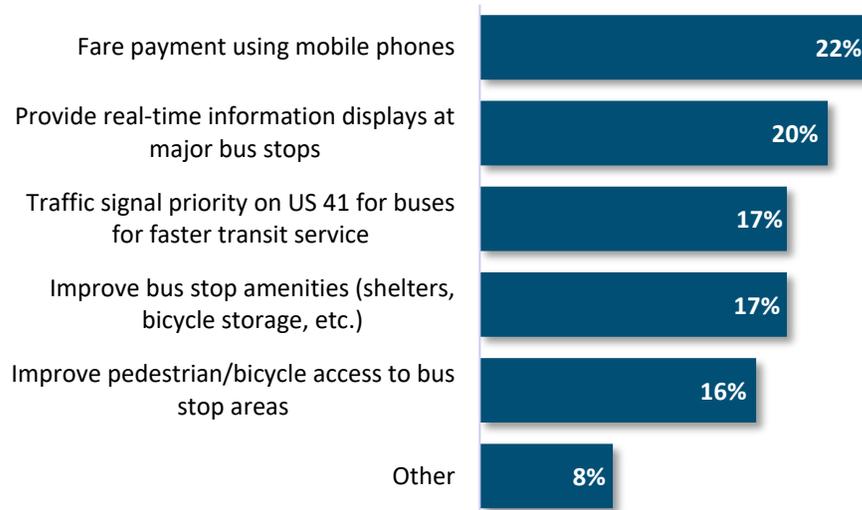


Figure 5-35: What transit infrastructure/technology improvements should LeeTran consider in the next 10 years?

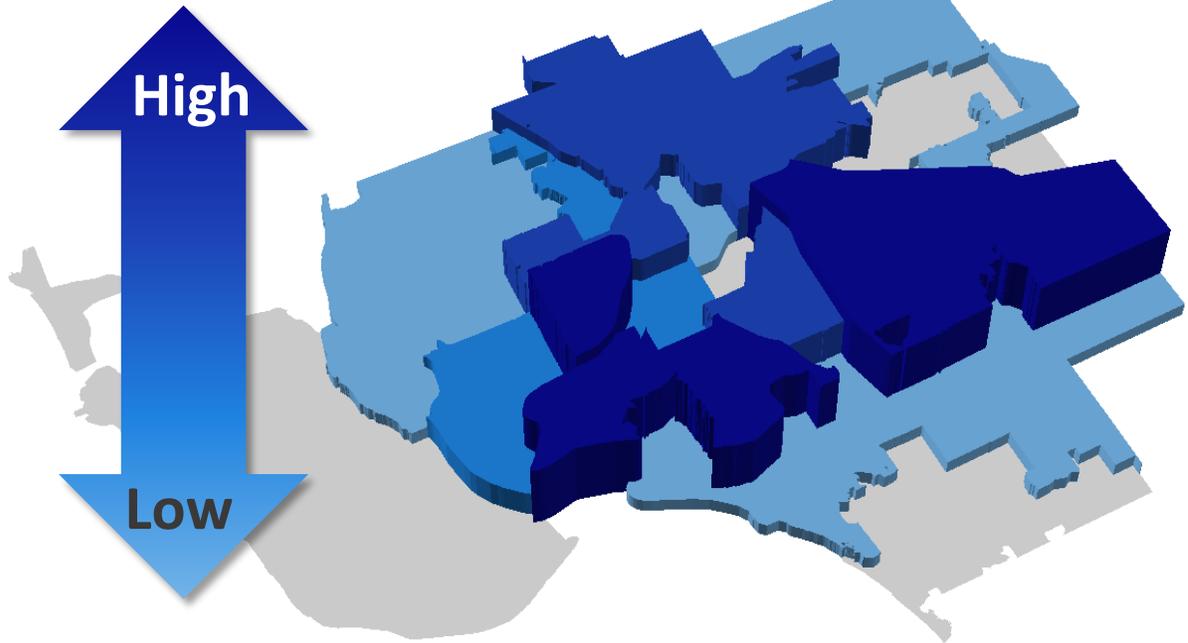


Respondent Socio-Demographic Information

Respondents were asked to provide socio-demographic information, including residence status, race, language spoken at home, age, and income. All respondents indicated that they are permanent residents of Lee County. As shown in Figure 5-36, respondents selected the zip code of their residence; most respondents indicated that they lived in zip codes 33904 (Cape Coral), 33913 (Unincorporated Lee County/east Lee County), and 33908 (Unincorporated County/south Fort Myers area).

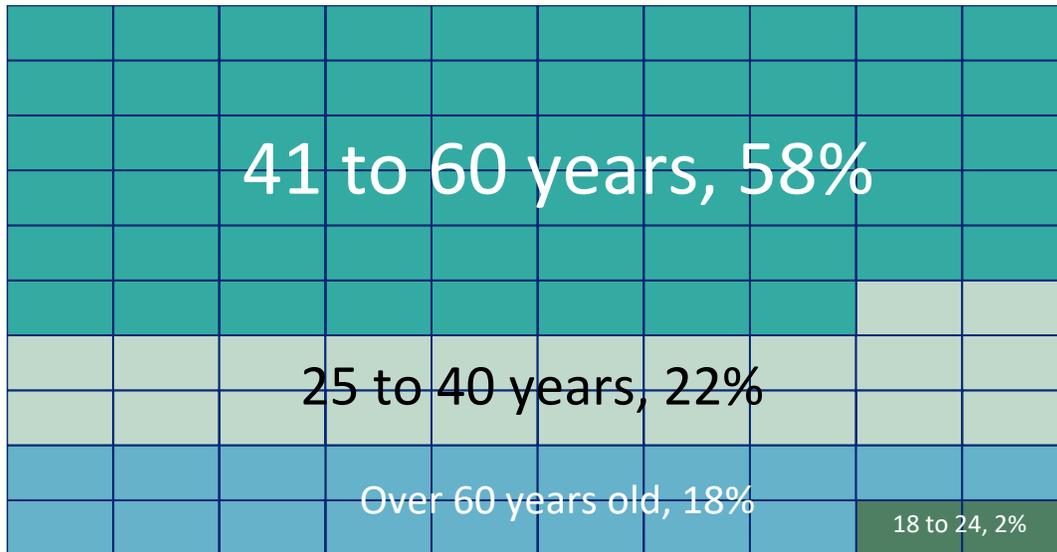
Figure 5-36: Responses by Zip Code

Number of Surveys



When asked about their age, more than half of respondents (58%) indicated that they were in the age range of 41-60 years, approximately 22 percent said 25-40, 18 percent indicated over 60 years old, 2 percent said 18-24, and none said under 18 (Figure 5-37).

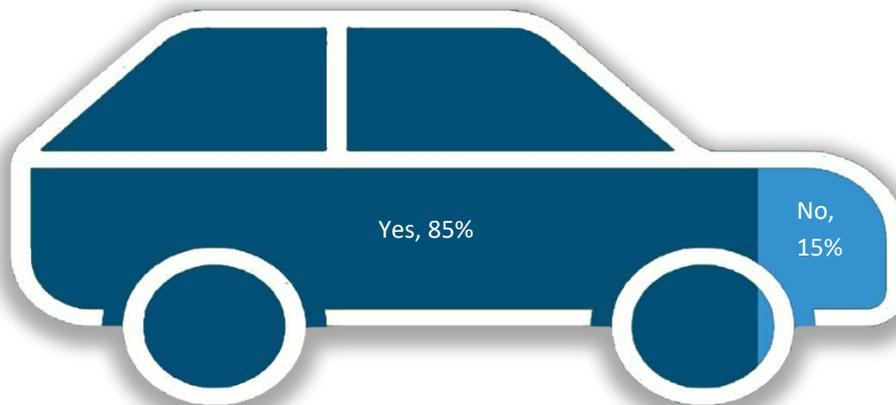
Figure 5-37: Age



Note: One square is equal to one percent.

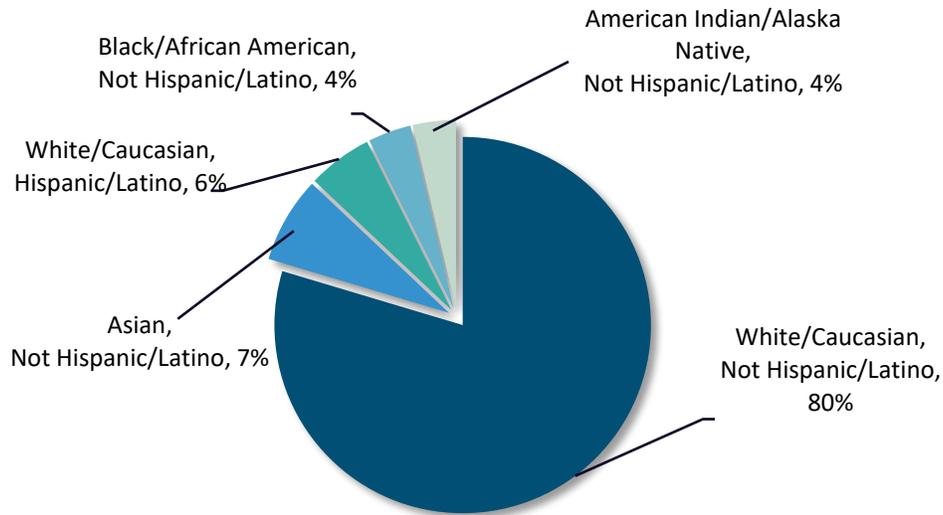
Additionally, respondents were asked about access to a personal vehicle. The majority of respondents, 85 percent, indicated that they have access to a vehicle while 15 percent responded that they did not (Figure 5-38).

Figure 5-38: Access to a personal vehicle?



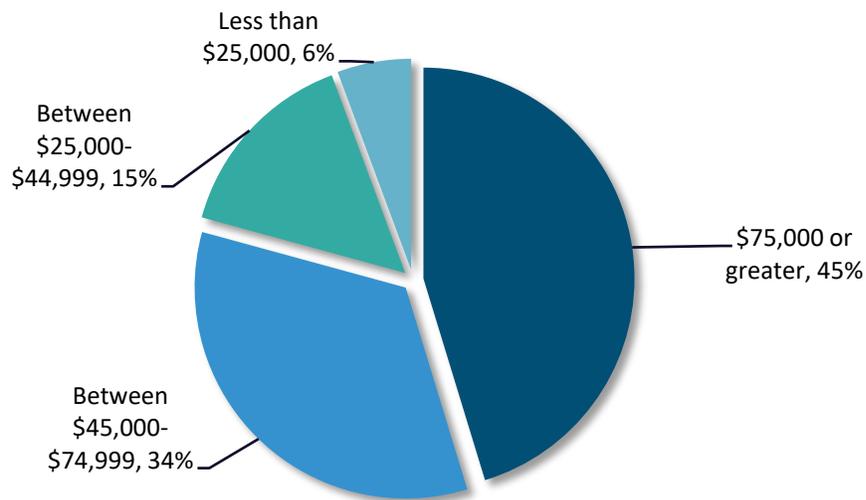
Survey respondents were asked about their race and ethnicity, as shown in Figure 5-39. Approximately 80 percent of respondents identified as White and Non-Hispanic/Latino (80%). The remaining respondents indicated that they were Asian, Non-Hispanic/Latino (7%); White, Hispanic (6%); American Indian/Alaska Native, Non-Hispanic/Latino (4%); or Black/African American, Non-Hispanic/Latino (4%).

Figure 5-39: Race/Ethnicity



As shown in Figure 5-40, approximately 45% of survey respondents indicated their annual household income level as over \$75,000. Other responses include \$45,000 to \$74,999 (34%), \$25,000 to \$44,999 (15%), and six percent indicated under \$25,000.

Figure 5-40: Household Income, 2019



Public Workshops

To identify transit needs in the community and obtain input on proposed transit service and capital recommendations from the community, public workshops were held in August 2020 after discussions with LeeTran staff on the appropriate format and platform to engage the public during the ongoing COVID-19 pandemic. The key focus was to gain an understanding of participants' views about utilizing LeeTran and identify what Lee County can do going forward to make transit a more viable travel alternative. Two virtual workshops were conducted and were formatted to allow LeeTran planning staff to engage with members of the public, who could listen to a presentation about the TDP and ask questions from a panel of key members from the project team and LeeTran. In addition to the public, the PSC was invited to attend the workshop.

To ensure equitable coverage and engage the public in a creative way, LeeTran used the virtual Webinar format where participants could submit questions before and during the workshop sessions. The questions were then assigned to one of the members of the workshop panel to answer. In addition, live polling also was held to engage the participants. Furthermore, the recorded presentation was posted on the LeeTran website and social media after the workshops to ensure that the public could continue to participate if they could not attend at the time. Workshop materials are included in Appendix D.

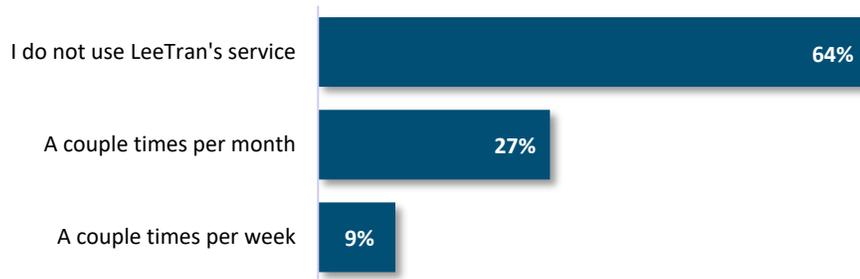


Public Workshop #1

The first virtual public workshop was hosted on August 11, 2020, from 5:30 PM to 7:00 PM with 35 participants engaged. Participants' questions submitted before and during the workshop were discussed and answered by the panel in addition to three live poll questions answered by the participants. Figures 5-41 through 5-43 illustrate the thoughts of the workshop participants.

In the first live polling question, the participants were asked to select how often they ride LeeTran. As might be expected for a general public workshop, the majority (64%) indicated that they do not use LeeTran services, 27 percent said they used it a couple times per month, and 9 percent responded with riding a couple times per week (Figure 5-41).

Figure 5-41: How often do you ride LeeTran?



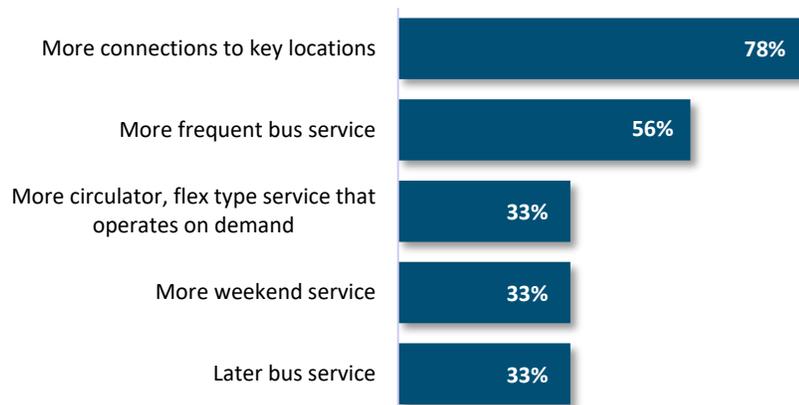
Although the majority of the participants said that they have not used LeeTran services, all respondents agreed that there is a need for additional transit service in Lee County. This suggests that there may be potential choice riders that would like to use LeeTran services (Figure 5-42).

Figure 5-42: Do you think there is a need for additional transit service in Lee County?



When asked about the types of services that workshop participants would like to see, participants could select multiple options. The most popular response was more connections to key locations, 78 percent. Figure 5-43 shows the other options indicated, including more frequent bus service (56%); more circulator, flex type service that operates on demand (33%); more weekend service (33%); and later bus service (33%).

Figure 5-43: What type of service would you like to see?

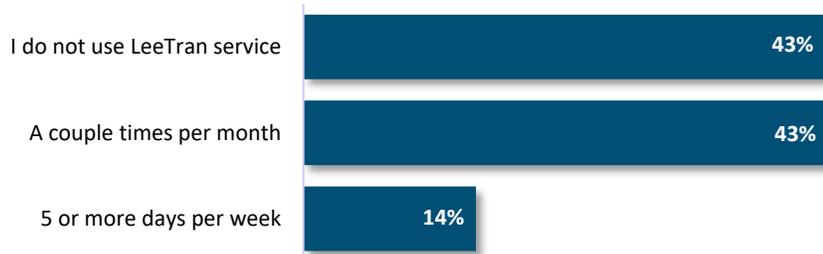


Public Workshop #2

Similar to the first workshop, the second one was also held in the virtual webinar format, but on August 13, 2020, from 5:30 PM to 7:00 PM. There were 33 participants that answered live poll questions and submitted questions for the panel to answer. Figures 5-44 through 5-46 illustrate the second set of participant’s answers to the poll questions.

The first polling question pertained to the frequency with which participants use LeeTran services. The same proportion of participants answered that they use it a couple times per month or do not use LeeTran service at all, 43 percent respectively. The remaining 14 percent responded that they ride LeeTran five or more days per week (Figure 5-44).

Figure 5-44: How often do you ride LeeTran?



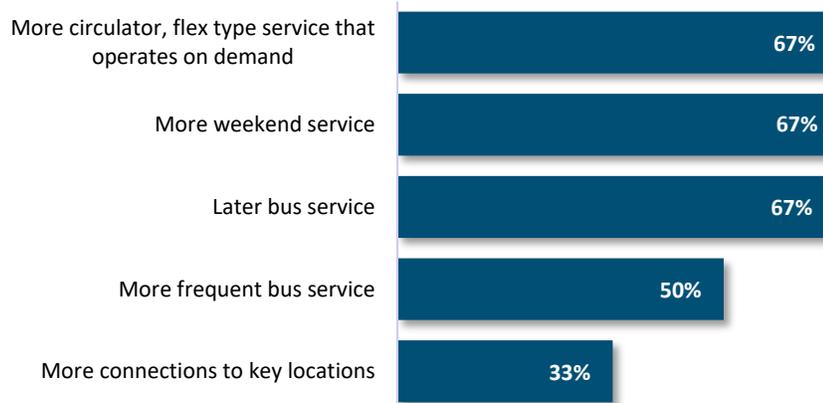
The second poll question asked if there is a need for additional transit services in Lee County. Similar to the first workshop, all participants agreed that there is an additional need for more transit service in Lee County (5-45).

Figure 5-45: Do you think there is a need for additional transit service in Lee County?



The last poll question asked what type of service the public would like to see. Like the first workshop, participants were allowed to select multiple services. More circulator, flex type service that operates on demand, more weekend service, and later bus service all tied with two-third of respondents selecting them. Approximately half of the participants also chose more frequent bus service and 33 percent indicated more connections to key locations (Figure 5-46).

Figure 5-46: What type of service would you like to see?



Transit Priorities Survey

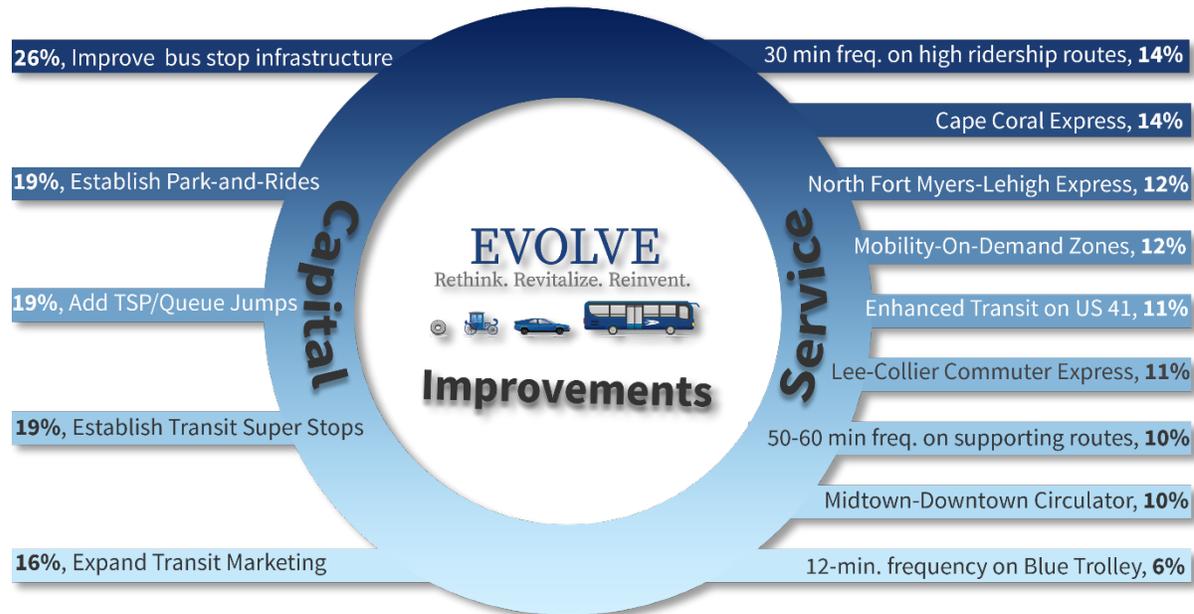
Beginning in August 2020, a survey was made available online to virtual workshop participants, stakeholders, and the general public to provide their input on the recommended transit priorities and to identify any other areas of need that should be addressed in the TDP. Due to COVID-19 restrictions, the survey was promoted on virtual platforms such as web, email, and social media. In total, 45 surveys were completed; a copy of the survey instrument is provided in Appendix D.

The survey provided an opportunity to review and rank order a draft list of transit service needs for LeeTran and also provide any additional input. The findings of the survey are summarized below. (Note that details of these needs are presented later in this report.)

The top three most popular service improvements selected by the public were 30-minute frequency on high ridership routes (14%), the Cape Coral Express (14%), and the North Fort Myers-Lehigh Express (12%). Survey participants were also asked to prioritize capital improvements to support the new service improvements. As summarized in Figure 5-47, 26 percent of participants agreed that improvements are needed on bus stop infrastructure, 19 percent think park-and-rides should be established, and additional 19 percent agreed that transit technologies such as Transit Signal Priority (TSP) and Queue Jumps should be added.

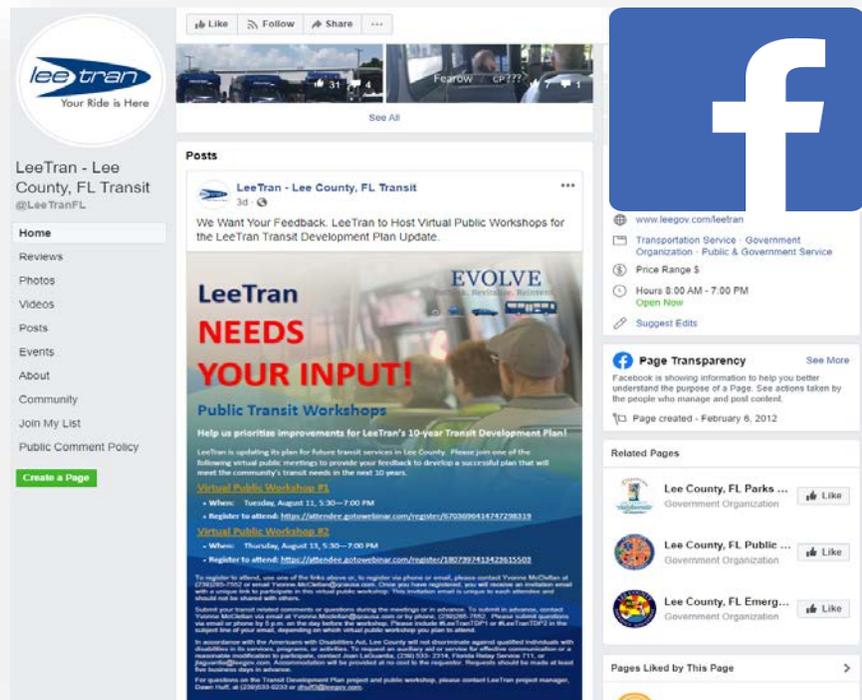


Figure 5-47: Transit Priorities Survey Results



Web/Social Media Outreach

As previously mentioned, a combination of indirect and direct outreach methods was utilized to help enhance the effectiveness of the LeeTran TDP’s public participation process. Several indirect outreach methods, described below, were also used to educate and inform the public on the TDP process.



Web

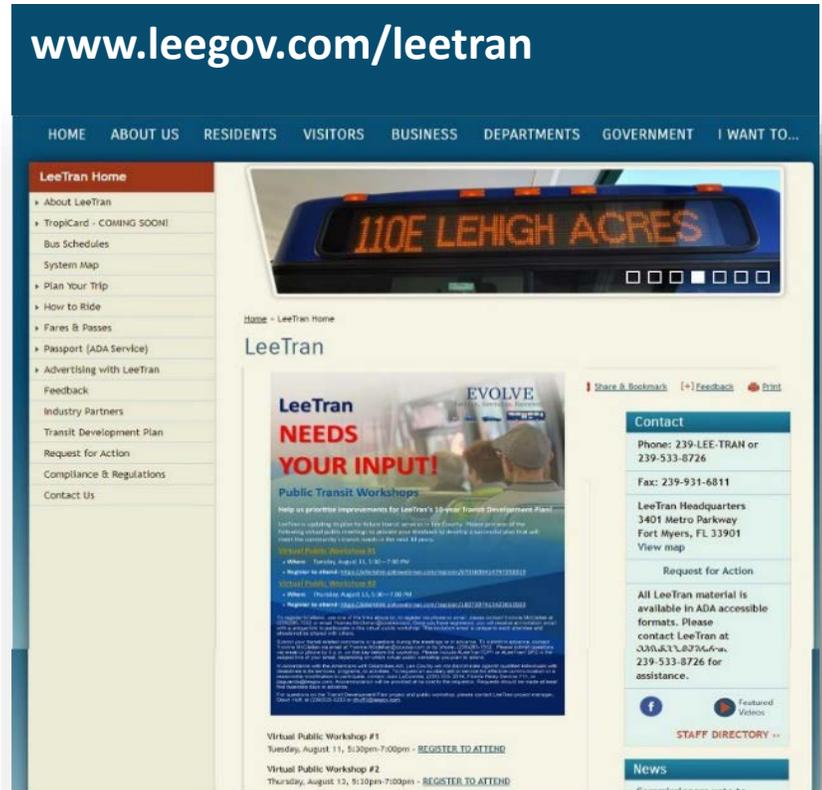
LeeTran operates and maintains a website that provides information on service hours, route information, fares, transfer center locations, and other relevant information. During the TDP public input phases, this website created separate content for riders and the general public to keep them updated on the latest TDP outreach events and updates. Additionally, LeeTran used the website to encourage the public to take TDP surveys and urged residents to attend the virtual public workshops. Furthermore, a recording of the public workshop and a memorandum with questions received from the public before or during the public workshops and corresponding answers to each also were posted for the public to review (see Appendix D).

Email

Numerous emails with information on the project surveys, upcoming workshops, and the TDP were used to engage and encourage public participation. Selected stakeholders, social service discussion group members, and business/economic discussion group members were sent email notices and reminders for upcoming events such as the public workshops. The email blasts also encouraged those receiving them to redistribute the information to share and engage other interested parties.

Social Media

LeeTran also used its social media accounts, including Facebook and Twitter, to promote the virtual public workshops and encouraged readers to take the TDP surveys. With multiple Facebook posts, social media was also used as another platform to allow the general public to submit questions.



SECTION 6 SITUATION APPRAISAL

A TDP is a strategic planning document that includes an appraisal of factors within and outside a service area that affect the provision of transit service. The following section synthesizes the efforts in the TDP towards this appraisal to develop an assessment of the full operating environment in Lee County relevant to LeeTran. This assessment assists the development of future transit needs for the community and helps finetune the adopted LeeTran transit goals and objectives.

Conducting a situation appraisal also is a key requirement under the approved TDP Rule and helps a transit agency examine its strengths and weaknesses as well as any existing/potential threats and opportunities for the provision of its services.

Part of this appraisal is a review of locally, regionally, and federally approved plans and studies to ensure consistency between the 10-year plan goals and initiatives with other government policies and planning efforts. The current planning initiatives/policy guidance in the County were reviewed to better understand transit needs. Thereafter, summaries of other parts of the appraisal, including reviews of existing socioeconomic trends, travel behavior/patterns, land use, community feedback, organizational issues, technology, and funding, are presented.

Review of Plans and Studies

At the local and regional levels, several agencies/organizations conduct studies to produce plans and policies for addressing local and regional transportation issues and intermodalism that may impact LeeTran services. Various federal and state plans and regulations also may impact the provision of transit services. This plans and policy review helps LeeTran understand and support the pursuit of existing goals while pursuing its own goal of creating a viable and accessible transit system in Lee County. Relevant transportation planning and programming documents are summarized, with an emphasis on issues having implications for LeeTran.

The following local, regional, state, and federal plans and studies were reviewed to understand current transit policies and plans with potential implications for LeeTran service:

Figure 6-1: List of Plans Reviewed



- City of Fort Myers Comprehensive Plan
- City of Cape Coral Comprehensive Plan
- City of Bonita Springs Comprehensive Plan
- Village of Estero Comprehensive Plan
- City of Sanibel Comprehensive Plan
- Town of Fort Myers Beach Comprehensive Plan
- Cape Coral Bike and Pedestrian Plan
- Downtown Fort Myers Redevelopment Plan, 2018
- Lee County Bike and Pedestrian Plan
- Lee County Transit TDP Major Update (2016–2025)
- Lee County Transportation Disadvantaged Service Plan (TDSP)
- Lee MPO 2040 Long Range Transportation Plan



- Charlotte County Transit (CCT) TDP (2021-2030)
- Collier Area Transit (CAT) TDP (2017-2026)



- State of Florida Transportation Disadvantaged 5-Year/20-Year Plan
- FDOT's Complete Streets Implementation Update: Handbook and Design Manual
- Florida Transportation Plan: Horizon 2060 (FTP)
- Fixing America's Surface Transportation (FAST) Act
- Implications to Public Transportation of Emerging Technologies

Table 6-1: Local Plans

Plan Title	Geographic Applicability	Most Recent Update	Responsible Agency	Plan/Program Overview	Key Considerations/Implications for TDP
City of Fort Myers Comprehensive Plan	City of Fort Myers	2019	City of Fort Myers	Primary policy document that addresses land use, transportation, capital projects, public facilities, recreation, government coordination, conservation, and development goals, among others, for the city.	Provides goals for ensuring a safe, efficient, and quality transportation system, encouraging transit trips within the city and promoting public transit vehicles with bike racks to encourage multimodal use. Key strategy identified is to increase transit service into areas with demonstrated need, such as areas with high density. In addition to supporting LeeTran, some policies are set to support the objective of strengthening the entire multimodal network such as: <ul style="list-style-type: none"> • Allowing and encouraging high-density housing development. • Bicycle and pedestrian connections from residential areas to be added and maintained. • Support trolley funding within the downtown area.
City of Cape Coral Comprehensive Plan	City of Cape Coral	2019	City of Cape Coral Comprehensive Plan	Primary policy document that addresses land use, transportation, capital projects, public facilities, recreation, government coordination, conservation, and development goals, among others, for the city.	Supports policies to encourage LeeTran service and alternative transportation. Encourages development of transit services with supportive land use policies and encourages efficient multimodal use. Other policies and actions mentioned to aid LeeTran growth include: <ul style="list-style-type: none"> • Express route from Cape Coral to the Southwest Florida International Airport. • Assistance in coordinating park-and-ride locations. • Encouraging the development of transit shelters within new developments. • The possibility of starting and maintaining own transit system.
City of Bonita Springs Comprehensive Plan	City of Bonita Springs	2012	City of Bonita Springs	Primary policy document that addresses land use, transportation, capital projects, public facilities, recreation, government coordination, conservation, and development goals, among others, for the city.	Encourages alternative transportation options to alleviate traffic along major roadways. Goals relevant to LeeTran growth include: <ul style="list-style-type: none"> • Developing a safe and efficient multimodal transportation network for optimal access to the major activity centers within the City limits. • Accommodating the forecasted transportation demand through multiple modes of transit, and implementation of a multimodal system along Bonita Beach Road. • The addition of a potential trolley loop along Bonita Beach Road, Terry Street, and Bonita Grande Drive with an adjacent park-and-ride. Policies also include using rail within the City limits as a regional connection tool.
Village of Estero Comprehensive Plan	Village of Estero	2018	Village of Estero	Primary policy document that addresses land use, transportation, capital projects, public facilities, recreation, government coordination, conservation, and development goals, among others, for the village.	Emphasizes the need for a multimodal network to grow as a community through complete streets, interconnectivity, transportation options, innovation, and technology with safety and reduction of traffic in mind. Policies that are supportive of transit include: <ul style="list-style-type: none"> • The anticipation of autonomous transit vehicles. • Supporting the efforts for commuter rail, light rail, or Bus Rapid Transit (BRT) in Lee County or in north Collier County. • Encouraging public transit and other alternative modes of transit to reduce traffic and help transportation disadvantaged individuals. • Supporting transit-oriented developments adjacent to possible future stations.

Table 6-1: Local Plans (Continued)

Plan Title	Geographic Applicability	Most Recent Update	Responsible Agency	Plan/Program Overview	Key Considerations/Implications for TDP
City of Sanibel Comprehensive Plan	City of Sanibel	2015	City of Sanibel	Primary policy document that addresses land use, transportation, capital projects, public facilities, recreation, government coordination, conservation, and development goals, among others, for the city.	<p>Acknowledges traffic congestion issues and the need to embrace alternative transportation modes to reduce traffic. Currently, Sanibel is not served by LeeTran routes. Although LeeTran does not provide service there, there is a privately-operated trolley on the island that serves many hotels, shopping, and other tourist destinations. Policies relevant to the LeeTran TDP include:</p> <ul style="list-style-type: none"> The City of Sanibel will continue to encourage LeeTran to provide service to Sanibel and Captiva Islands. The City of Sanibel will participate in a mass transit system that will protect and maintain the beaches and the islands natural resources, includes transfer sites for water transit opportunities, reduces roadway traffic congestion, and provides services that are proportionate to local funding.
Lee Plan	Lee County	2019	Lee County	Primary policy document that addresses land use, transportation, capital projects, public facilities, and economic development goals, among others, for the county.	<p>Discusses the intention to expand transit service to meet growing demand for public transit services. Prescribes several transit-supportive goals, objectives, and policies, such as the need to develop transit-oriented design strategies, encourage maximum use of the right-of-way, improve connections with pedestrian and bicycle networks, and coordinate with other transit agencies to meet regional mobility needs. Policies that are supportive of LeeTran growth include:</p> <ul style="list-style-type: none"> Develop high-density residential developments that are close to existing transit facilities. Transit-oriented developments are promoted in mixed-use overlay. Those in Destination Resort Mixed Use Water Dependent land uses will make their spaces accessible to transit and within walking distance of transit services. Development should incorporate multimodal transit within their plans to be in sync with the current TDP. Developments of town centers and affordable housing should support transit. Future Urban areas to include transit. Provide access to bicycle and pedestrian networks to improve efforts to encourage transit use and create a multimodal network.
Town of Fort Myers Beach Comprehensive Plan	Town of Fort Myers Beach	2010	Town of Fort Myers Beach	Primary policy document that addresses land use, transportation, capital projects, public facilities, recreation, government coordination, conservation, and development goals, among others, for the town.	<p>Supports LeeTran services and recognizes the need for a multimodal network. Encourages visitors to arrive without a car and strives to make connections to attractions through mass transit. Policies and goals that are relevant to LeeTran growth include:</p> <ul style="list-style-type: none"> Improve trolley service. Use impact fees and gas taxes to support alternate travel modes. Use higher parking rates during tourist season to encourage use of public transit. Exploration of multiple transit types such as trams, trolleys, and double decker buses. The use of off-island park-and-ride facilities to prevent traffic on the island.
Fort Myers Bike and Pedestrian Plan	City of Fort Myers	2016	Fort Myers	Addresses Fort Myers's current bicycle and pedestrian networks and emphasizes need for alternative transportation options.	<p>Recognizes that bicycle and pedestrian networks should be adjacent to transit routes and that transit and pedestrian/bicycle paths are complementary. Discusses the goals and policies that support LeeTran:</p> <ul style="list-style-type: none"> The City shall work with LeeTran to integrate bicycle facilities with transit services. Include bicycle-transit services in educational and encouragement materials.

Table 6-1: Local Plans (Continued)

Plan Title	Geographic Applicability	Most Recent Update	Responsible Agency	Plan/Program Overview	Key Considerations/Implications for TDP
Cape Coral Bike and Pedestrian Plan	City of Cape Coral	2017	Cape Coral	Addresses Cape Coral’s current bicycle and pedestrian networks and emphasizes need for alternative transportation options.	Describes the vision for Cape Coral to accommodate residents and visitors riding a bicycle, walking, or take transit. Goals and policies that are relevant to the LeeTran TDP include: <ul style="list-style-type: none"> • Increase the combined walking, biking, and transit commute mode share to 3% within five years. • Implement Complete Streets policies to help enable safe access for pedestrians, bicyclists, and transit riders. • Terminate paths at streets or transit stops.
Downtown Fort Myers Redevelopment Plan	City of Fort Myers	2018	Fort Myers CRA	Plan includes revitalization of an area through various economic development methods including dense employment centers. Redevelopment includes various land uses, implementation of transit, and placemaking.	Assesses current Downtown Fort Myers, parking, need for transit, and ultimately encourages complete street designs in many key corridors. Redesigned parking layouts, policy, and transit needs are addressed throughout the Plan. Key implications include: <ul style="list-style-type: none"> • High frequency free transit loop within downtown Fort Myers that is dedicated to serving residents and the businesses within the area. • This loop would connect the perimeter with the ability to reach most destinations within a five-minute walk. • Encouraging more businesses to have street visibility rather than on-street parking. Promotes off street parking.
Midtown Redevelopment Plan (Fort Myers)	City of Fort Myers	2018	Fort Myers	Establishment of an area through various placemaking methods including dense employment centers and large public parks. Development includes various land uses, implementation of transit, pedestrian friendly uses, and anchoring public parks.	Provides parameters and goals for an area within downtown Fort Myers to be established as the Midtown area. Within this area, there would be four main areas, the Government Center, Gateway Center, Fowler Business Corridor, and the Town Center, that have dedicated uses. The Midtown area strives to be a dense mixed-use area with a public park, Midtown Square Park, that anchors the area. Important implications for LeeTran include: <ul style="list-style-type: none"> • Using the Rosa Parks Transfer Center as the main multimodal center in the area. This includes bike racks, park-and-ride garage, and bus stop usage. • Encouraging use of transit within the area instead of a single use occupancy vehicle. • High density dwelling units and employment to grow ridership.
Lee County MPO Bicycle and Pedestrian Master Plan	Lee County MPO	2016	Lee County MPO	Master plan establishing network of bicycle and pedestrian facilities in Lee County on major roads. This plan addresses connectivity issues and prioritizes improvements through the existing and future network.	Establishes the primary bicycle and pedestrian network and a secondary bicycle and pedestrian network. The primary network is considered the “backbone” and serves mass transit and major activity centers. Goals and policies that are relevant to the future of LeeTran include: <ul style="list-style-type: none"> • Desire to integrate transit facilities with land uses and design transit stops for neighborhoods. • The need to accommodate bicycle, pedestrian, and transit facilities. • Implementation of Complete Streets program, which aims to integrate bicycling, walking, and public transit to create a multimodal transit system. • Develop a bicycle and pedestrian network that enhances connectivity throughout Lee County and connects to transit stops.

Table 6-1: Local Plans (Continued)

Plan Title	Geographic Applicability	Most Recent Update	Responsible Agency	Plan/Program Overview	Key Considerations/Implications for TDP
LeeTran 2017-2026 TDP Major Update	Lee County	2016	LeeTran	The State of Florida Public Transit Block Grant (PTBG) Program, enacted by the Florida Legislature to provide a stable source of funding for public transit, requires public transit service providers to develop and adopt a 10-Year TDP per FDOT requirements. Major updates must be completed every five years and include an assessment of baseline conditions, a public involvement plan, and ridership estimates.	The LeeTran network currently has 20 annual routes and four seasonal routes. Transit alternatives proposed include: <ul style="list-style-type: none"> Standardizing frequency on existing routes. Extending service hours on Routes 120 and the 600. Adding service supply on Routes 60 and 240. Adding Sunday service to selected routes. Implementing express bus services between Lehigh Acres and Fort Myers, and Fort Myers and Cape Coral. Establishing park-and-ride lots in Lehigh Acres, South Fort Myers, Cape Coral, and near the Southwest Florida International Airport. Upgrading the fare system, equipping fleet with automatic vehicle locators, and adding transit signal priority (TSP)/queue jumps.
Lee County Transportation Disadvantaged Service Plan (TDSP)	Lee County	2019	Lee County MPO	The Lee County Transportation Disadvantaged Service Plan (TDSP) addresses the needs of elderly, disabled, or economically disadvantaged people within the county and reflects a careful review of various data, travel patterns, policies, agency responsibilities and funding to define a five-year detailed implementation plan (which is updated annually) to help meet those needs.	At the time of publication, Good Wheels was the Community Transportation Coordinator (CTC). Anticipates the need for an increasing number of people who will be considered transportation disadvantaged such as people with disabilities, elderly, and low-income. The TD Bus Pass Program that moves TD passengers to LeeTran fixed-route service is ongoing. Goals in the document include the following: <ul style="list-style-type: none"> Coordination of Service – Coordinate all public transportation services funded with local, state, or federal funds. Provision of Service – Provide a comfortable, cost-efficient, and cost-effective coordinated transportation service that meets the needs of the transportation disadvantaged within funding limitations. Service Quality – Assure that quality transportation service is being provided. Marketing of Service – Continue to market and promote transportation service that can be provided within the limits of available resources. Resource Management – Maximize the use of human and financial resources and equipment. Safety – Continue to operate a safe transportation system as set forth in the CTC’s Systems Safety Program Plan.
Lee MPO 2040 Long Range Transportation Plan	Lee County	2015	Lee County MPO	The LRTP is the 25-year vision for Lee County’s transportation needs updated every five years. The LRTP responds to trends that the MPO Board and community have been discussing for several years – the available funds are declining and the population is growing. The plan forecasts the County’s population to increase nearly 70 percent by 2040, putting the County’s population over one million.	Transit needs are based on input/analysis from public outreach, recent study efforts, transit markets, and regional coordination. Due to funding limitations, the cost affordable transit plan assumes only a continuation of the current bus transit network and services through 2040. However, the plan does not rule out the opportunity to advance any projects identified in the needs plan if funds become available. Goals adopted by the MPO support a multimodal transportation system that is: <ul style="list-style-type: none"> Balanced and integrated with all transportation modes for people and goods. Safe and secure for existing and future residents, visitors, and businesses. Sensitive to the County’s communities, the community character, and environmental resources. Enhances economic growth and anticipates development demands. Maintained, optimized, and expanded using the best available technologies. Financially feasible.

Table 6-2: Regional Plans

Plan Title	Geographic Applicability	Most Recent Update	Responsible Agency	Plan/Program Overview	Key Considerations/Implications for TDP
Charlotte County Transit 2020–2029 TDP Major Update	Charlotte County	2020	Charlotte County Transit	The State of Florida Public Transit Block Grant (PTBG) Program, enacted by the Florida Legislature to provide a stable source of funding for public transit, requires public transit service providers to develop and adopt a 10-Year TDP per FDOT requirements. Major updates must be completed every five years and include an assessment of baseline conditions, a public involvement plan, and ridership estimates	Currently, there are not any connections to Lee County or plans to connect with LeeTran. Although demand response service is currently implemented for the western populated part of the county, there is an emphasized need for enhanced demand response service, new fixed-route service, and mobility-on-demand services in core areas. Three fixed-route services were recommended for key corridors in urbanized Punta Gorda and surrounding areas: US 41/Airport Connector, Englewood Express, and the Babcock Express. Additionally, two circulators were identified for downtown Punta Gorda and the beaches in Englewood. The mobility-on-demand services, named Charlotte Link, were identified in Englewood, central and east Port Charlotte, and Punta Gorda.
Collier Area Transit (CAT) 2016–2025 TDP Major Update	Collier County	2016	Collier Area Transit	Emphasizes transit improvements and additions during peak hours; outlines cost feasibility plan, focuses on limiting traffic congestion.	Emphasizes improvement of an efficient, quality, and safe public transportation system that enhances the County's economic vitality. Supports green initiatives to reduce environmental impacts and continue to build partnerships that enhance economic and social well-being. Additionally, this plan recommends an express route from the Collier County Government Center to Florida Gulf Coast University, an express route from a Collier County Transfer Center in Naples to a park-and-ride on the Lee County line, and an express route from a park-and-ride in Immokalee to Lehigh Acres in Lee County.

Table 6-3: State and Federal Plans

Plan Title	Geographic Applicability	Most Recent Update	Responsible Agency	Plan/Program Overview	Key Considerations/Implications for TDP
State of Florida Transportation Disadvantaged 5-Year/20-Year Plan	Florida	2007	Florida Commission for the Transportation Disadvantaged (FCTD)	Purpose is to accomplish cost-effective, efficient, unduplicated, and cohesive transportation disadvantaged services within its service area.	Develop and field-test model community transportation system for persons who are transportation disadvantaged; create strategy for FCTD to support development of universal transportation system.
FDOT Complete Streets Implementation Update: Handbook and Design Manual	Florida	2018	FDOT	Developed as way to create alternative transportation systems to facilitate “Complete Streets” focused design.	<p>Plan includes:</p> <ul style="list-style-type: none"> Revising guidance, standards, manuals, policies, and other documents. Updating how decision-making is processed. Modifying evaluation of performance. Managing communication between agencies. Updating training and education in agencies.
Florida Transportation Plan (FTP)	Florida	2015	FDOT	Serves as guide as Florida’s long-range transportation plan as required by State and Federal law.	<p>Supports development of state, regional, and local transit services through series of related goals and objectives, emphasizing new and innovative approaches by all modes to meet needs today and in future. Most recent update emphasizes:</p> <ul style="list-style-type: none"> Diversifying economy will lead to diverse array of transportation needs and solutions. Needing to implement technologies into transit including automated and autonomous vehicles. Ensuring safe and secure transportation for all. Implementing innovative transportation corridors. Reducing delays for all modes of Florida’s transportation system. Adding high quality transportation choices that expand both local and regional connectivity.
Fixing America’s Surface Transportation (FAST) Act	National	2015	114 th US Congress	Enacts five years of funding for nation’s surface transportation infrastructure, including transit systems and rail transportation network. Provides long-term certainty and more flexibility for states and local governments, streamlines project approval processes, and maintains strong commitment to safety.	<ul style="list-style-type: none"> Increases dedicated bus funding by 89% over life of bill. Provides stable formula funding and competitive grant program to address bus and bus facility needs. Reforms public transportation procurement to make Federal investment more cost effective and competitive. Consolidates and refocuses transit research activities to increase efficiency and accountability. Establishes pilot program for communities to expand transit through use of public-private partnerships. Provides flexibility for recipients to use Federal funds to meet their state of good repair needs. Provides for coordination of public transportation services with other federally-assisted transportation services to aid in mobility of older adults and individuals with disabilities.
Implications to Public Transportation of Emerging Technologies	National	2016	Research Report	National Center for Transit Research	White paper that explores possible consequences for public transportation as a result of introduction of new technologies such as autonomous vehicles, connected vehicles, and other innovations that impact efficiency, cost-effectiveness, overall demand for transportation.

Situation Appraisal

A critical part of the LeeTran TDP update is an appraisal of LeeTran’s operating environment so the agency can develop an understanding of the context for providing transit in Lee County and ultimately guide the development of the 10-Year TDP plan. The remainder of this section explores pertinent operating factors that will provide a comprehensive evaluation of LeeTran, the impacts of its environment on transit services, and future opportunities that will benefit the system.

First, a review and assessment of the aforementioned results of the technical evaluation of the operating environment data, relevant plans at all levels, discussions with LeeTran staff, and the outcomes of public outreach were conducted. Subsequently, implications were derived that help assess the strengths and weaknesses of LeeTran and the environment in which it operates. Additionally, the implications provide appropriate strategies that will benefit the future of LeeTran. The areas that were reviewed in this assessment (with their resulting implications) include the following:



**Socioeconomic
Trends**



**Travel Behavior
and Patterns**



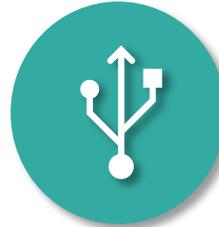
**Land Use and
Urban Design**



**Public
Involvement**



**Organizational
Attributes and
Funding**



**Technological
and Innovative
Trends**



**Regional
Coordination**

Socioeconomic Trends

It is important to understand the trends and markets that could be affected or may benefit from public transportation services when assessing the impact of the growth in population and the evolution of its key demographic characteristics that result from that growth. Key findings from an assessment of socioeconomic trends are summarized as follows:

- Lee County is projected to have over one million residents by 2040, a 34 percent increase from 2020.
- The Village of Estero has experienced the most population growth since 2000 (248%), although Cape Coral has the largest population of all of the urbanized areas with 178,593 residents in 2018.
- Population increases will be experienced in already established areas such as Bonita Springs, Cape Coral, Estero, Fort Myers, North Fort Myers, and Lehigh Acres.
- Employment in Lee County is densest near the downtown Fort Myers area along the US 41 corridor. In addition, downtown Cape Coral and some areas of Homestead Road in Lehigh Acres have pockets of high-density employment.
- Projected growth in employment will be highest in existing employment centers in downtown Fort Myers, along US 41 in Fort Myers, downtown Cape Coral, and Homestead Road in Lehigh Acres. Additional pockets will include Pine Island Road in Cape Coral, adjacent to US 41 in Bonita Springs, and along I-75 in Estero.
- The second largest income portion, 21 percent of residents, earns less than \$25,000 annually while the amount of family households in poverty and the poverty rate for individuals has increased concurrently. The poverty rate for households increased from approximately 7 percent to 10 percent.
- Lee County’s population over age 65 is expected to grow to approximately 29 percent by 2045, a 3 percent increase from 26 percent in 2018. Simultaneously, the number of working aged adults, i.e., the 18-54 age cohort, will decrease from 42 percent in 2018 to 40 percent in 2045.
- The number of minorities within Lee County has increased; the number of White Hispanics increased the most, 4.7 percent, expanding from 12.2 percent in 2010 to 16.9 percent in 2018. In addition, approximately 10 percent of the population in Lee County speaks English less than “very well.”
- Only two percent of Lee County households were considered “zero-vehicle households.”



Implications

Lee County is projected to experience significant population growth and have over one million residents by 2040. This suggests that LeeTran will need to prepare to supply more service and also provide more service options in the areas with the most growth. As population density is projected to increase in areas that are already established, LeeTran should focus on increasing service efficiency in the established areas with the additional population to core employment centers and activity centers. Furthermore, there are a considerable number of

households that have annual incomes less than \$25,000 and the number of individuals and families that are in poverty have increased in the past 18 years. Additionally, the number of older adults is predicted to increase and become the largest segment of the population. The aforementioned population segments are typically more transit dependent and considered to be traditional riders.

Although traditional rider needs should be served, LeeTran should also aim to attract more discretionary riders. The largest age cohort in Lee County is 18-54 (42%), which is the age segment that includes millennials. Research has indicated that younger generations are looking for alternative transit options, which may help lead to an increase in discretionary riders.

An increase in both discretionary and traditional transit markets may indicate increased demand for both fixed-route and on-demand services. Establishing mobility-on-demand zones to aid first-mile and last-mile connectivity, in addition to fixed-route services, will be a cost-effective way to aid those who are considered traditional riders and attract discretionary riders.

Central corridors continue to see increased congestion, with some intersections becoming pinch points for the road network. LeeTran can expect this trend to continue as growth, opportunities, and vacant parcels become developed.

Demographic trends in traditional transit users also indicate an increased demand for transit as Lee County's population ages and families living under poverty increase in number. As LeeTran develops customer profiles, it can expect to see a variety of differing needs and users. Issues of equity, accessibility, and economic competitiveness will need to be discussed as a way to balance budget constraints and demand.

Travel Behavior and Patterns

Understanding the existing commuting behaviors and existing travel patterns is important to examine the possible impacts and benefits that LeeTran can provide. Relevant information includes the following:

- The majority of residents, 80 percent, chose driving alone for their commute. Less than one percent of residents used public transportation.
- The average commute is 10-30 minutes.
- Approximately 42 percent of commuters who utilize public transit are employed in service occupations, according to the 2019 American Community Survey (ACS) 2014-2018 5-Year Estimates.
- The largest segment of commuters that drove alone, 47 percent, leave for work from 6 AM to 9 AM while 42 percent of public transit riders leave after 9 AM.
- According to the 2020 LeeTran on-board survey, approximately 25 percent indicated that they would take a Taxi/Uber/Lyft if LeeTran were not available. Furthermore, an additional 23 percent responded that they would ride with someone if LeeTran were not available.

- Traffic congestion is noted as a problem by locals and tourists alike. The most congested corridors in Lee County are primarily in Fort Myers.



Implications

As driving alone is the most common commute option, there are a lot of potential discretionary riders within Lee County. LeeTran currently supplies service in the most congested areas in Lee County, the Fort Myers area. To capture more discretionary riders and move more single occupancy vehicles off the road, LeeTran will have to consider increasing frequencies and implementing premium services, especially during traditional peak hours, to attract those riders. Operating more frequent service, while expensive, may be the best way to encourage more discretionary riders as the average commute time is currently less than 30 minutes; suggesting that convenience of car travel may be hindering additional discretionary ridership for transit.

Additionally, almost a quarter of current riders indicated that they would use a rideshare service if LeeTran were not available. Furthermore, data indicate that almost half of LeeTran riders are employed in the service industry, which typically has fluctuating work schedules that may require travel during later hours at night. LeeTran should explore using TNCs for first-mile/last-mile services or for supplying earlier/later service in areas where it is not efficient to serve with fixed-route services or the fixed-route services in the area are not available at the time.

Seasonal travel patterns continue to change the operating characteristics of Lee County during the high season of November through May (Winter through Spring). Having high and low seasonal demands can stretch resources and shift demand. As Lee County welcomes both domestic and international visitors, LeeTran can play a role in connecting attractions, relieving congestion, and addressing parking constraints. Continued collaboration with the Port Authority and the Visitor and Convention Bureau will help ensure that transit resources are prepared to play a role, as appropriate, to meet this demand.

On a larger scale, Lee County's low density, suburban-style development continues to impact all transportation patterns, delivery of transit service, and demands for increased frequency on popular routes. As traditional bus service travels through congested corridors, new services such as express bus may be considered to connect frequently accessed destinations, shortening travel time for riders. Opportunities for neighborhood circulators and park-and-ride facilities may help with connecting suburban communities and outlying neighborhoods, offering transportation alternatives.

Continued suburban development trends are likely to continue to challenge transit service, as LeeTran balances the need to increase service in existing core areas against demand for services in new areas of development. New tools, including updates through the COA, will be instrumental in assisting LeeTran in prioritizing services and identifying efficiencies.

Land Use and Urban Design

A successful transit system thrives, in part, due to effective local land use policies. Implementing land uses that promote high density residential and employment centers helps create an environment that is walkable and supports multimodal alternatives like transit. Additionally, implementing transit supportive urban design patterns, such as Complete Streets and Transit-Oriented Development, helps complement and encourage transit use. To identify any current and future areas that may benefit the most from transit, future land use and any planned urban design projects were reviewed. The following are land use and urban design opportunities observed in Lee County:

- Future Land Uses, such as Urban land uses, and redevelopment suggest that Lee County is transitioning to a denser land pattern. Central Urban land uses, within incorporated areas, allow densities up to 20 dwelling units per acre. Urban Community land uses, outside of incorporated Lee County, have a standard density of up to 10 dwelling units per acre and all up to 15 dwelling units per acre with a density transfer.
- Intensive Development areas, located along major roads, are dedicated to have higher densities and intense uses. Currently, the standard density is 8 to 14 dwelling units per acre, but density may be increased to up to 30 dwelling units per acre.
- The Midtown Redevelopment, in downtown Fort Myers area, will allow up to 70 units per acre excluding any density bonuses.
- There are currently Complete Street projects in Fort Myers, Estero, and Bonita Springs. The Bi-County Connector Complete Streets project spans from south Fort Myers to North Naples with wider sidewalks, handrails along the sidewalks, and upgraded ADA-accessible bus stops.
- The University Loop Complete Streets project is centered around Florida Gulf Coast University and includes new sidewalks, shared-use pathways, bike lanes on Corkscrew Road, and a pedestrian island near the FGCU Sugden Welcome Center.
- A partially completed Complete Streets project, the Tour de Parks Loop, adds shared-use paths and bike lanes in gaps on popular roads such as Six Mile Cypress Parkway and Colonial Boulevard.



Implications

Sustained growth in both residential and commercial sectors is changing land use and development patterns in Lee County. Some areas such as North Fort Myers are seeing redevelopment and renewed investments. Downtown Fort Myers, which has seen recent updates and improvements, is expanding redevelopment to its Midtown section, thereby expanding its urban core. At the same time, the newly incorporated Village of Estero is seeing

double digit growth. LeeTran can expect to see continued growth in redevelopment of existing neighborhoods, as well as new commercial and residential centers. Both redevelopment and new construction provide an opportunity to consider accommodating transit.

LeeTran is considered an essential service by its stakeholders and viewed as an indicator of community investments. As Lee County’s economy becomes more vibrant and citizens seek a more active lifestyle, LeeTran can expect to see greater demand for service including new neighborhood circulators, park-and-ride facilities, and bus shelter amenities. As developers and investors seek to create new places in Lee County, LeeTran will have the opportunity to recommend the inclusion of transit-friendly design and amenities.

As LeeTran looks at future needs, accommodating increased bicycle utilization and bicycle amenities will likely feature prominently. As community-based groups such as Bike Walk Lee and Streets Alive of Lee County work to build connected bicycle and pedestrian paths, their growing popularity will encourage more people to make use of them. This demand also will likely result in increased demand for transit to accommodate users and bicycles.

Public Involvement

Public feedback is a crucial part of the appraisal as it reflects the community’s vision for the future of transit. Figure 6-2 shows the top four improvement priorities/needs selected by various groups during the TDP public outreach process. As shown, increased frequency was the most popular improvement choice by all participant groups. Express and regional services were mostly the second priority, indicating a need to connect quickly with key points within and outside of the county. App-based MoD was generally considered the third most important improvement need going forward, with extended span of service as predominantly the fourth-ranked priority.

Figure 6-2: Public Input on Most Needed Improvements

Improvement	Discussion Group	Rider Survey	Public Input Survey	Bus Operator	LeeTran Staff	Stakeholders	Steering Committee	Overall Ranking
Increased Frequency	1	1	1	1	1	1	1	1
Express/Regional Service	2	3	2	2	4	3	2	2
App-based Mobility on Demand	3	4	3	3	2	2	3	3
Early/Later Service	4	2	4	4	3	4	4	4

Some of the more specific highlights from the general public input survey and the rider survey received during the first phase of the TDP process are presented below.

- The majority of respondents in the general public input survey, 79 percent, agreed that LeeTran’s public transportation services must be provided. Furthermore, 88 percent agree that there is a need for additional and/or improved transit services.
- The top three transit priorities identified in the general public input survey are more frequent bus service everywhere (17%), express bus service (13%), and on-demand app-based van service to provide connective first- and last-mile services (12%). Mobile fare payment (22%), real-time information displays at major bus stops (20%), and improving bus stop amenities such as shelters and bicycle storage (17%) were the top three technological and infrastructure improvements chosen.
- Riders, when asked about the service improvements in the 2020 LeeTran on-board survey, identified more frequent service on existing routes (18%), more weekend service on existing routes (15%), and later service on existing routes (15%).
- Based on the 2020 on-board survey, the average LeeTran rider is a male between the age of 25 and 44 with an annual household income of less than \$10,000.
- The most reported trip purpose for LeeTran riders is to commute to work (32%), according to the 2020 on-board survey.



Implications

Overwhelmingly, LeeTran is seen as an integral part of the existing fabric of Lee County. There is a recognition that transit serves as the only transportation option for some segments of the population. This is contrasted by other extremely successful services, including the Beach Tram and Beach Park-and-Ride, the Downtown Trolley, and other similar services. LeeTran should continue to strengthen its core services, while engaging the community in prioritizing new services, creating a vision for the future of transit in Lee County. A careful understanding of the changing demographics in Lee County identified under Socioeconomic Trends may be helpful in ensuring that appropriate tools and outreach strategies are implemented. Continued use of onboard surveys will be critical to gathering customer sentiment and needs directly from users.

Based on input for enhancing the current services, the top transit improvement indicated by both the general public and riders was frequency improvements. Improving frequencies typically has the most potential to significantly increase ridership by attracting more discretionary riders. Although this improvement was one of the top improvements noted, it is also costly to implement. Increasing frequency on a higher-performing route or major transit supportive corridors may generate more demand and increase awareness within the community, ultimately attracting discretionary ridership.

Increasing discretionary ridership benefits include reduced traffic congestion, reduced need for parking, and increased farebox revenue. Additionally, by decreasing headways throughout corridors with high demand, both discretionary riders and traditional riders will benefit.

As issues of equitable distribution of public resources are explored, transit may be a resource to connect various communities with economic opportunities. LeeTran can assist by participating in the discussion and continuing to work collaboratively with Human and Veteran Services.

In this update of the TDP, stakeholders provided meaningful feedback on LeeTran's current operations, trends impacting transit, and possible future needs. As transit continues to address community issues, continued engagement with key stakeholders will be critical to establishing feedback loops.

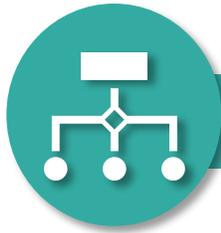
Organizational Attributes and Funding

Currently, Lee County Transit, operating as LeeTran, is its own department of Lee County government. This department is responsible for providing public transportation, ADA paratransit service, and the vanpool program. Additionally, LeeTran is responsible for the operation of the transfer centers and the park-and-ride facilities.

LeeTran's continued coordination with other County departments is positioning transit well for future needs. County Lands, in coordinating land purchases and uses for bus transfer centers and bus shelters, is actively looking for opportunities to co-locate services and provide for future needs. Community Development is looking at form-based land use codes and how to incentivize infill and redevelopment, and the Transportation Department is looking to incorporate transit amenities into road planning.

Funding for transit is important as it directly affects the type and quality of service in the area. LeeTran currently operates using funds from Lee County, FDOT and federal grants, and fare revenues. In addition to the regular mix of funds, LeeTran has been successful with funding mechanisms that use its partners. The Rider District Trolley is a good example. In December 2019, LeeTran received an FDOT grant for \$1,212,725 for the trolley service, which will be matched by funding from the City of Fort Myers and the Fort Myers CRA. The grant ensures that the trolleys remain fare free.

While there is uncertainty on future funding for public transit agencies due to the COVID-19 impacts, in the short term, federal funding has become available to assist agencies with operational and administrative costs. The Coronavirus Aid Relief and Economic Security (CARES) Act was passed by Congress in March 2020. These funds allocate \$25 billion to public transit and LeeTran has received \$19 million of this fund. The agency plans to use the \$19 million CARES Act funding for establishing COVID-19 precautions, such as safety barriers for drivers, touchless fare devices for buses, and other measures during the long-term. LeeTran also expects another \$875,000 from CARES Act in the near future.



Implications

LeeTran currently operates as its own department within the County and has been successful with the current organizational structure in its service provision. By engaging with local, state, and federal partners, LeeTran also has ensured that funds are available and necessary regional connections are also made.

Strengthening and securing new sources of dedicated local funding should be a focus for LeeTran in the next 10 years. Areas that are high in tourism, such as Fort Myers and Fort Myers Beach, may be able to dedicate a percentage of their local funds to LeeTran service as transit investment can bolster economic development within the areas. The improved transit services in the areas may attract more visitors as the number one complaint from tourists pertained to the amount of traffic congestion. As parking and traffic congestion in Fort Myers Beach is relieved by LeeTran services, new dedicated transit funds could include parking revenue in those areas.

Additionally, LeeTran has not raised cash fares since 2014 as the current fare is \$1.50. A fare increase may be explored as a way to increase the farebox revenues.

While funding is limited, LeeTran has stayed true to its mission of providing mobility for the transit users in Lee County by assuming the operation of transportation disadvantaged services when its provider ceased to exist. LeeTran responded effectively to the change, implementing plans and taking on services seamlessly.

LeeTran, as a department of Lee County, addresses issues of funding with County leadership. Lee County's Board of County Commissioners workshop budget issues annually and consider requests as part of a comprehensive plan for meeting all the needs of its residents and visitors. LeeTran must continue to demonstrate rational decision making when proposing changes, building trust in the recommendations provided. Moving forward, LeeTran's business strategy to leverage state and federal grants has been successful and should continue to be an area of development.

COVID-19 will continue to impact some areas of service delivery. These changes may result in increased operational costs, changes to rolling stock, new policies and procedures, and additional expenses. Careful management of the impacts of responding to the pandemic should continue to be analyzed and tracked for effectiveness.

Technology and Innovation

Currently, LeeTran offers many technologically-advanced amenities to passengers, including Transit, a real-time bus information mobile app. This app is used with other transit agencies throughout the world, making it helpful for visitors who already have it on their smartphones. Additionally, riders can use Find My Bus, an app that can help locate the nearest transit services and determine if you are within the boundaries of LeeTran’s Passport service. LeeTran routes and bus stops are also available on Google Trip Planner, where riders can input their preferred arrival or departure time and the application will advise them when to leave and what route to use.

Additionally, LeeTran is currently upgrading its fare collection system. The current farebox system is past its useful life and frequently does not work, which slows down patrons boarding the bus, ultimately affecting LeeTran’s efficiency.



LeeTran recently worked with the vendor, Genfare, to install Fast Fare to combine traditional fare media with emerging technology, providing the flexibility to expand as new technology becomes available. In addition to traditional bills, coins, and tokens, the Fast Fare accepts smart cards, magnetics, and barcodes. This allows riders the option of account-linked tags, key chains, fobs, and stickers. With mobile ticketing via Genfare’s Mobile Link program, smartwatches and smartphones can display ticket information for scanning. Magnetic cards, such as those common in university systems, can also be used for period passes.

The upgraded fare system was installed on all fixed-route buses and will improve the passenger’s experience while also reporting fare data to the appropriate departments to analyze. Furthermore, LeeTran plans to install ticket vending machines at popular transfer points.

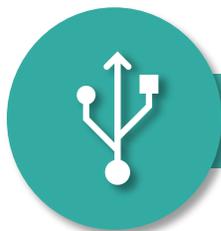
LeeTran also offers Wi-Fi connections to patrons at the Rosa Parks and Edison Mall transfer stations and Beach Park-and-Ride. Providing Wi-Fi within the bus improves the quality of the rider’s experience and may encourage discretionary riders to use LeeTran.

Other technological and innovative trends that LeeTran should explore include the following:

- **Electric Vehicles** – Currently, LeeTran operates a fleet of 70 vehicles. Approximately 41 percent of the vehicles are hybrids, while the remaining portion are fueled by diesel or gasoline. Making the switch to hybrid vehicles helps decrease carbon emissions while also saving on fuel costs. LeeTran should explore investing in electric vehicles when retiring those that are past the FTA useful life benchmarks. Studies show that, while initial investment of electric buses can be expensive, there is a long-term savings on fuel costs and maintenance

costs. Purchasing electric vehicles would also align with Lee County’s goals to preserve the environment and reduce impacts, possibly encouraging more discretionary riders to do their part.

- **Autonomous Vehicles (AV)** – AV use for transit is becoming more popular because of potential operating cost savings and the appeal it has as a cutting edge and futuristic mode makes it more desirable than the typical bus. AV is already operating in Babcock Ranch and adding it in a more compact and densely populated environment such as in the downtown Fort Myers and new Midtown areas can help improve walkability and transit’s image in Lee County.
- **Transit Signal Priority/Queue Jumps** – TSP/queue jumps along major corridors that are known for having congestion hot spots could help reduce bus run time delays. Previous studies have suggested that US 41 would be an important major corridor to consider for implementing this technology as it has multiple intersections at which LeeTran buses get delayed.



Implications

LeeTran continually upgrades its vehicles and other technologies as needed to ensure that riders have a better riding experience. With the new touch-less fare payment system and real-time bus locator app and other technologies on all buses, discretionary riders may be more apt to use the services. Furthermore, investing in all-electric buses when diesel buses are past their useful life may be a good marketing technique to attract discretionary riders that align with environmentally-friendly values. By adding amenities, it increases the quality of the rider experience while also attracting new riders.

Implementing app-based MoD in the near future for first-mile/last-mile services and AV within the next 10 years should be explored to improve the attractiveness of transit and to make use of a number of new federal grants that have become available to support new technologies in transit.

LeeTran should coordinate with the Transportation Department on bus preferential treatments such as transit signal prioritization. Implementation of this technology could be coordinated with lane features such as queue jumps that allow transit vehicles operating in traffic to advance before queued traffic.

Regional Coordination

Regional coordination is an important aspect to ensure that transit services are available across county lines and LeeTran riders can make seamless connections regionally, too. After a review of regional commuting patterns for Lee County, the following relevant facts were observed:

- Over 20,000 workers travel to Collier County for work. Concurrently, most workers that commute to Lee County are from Collier County.
- Currently there is one route, LeeTran Route 600, that connects from Bonita Springs to Collier County, linking with CAT Routes 11, 12, and 27.
- There are no planned or existing services to or from Charlotte County.
- According to the 2020 LeeTran On-Board survey, there were no Charlotte County residents included among the survey participants. Furthermore, those who indicated that they were from “Other” counties decreased from 14 percent in 2018 to 4 percent in 2020. Approximately one percent of riders indicated that they were from Collier County and one percent indicated that they were from Hendry County. The distribution of Collier County residents remained the same from the 2018 On-Board survey, while the number of Hendry County residents increased from none.



Implications

Currently, LeeTran’s only regional connection is with Collier County. Although there have been some requests to connect with Charlotte County in the public involvement process, Charlotte County does not have any existing or planned services to Lee County. This may indicate the need to monitor and evaluate future demand for these services and coordinate with Charlotte County Transit, if needed.

LeeTran’s planning efforts through the Lee County MPO continue to engage on regional coordination. Quarterly meetings with both Charlotte and Collier counties facilitate dialogue and coordination planning. Along with those initiatives, LeeTran’s continued participation with the Florida Public Transportation Association and the American Public Transportation Association brings industry expertise and resources.

As issues related to affordable housing impact surrounding counties, their impact resonates in the development patterns in Lehigh Acres, as well as in the commuter traffic congestion on I-75 and US 41. LeeTran can expect to see the continued impact of regional travel patterns bringing more ridership to the LINC connecting Lee and Collier counties. While the coordination and cross-county travel connects routes, it also highlights differences in fare structure and other operational differences. As a result, LeeTran will be expected to continue to regionally coordinate over time to create seamless travel for riders.

SECTION 7 GOALS, OBJECTIVES, AND POLICIES

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 a careful review of the goals, objectives, and initiatives presented in the previous TDP, and a review of key findings in this TDP to ensure consistency with the direction of LeeTran as well as other local and regional planning efforts. Following the statements of the transit agency's current vision and mission, this section presents the updated goals and objectives to support the community's vision for transit services over the next 10 years.

LeeTran Vision

LeeTran will be the preferred transportation mode in Lee County providing mobility for citizens and visitors increasing the desirability, livability, and sustainability of Lee County.

LeeTran Mission

LeeTran shall operate an efficient and effective transportation system through maintaining and improving transit services that stimulate economic development and strengthen mobility for the transit users.

Goals and Objectives Update Guidance

The following sources were used to guide the update of the LeeTran goals and objectives for the next 10 years:

- Goals and objectives from the last TDP and progress on the 2015 TDP's 10-year implementation plan.
- Findings from the Situation Appraisal that identified key issues affecting LeeTran today and over the next decade.
- Input received from the public, stakeholders, and Lee County on the needs and direction of transit in Lee County and the immediate region.
- Findings from plan and policy reviews based on recommendations, goals, and objectives included in other agency plans to ensure consistency with other planning efforts at the national, regional, and local levels.

LeeTran Goals and Objectives

Goal 1: Increase the Market Share for Transit by Providing High Quality Service

Objective 1.1 - Increase the number of one-way, fixed-route passenger trips by an average of three percent annually, from 2.9 million in FY 2019 to 4.0 million in FY 2030.

Initiative 1.1.1: Expand opportunities for multimodal travel, including express bus service, park-and-ride facilities, and improved bicycle and pedestrian access by implementing the TDP capital improvements.

Initiative 1.1.2: Implement the redesigned, new, and enhanced service priorities in the LeeTran 2020 TDP.

Initiative 1.1.3: Implement the performance monitoring program that addresses performance standards for fixed-route service.

Initiative 1.1.4: Develop a targeted marketing program to engage business partners in advertising programs and commuter services programs, and to promote use of transit.

Initiative 1.1.5: Implement an education campaign to targeted demographics to promote use of transit and educate on how to use the services, technology, and facilities provided by LeeTran.

Initiative 1.1.6: Expand marketing campaign to colleges and universities, developing targeted materials and strengthening partnerships.

Initiative 1.1.7: Develop internship opportunities with local colleges in service planning, operations, finance, and management to develop talent, create a test bed for hiring, and foster positive transit perspectives.

Initiative 1.1.9: Coordinate with Charlotte County and Collier County on adding/improving regional connections.

Initiative 1.1.10: Develop strategies to track public comments, customer feedback, complaints, and compliments, creating a feedback loop for incorporating actionable items, recognizing excellent customer services, and correcting as needed.

Initiative 1.1.11: Develop strategies for managing impacts of seasonal visitors.

Objective 1.2 - Develop/implement enhanced transit services on major corridors.

Initiative 1.2.1: Continue to explore and pursue funding opportunities for implementing enhanced transit services along high-density corridors in Lee County.

Objective 1.3 - Continue the ADA-compliant bus shelter and transit infrastructure program to coordinate with other agencies and improve transit ridership.

Initiative 1.3.1: Continue to collect bus stop data and complete an inventory, assessment, and prioritization of ADA-compliant bus stop infrastructure.

Initiative 1.3.2: Continue to implement a bus stop shelter prioritization program.

Initiative 1.3.3: Develop opportunities to provide expanded bicycle and pedestrian connectivity to transit.

Initiative 1.3.5: Once the new facilities are added, complete an assessment of park-and-ride facilities in coordination with the Lee MPO, identifying opportunities for improvements,

expansions, and additional future locations and seek opportunities to coordinate with other public and private development projects.

Objective 1.4 - Maintain the fleet in a state of good repair.

Initiative 1.4.1: Operate a fixed-route fleet of vehicles with an average age of less than seven and a half years.

Initiative 1.4.2: Maintain a vehicle replacement program that is consistent with the LeeTran Transit Asset Management (TAM) Plan.

Objective 1.5 - Increase frequency on high performing routes to 30 minutes or less by 2030 to improve the user experience and attractiveness of transit.

Initiative 1.5.1: Implement frequency-related recommendations in the 2020 COA and TDP.

Initiative 1.5.2: Maintain APC system for tracking ridership, on-time performance, and bus stop utilization data.

Initiative 1.5.2: Evaluate and modify fixed-route bus service that falls below 75 percent of the system-wide average for passenger trips per revenue hour.

Objective 1.6 - Identify and evaluate safety risks throughout all elements of the system.

Goal 2: Build Meaningful Community Partnerships

Objective 2.1 - Support and participate in local and regional economic development and transportation planning efforts, including the Lee MPO LRTP.

Initiative 2.1.1: Continue developing local partnerships to ensure long-term viability of public transportation options in Lee County.

Initiative 2.1.2: Coordinate with other County Departments including Community Development, County Lands, Human & Veteran Services, Parks and Recreation, Transportation, and Visitor & Convention Bureau to align strategies and advance efforts that support transit.

Initiative 2.1.3: Coordinate regional planning efforts, developing strategies to strengthen connectivity within transportation networks, promote corridor development, and preserve spaces for transportation and transit use.

Initiative 2.1.4: Explore developing private partnerships to promote public transportation options, improve ridership, and potentially increase private funding for transit in Lee County.

Initiative 2.1.5: Incentivize transit infrastructure to be installed in new major development projects.

Objective 2.2 - Conduct or participate in at least 10 public outreach and community involvement events each year through 2030.

Initiative 2.2.1: Coordinate with other Lee County departments and County- and City-sponsored events to ensure maximum coverage.

Objective 2.3 - Continue to provide information to passengers through social media, the LeeTran website, and other technologies.

Goal 3: Ensure the Long-Term Viability and Stability of the Service

Objective 3.1 - Explore opportunities for improving local financial support for LeeTran and for leveraging state and federal grant opportunities.

Initiative 3.1.1: Submit grant applications/requests for funding available through federal, state, and local sources and develop financial business plan to track grant opportunities.

Initiative 3.1.2: Research and submit requests for ongoing COVID-19 funding available through state and federal sources.

Initiative 3.1.3: Develop a process to obtain financial support from applicable municipalities in Lee County on an ongoing/annual basis.

Initiative 3.1.4: Engage municipalities on discussions of service enhancements and promoting use of transit in municipalities.

Initiative 3.1.5: Utilize transit branding strategies that strengthen brand identity, aligning with transit agency and County goals and initiatives.

Objective 3.2 - Expand revenue base in order to fund TDP service enhancements.

Initiative 3.2.1: Evaluate fare structure at least every five years.

Initiative 3.2.2: Enhance fare collection technologies and payment methods to reduce passenger boarding times and improve quality of service.

Objective 3.3 - Maintain an average operating cost per passenger trip of \$5 or less.

Initiative 3.3.1: Utilize route-level efficiency recommendations from the 2020 COA to reduce costs and increase ridership productivity.

Goal 4: Reduce Environmental Impacts Caused by Public Transit and Promote Sustainable Community Values.

Objective 4.1 - Evaluate the feasibility of converting transit fleet to electric or alternative fuel vehicles as existing vehicles reach their useful life benchmark.

Initiative 4.1.1: Evaluate the fuel and maintenance cost of the existing fleet and compare to projected costs of electric vehicle capital and maintenance cost.

Initiative 4.1.2: Explore federal grants to fund fleet replacement with electric vehicles.

Objective 4.2 - Evaluate bicycle storage at all major transfer centers and ensure all bicycle racks on buses are able to carry the maximum capacity.

Initiative 4.2.1: Implement a policy to allow foldable bicycles on board or allow all bicycles on board if the vehicle is at less than 50 percent capacity.

Initiative 4.2.2: Evaluate options to facilitate new bicycle rack technology on the vehicle or on-board.

Initiative 4.2.3: Evaluate bicycle storage capacity at all LeeTran stops twice a year and consider implementing covered bicycle storage at major transfer stations.

SECTION 8 TRANSIT DEMAND AND ACCESSIBILITY ASSESSMENT

This section summarizes transit demand and accessibility assessments conducted to gain an understanding of existing and potential travel needs locally and regionally. These types of latent demand assessments are a key component of TDPs and yield the building blocks for determining the transit needs for the community when it is combined with findings from the baseline conditions assessment and direction from public outreach and relevant plan reviews. The purpose of this section is to summarize the demand and mobility needs assessment conducted as part of the LeeTran 10-year TDP.

The following assessment techniques were used, as described below.

- **Transit Market Assessment** - Two market assessment tools were used to assess demand for transit services for the next 10 years. The tools assessed traditional and discretionary transit user markets in Lee County for various time periods.
- **Existing Transit Accessibility Analysis** - This includes a transit accessibility assessment conducted to provide LeeTran with an understanding of its existing coverage and accessibility gaps to potential coverage needs locally and regionally. Using existing transit data and software tools, accessibility with transit is summarized.
- **Ridership Demand Assessment** - Projected ridership demand for the existing fixed-route transit network was analyzed to gauge route-level and systemwide demand to maintain the current transit service levels and facilities. The projections were prepared using the Transit Boardings Estimation and Simulation Tool (TBEST), the FDOT-approved ridership estimation software for TDPs.

These analysis tools/methodologies and results of each of these technical analyses used to assess the demand for transit in Lee County is summarized in the remainder of this section.

Transit Market Assessment

Two GIS-based tools were utilized to expand the analysis of population and employment data, summarized previously in this TDP. One tool measures the levels of transit dependency within a particular geographical area to help assess existing transit coverage in comparison to areas with population that have a propensity for transit use. The other supplements these findings by illustrating the relationship between the discretionary market (i.e., persons living in higher-density areas of the region who can drive and have access to an available vehicle, but may be a potential transit rider because of some willingness to use alternative modes for travel) and the use of transit as a commuting alternative.

The tools include a Density Threshold Assessment (DTA) to analyze the discretionary rider market and a Transit Orientation Index (TOI) to analyze traditional rider markets, such as older adults, youth, and low-income/no vehicle households, all of which have a higher propensity for transit use. The transit markets and the corresponding market assessment tool used to measure each are described below.

Discretionary Rider Markets

As noted, the discretionary market consists of potential riders residing in higher-density areas of Lee County that may choose to use transit as a commuting or transportation alternative. The analysis was conducted using industry-standard density thresholds to identify the areas in Lee County that exhibit transit-supportive residential and employee density levels today as well as in the future. Socioeconomic data for Lee County, including dwelling unit and employment data based on information developed for the Lee County MPO's 2045 LRTP, were used to develop the DTA for 2021 and 2030.

Three density thresholds, developed based on industry standards/research, were used to indicate whether an area contains sufficient density to sustain some level of fixed-route transit operations:

- *Minimum Investment* – reflects minimum dwelling unit or employment densities to consider basic fixed-route transit services (i.e., local fixed-route bus service).
- *High Investment* – reflects increased dwelling unit or employment densities that may be able to support higher levels of transit investment (i.e., more frequent service, longer service span, etc.) than areas meeting only the minimum density threshold.
- *Very High Investment* – reflects very high dwelling unit or employment densities that may be able to support more significant levels of transit investment (i.e., very frequent services, later service hours, weekend service, premium modes, etc.) than areas meeting the minimum or high-density thresholds.

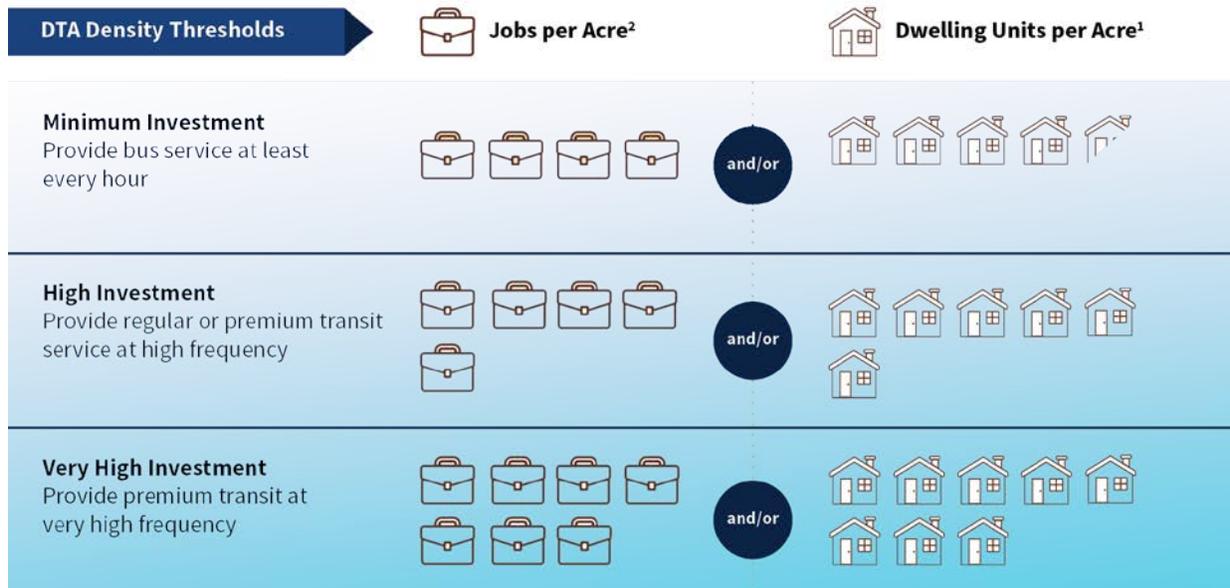
Figure 8-1 presents the dwelling unit and employment density thresholds associated with each level of transit investment described above.

Maps 8-1 and 8-2 illustrate the results of the 2021 and 2030 DTA analyses conducted for Lee County, identifying areas that support different levels of transit investment in those time frames, based on existing and future dwelling unit and employment densities.

These maps also include an overlay of the existing LeeTran route network to gauge how well the current transit network covers the areas of Lee County that are considered supportive of at least a minimum level of transit investment.

As density increases, areas generally become more transit-supportive; the DTA assists in determining the presence of optimal conditions for varying levels of fixed-route transit service. The results of these analyses also will be critical for subsequent use in the assessment of transit needs and demand.

Figure 8-1: Transit Service Density Thresholds



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.

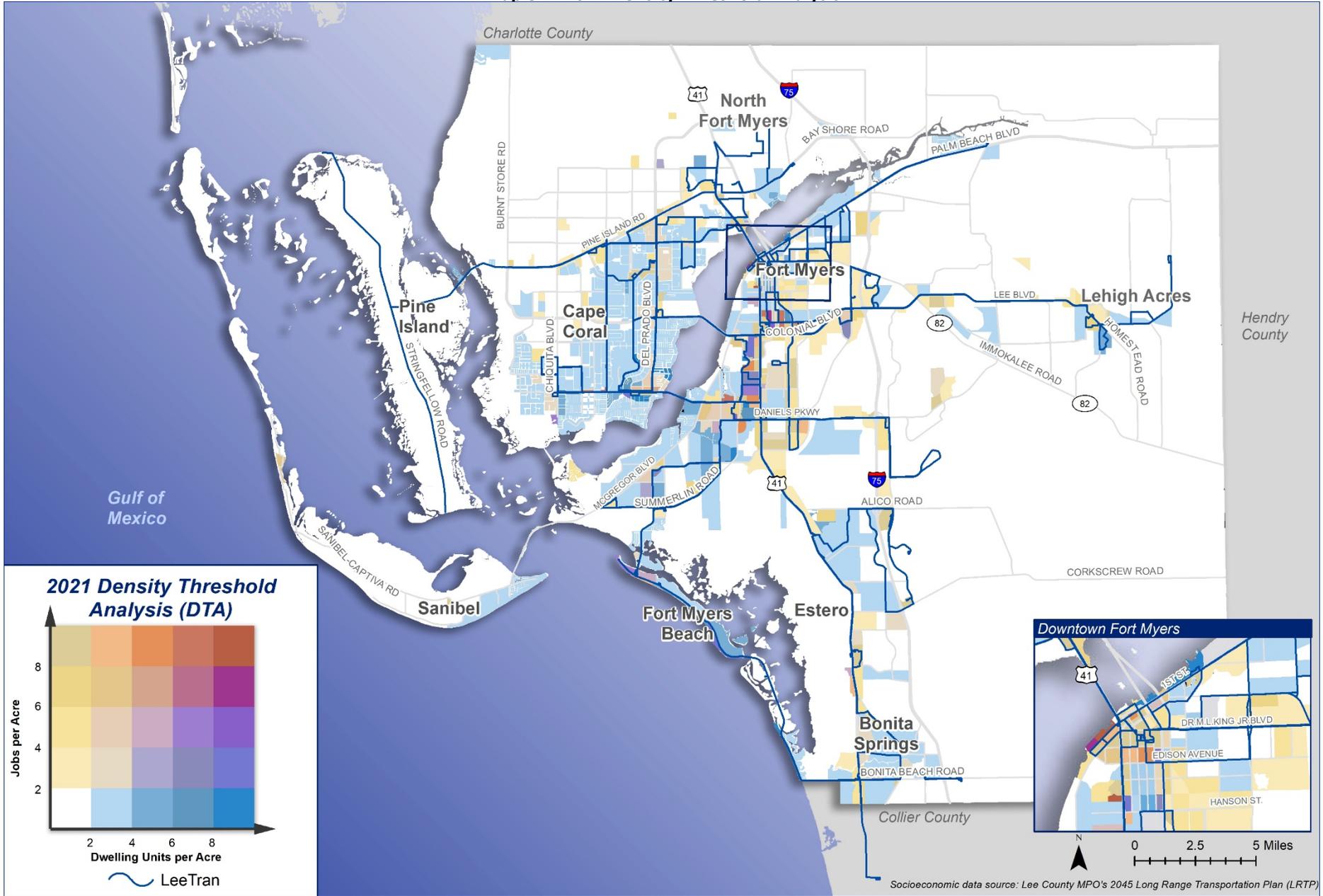
² Based on review of research on relationship between transit technology and employment densities.

DTA Summary of Findings

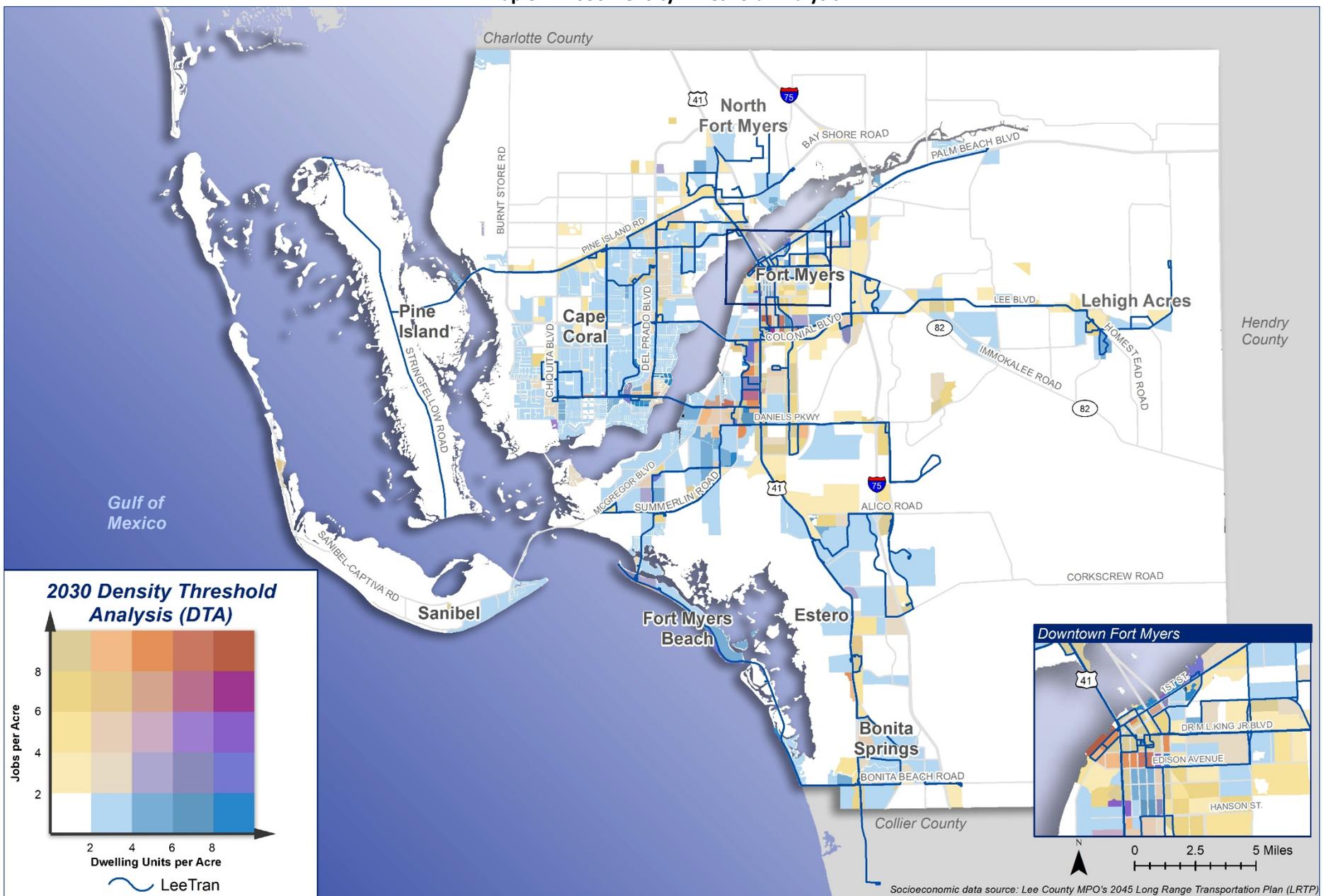
The 2021 DTA analysis indicates that the discretionary transit markets are derived mainly from employment densities rather than from dwelling unit densities and can be summarized as follows:

- All areas with minimum dwelling unit densities are located near the coast in Cape Coral, Fort Myers, or Fort Myers Beach; whereas, all areas with minimum job densities are scattered throughout the county, primarily located along major corridors such as US 41, I-75, Pine Island Road, and Lee Boulevard/Homestead Road.
- All areas that are considered to meet the "very high" dwelling unit thresholds for transit investment areas are located along the Caloosahatchee River in Fort Myers between Seaboard Street and First Street, along US 41 in south Fort Myers between Hanson Street and Colonial Boulevard, in Cape Coral between the Cape Coral Parkway and El Dorado Parkway, and along the Caloosahatchee River between Beach Parkway and SE 40th Terrace.
- All areas that meet the "high" dwelling unit thresholds for transit investment areas are located in the following areas:

Map 8-1: 2021 Density Threshold Analysis



Map 8-2: 2030 Density Threshold Analysis



- Along US 41 in south Fort Myers between Hanson Street and Colonial Boulevard adjacent to “very high” dwelling unit density areas along College Parkway east of Winkler Road.
- In Cape Coral along Cape Coral Parkway west of Palm Tree Boulevard to Chiquita Boulevard, west of Chiquita Boulevard adjacent to El Dorado Parkway.
- In Fort Myers Beach adjacent to Estero Boulevard in the most northern portion and between Flamingo Drive and Sanders Drive.
- Areas that meet the “high” or “very high” thresholds for employment in Lee County are located:
 - In downtown Fort Myers from the Caloosahatchee River coastline to Edison Avenue between First Street and the Edison Bridge, and in northern Fort Myers adjacent to US 41 and the Caloosahatchee River coastline.
 - North of Colonial Boulevard between Deleon Street and Veronica Shoemaker Boulevard, and clustered adjacent to US 41 from Colonial Boulevard to Daniels Parkway in south Fort Myers.
 - In Cape Coral, along Pine Island Road from Del Prado Boulevard to Santa Barbara Boulevard, and in downtown Cape Coral along the Cape Coral Parkway from the coastline to Pelican Boulevard.
 - In Sanibel, south of Periwinkle Way and east of Casa Ybel Road.
 - In Fort Myers Beach, west of San Carlos Boulevard adjacent to Estero Boulevard.
 - Along US 41 in Bonita Springs from Coconut Road to the Collier County line.
 - In Lehigh Acres between Homestead Road and Beth Stacy Boulevard.
- Based on the 2030 DTA analysis, all areas in the 2021 DTA that meet the “high” or “very high” thresholds for dwelling units and/or employment will remain. New areas that meet the “minimum” requirement will be adjacent to established areas in the following areas:
 - In Bonita Springs, east of US 41 adjacent to Bonita Beach Road.
 - North of College Parkway between McGregor Boulevard and Winkler Road.
 - In Cape Coral, east of Surfside Road and south of 32nd Street.

Traditional Rider Markets

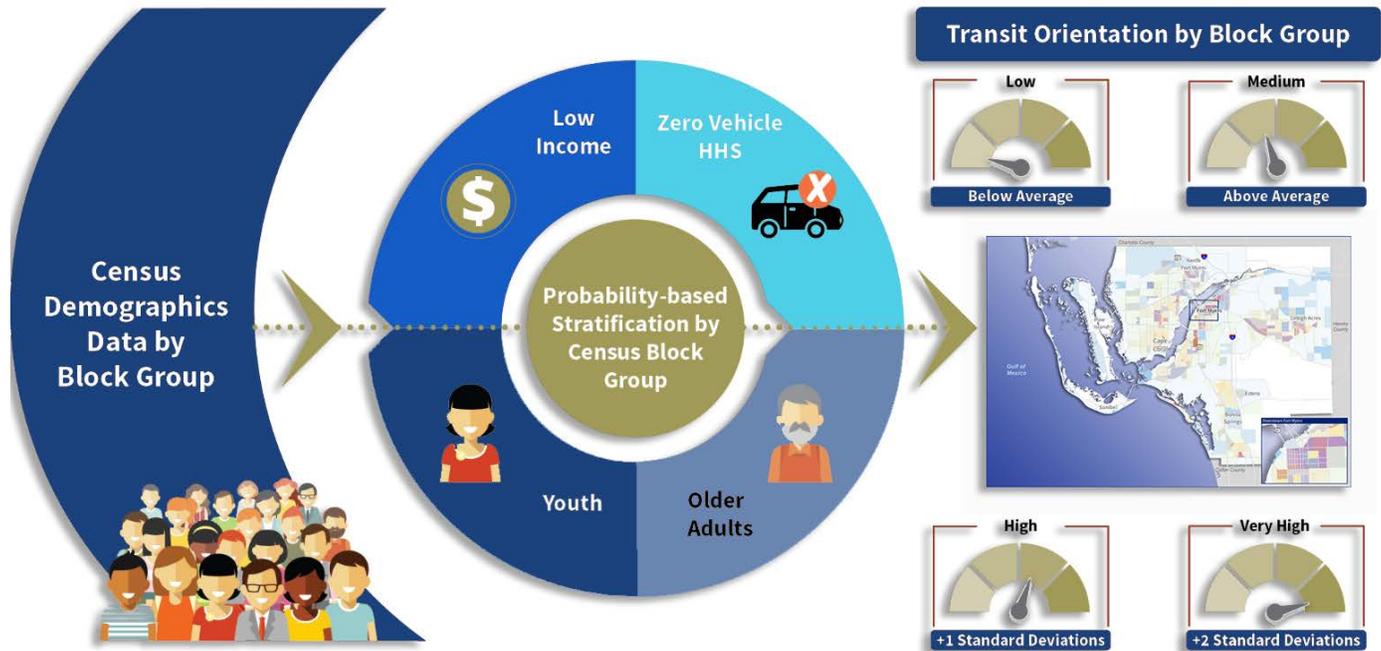
A traditional rider market refers to population segments that historically have had a higher propensity to use transit or are dependent on public transit for their transportation needs. Traditional transit users include older adults, youth, and persons from households that are low-income and/or have zero vehicles available for use (Table 8-1). For some individuals, the ability to drive is greatly diminished with age, so they must rely on others for their transportation needs. Likewise, younger persons not yet of driving age but who need to travel to school, to employment, or for leisure may rely more on public transportation until they reach driving age. For lower-income households, such as those with no private vehicle, transportation costs are particularly burdensome. These households tend to spend a greater portion of income on transportation-related expenses than higher-income households do; therefore, they typically have an increasing reliance on public transportation for their mobility needs.

Table 8-1: TOI Variables

TOI Variable	Units
Population Age 14 and Under	Youth residents
Low-Income Population	\$25,000 or less annual income for 4-person household
Households with Zero Vehicles	Zero-vehicle households
Population Age 65 and Over	Older adults

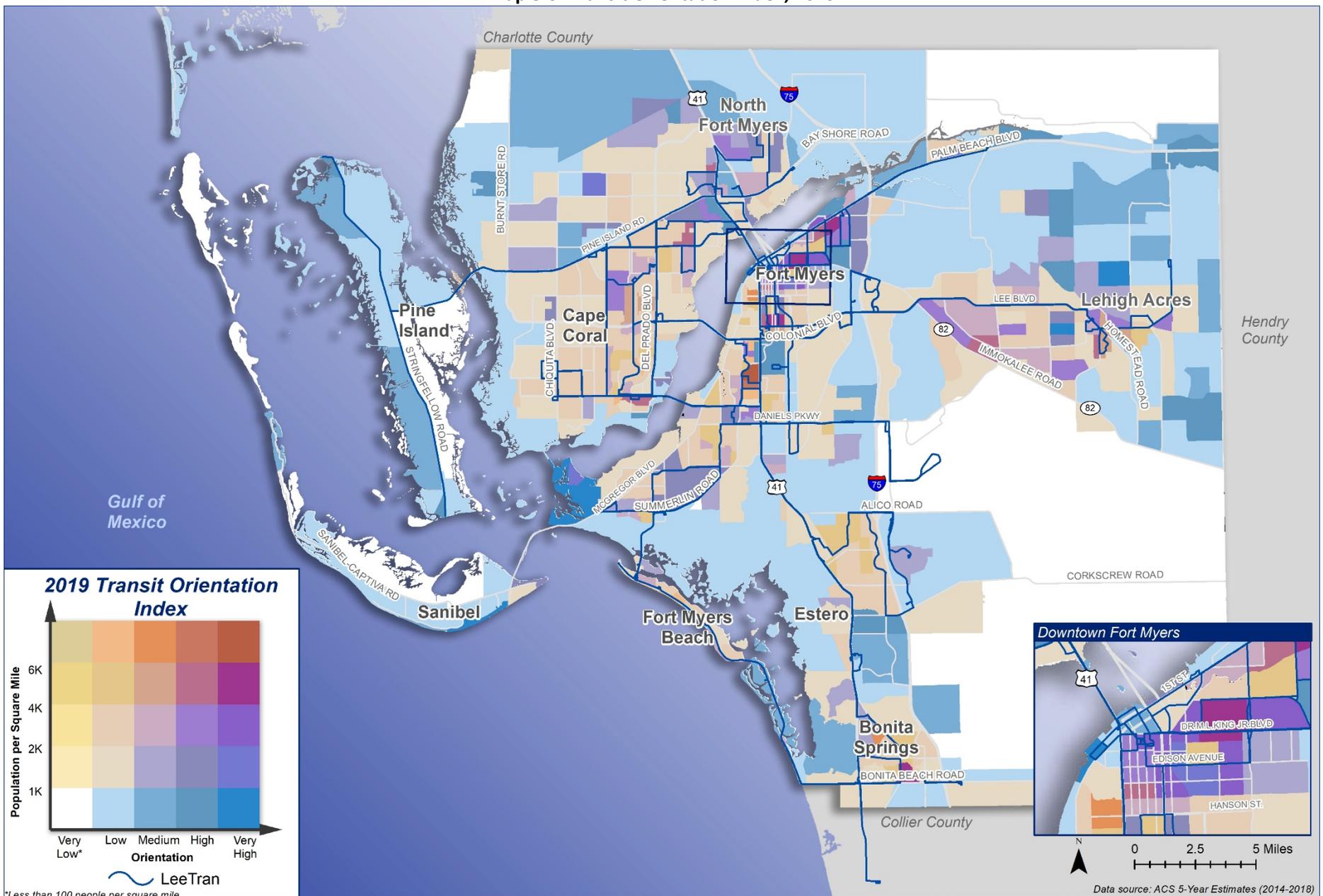
The TOI was developed to assist in identifying areas of the county where these traditional rider markets exist. To create the TOI for this analysis, demographic data from the 2019 ACS with 5-Year Estimates (2014-2018) were analyzed at the block group level for the demographic and economic variables. Using data for these characteristics and developing a composite ranking for each census block group, each area was ranked as “Very High,” “High,” “Medium,” or “Low” in their respective levels of transit orientation. The methodology and benchmarks are shown in Figure 8-2.

Figure 8-2: Transit Orientation Index Methodology



Map 8-3 illustrates the 2019 TOI, reflecting areas throughout the county with varying traditional market potential. The existing transit route network shows how well LeeTran covers those areas.

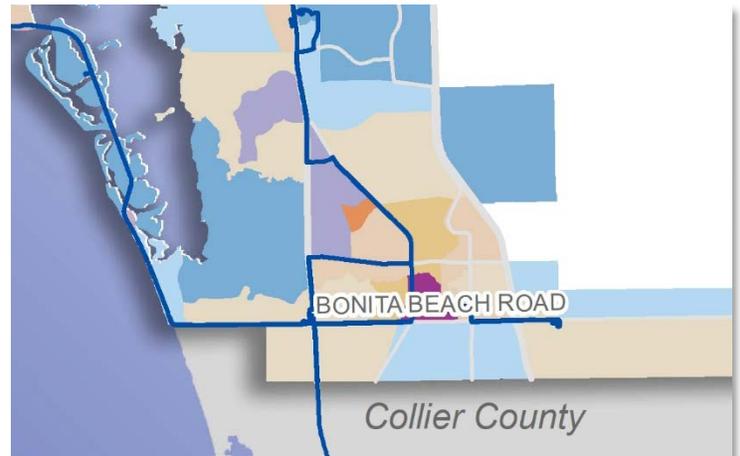
Map 8-3: Transit Orientation Index, 2019



TOI Summary of Findings

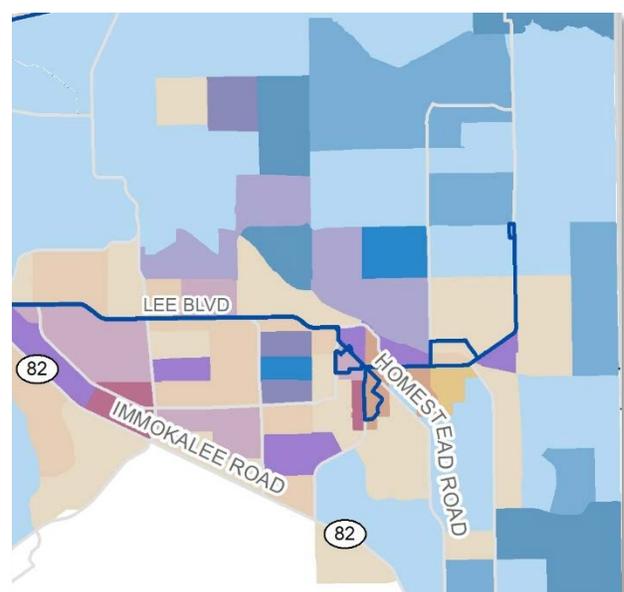
- The areas that exhibit “high” or “very high” orientation towards transit and have a higher population density are concentrated in populated areas such as Fort Myers, Cape Coral, and Lehigh Acres.
- Areas exhibiting a “very high” orientation towards transit with the highest population density are clustered in south Fort Myers east of US 41 between Boy Scout Drive and College Parkway. Areas exhibiting a “very high” orientation towards transit with high population density are located in Bonita Springs, and north of Bonita Beach Road between Old 41 Road and Imperial Parkway (Figure 8-3). Those with medium population density are concentrated in downtown Fort Myers from the Caloosahatchee River to Michigan Avenue adjacent to Dr. Martin Luther King Boulevard, in Lehigh Acres adjacent to Homestead Road along Richmond Avenue and along Sunshine Boulevard, and in North Fort Myers south of Kismet Parkway and east of Santa Barbara Boulevard. Additionally, there are lower population density block groups with a “very high” orientation towards transit adjacent to the coastline on south Sanibel Island and north of McGregor Boulevard adjacent to the mouth of the Caloosahatchee River in south Fort Myers.

Figure 8-3: Bonita Beach TOI



- Areas considered to have a “high” orientation with high population density are located in downtown Fort Myers between Fowler Street and Cleveland Avenue and in Cape Coral south of Pine Island Road adjacent to Santa Barbara Boulevard and south of Pondella Road between Hancock Bridge Parkway and Orange Grove Boulevard. In the eastern section of the county, in Lehigh Acres, those with a “high” orientation towards transit and a high population density are adjacent to SR-82 and Lee Boulevard and east of Alabama Road between Cherokee Avenue and Gifford Avenue (Figure 8-4).

Figure 8-4: Lehigh Acres TOI



- Areas that are considered to have “medium” orientation with higher population density are found in Fort Myers Beach adjacent to Estero Boulevard (Figure 8-5). Additionally, areas located in Cape Coral adjacent to the Cape Coral Parkway and Santa Barbara Boulevard, clustered between Cape Coral Parkway and the Hancock Bridge Parkway, between US 41 and SR-78 in North Fort Myers, along Palm Beach Road in Fort Myers, and concentrated in Lehigh Acres adjacent to Homestead Road between Beth Stacey Boulevard and Richmond Avenue.
- The majority of areas that have a “medium” or higher orientation to transit with high population density are adjacent to a transit route.

Figure 8-5: Fort Myers Beach TOI



Existing Transit Accessibility Analysis

An analysis also was conducted to identify the degree of accessibility from key transfer hubs via the current LeeTran system. The extent to which a given major transfer hub, which typically is located at a major destination, is accessible via transit can provide valuable information on how the current system may impact travel patterns of current and potential LeeTran riders.

Using population and service area data and functionalities from FDOT’s TBEST, a travel time analysis for current and potential LeeTran users was conducted and is summarized below. The analysis examines the percent of the county’s areas/population that is within a gradient of travel sheds ranging from zero minutes up to one hour in travel time.

The following four major transfer hubs were selected for the analysis.

- Rosa Parks Transfer Station
- Cape Coral Transfer Station
- Edison Mall Transfer Station
- Fort Myers Beach Park-and-Ride

For these locations, accessibility was measured in the AM peak with a ¼-mile walk access to transit. It is important to note that the total travel time to access any of the locations includes not just the time on-board the bus, but also wait time to board the first bus (maximum of 15 minutes); if a

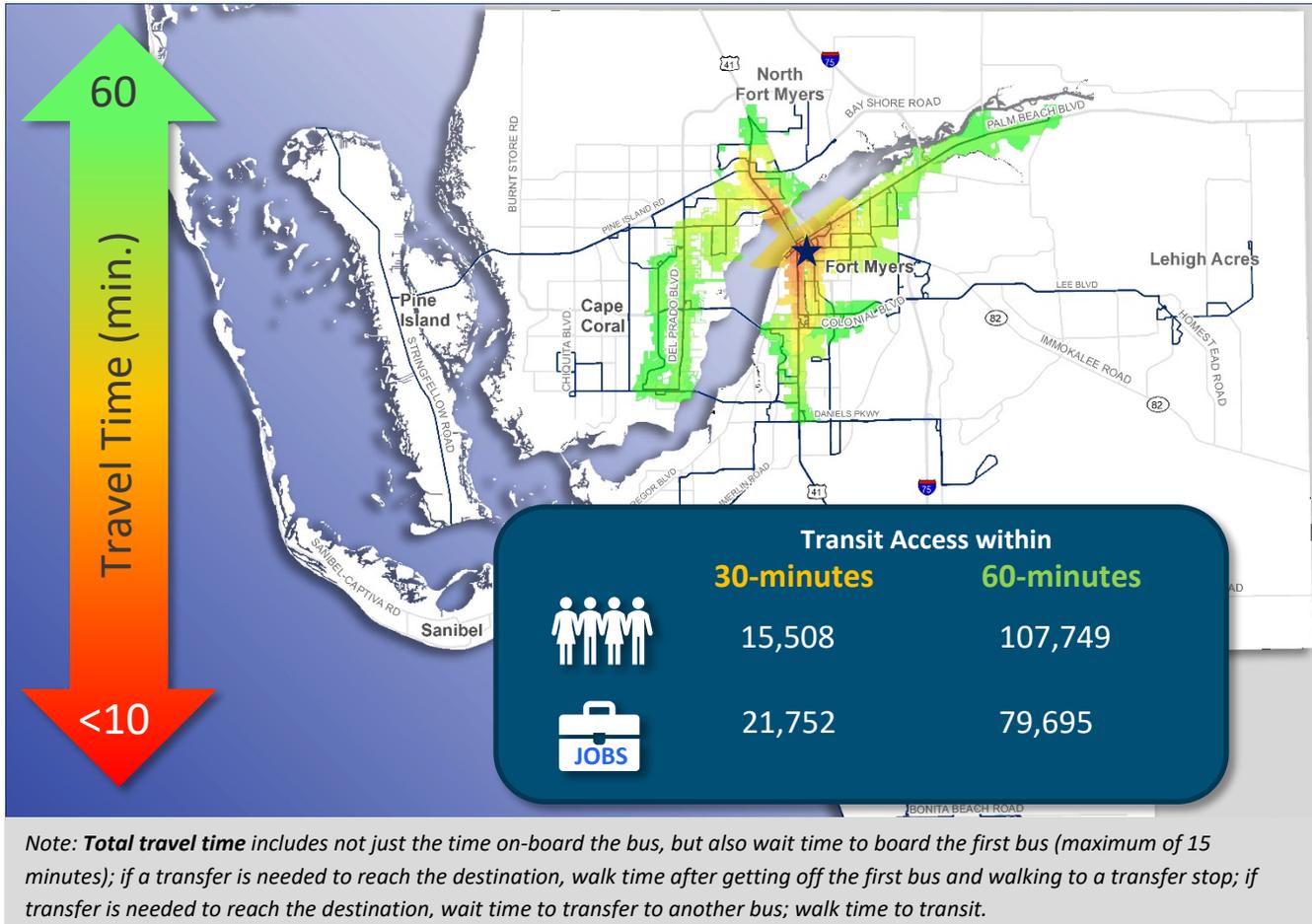
transfer is needed to reach the destination, walk time after getting off the first bus and walking to a transfer stop; if a transfer is needed to reach the destination, wait time to transfer to another bus; and walk time to transit from origin locations and origin Census Block centroids.

The accessibility/travel patterns analysis is summarized below and in Figures 8-6 through 8-9. The maps in the following sections include the existing route network as well as other key interstates and roadways. For any areas not colored according to the legend, it can be inferred that they are beyond the one-hour travel time shed or are not populated areas.

Rosa Parks Transfer Center

The Rosa Parks Transfer Center is in the downtown area of the City of Fort Myers where many LeeTran routes connect. Overall, accessibility to the areas surrounding the Rosa Parks Transfer Center is highest within the city and on US 41 and Palm Beach Boulevard. However, riders in nearly all areas, except the beaches can reach this location within an hour. Approximately 2 percent (15,508 people) of the county's population lives within a 30-minute transit ride from the transfer center, and 15 percent (107,749 people) lives within a 60-minute ride (Figure 8-6). Approximately 7 percent (21,752 jobs) and 27 percent (79,695 jobs) of the county's employment is located within a 30-minute and 60-minute transit ride from downtown Fort Myers, respectively.

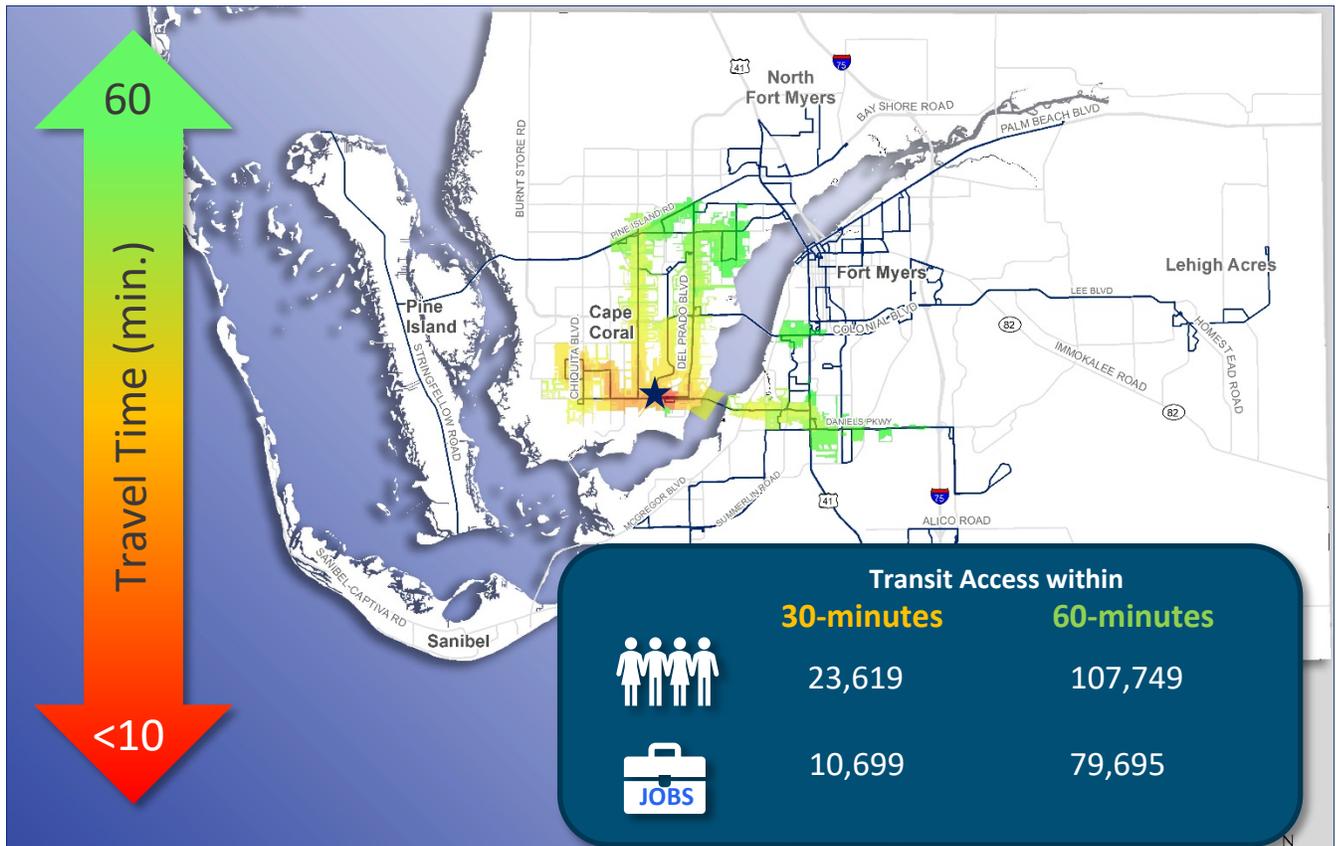
Figure 8-6: Accessibility from the Rosa Parks Transfer Center



Cape Coral Transfer Center

The Cape Coral Transfer Center is located southwest of Fort Myers in the City of Cape Coral. Currently, four LeeTran routes connect at this transfer station. Accessibility to this transfer location is greatest within major corridors in Cape Coral and also from the Bell Tower/future South Hub Park-and-Ride. However, riders in most of LeeTran’s current western service areas can reach this location within 60 minutes. Approximately 3 percent (23,619 people) of the county’s population lives within a 30-minute transit ride from the Cape Coral Transfer Center, and 12 percent (86,705 people) lives within a 60-minute ride. As shown in Figure 8-7, approximately 4 percent (10,699 jobs) and 17 percent (50,086 jobs) of the county’s employment is located within a 30-minute and 60-minute transit ride from the transfer center, respectively.

Figure 8-7: Accessibility from the Cape Coral Transfer Center

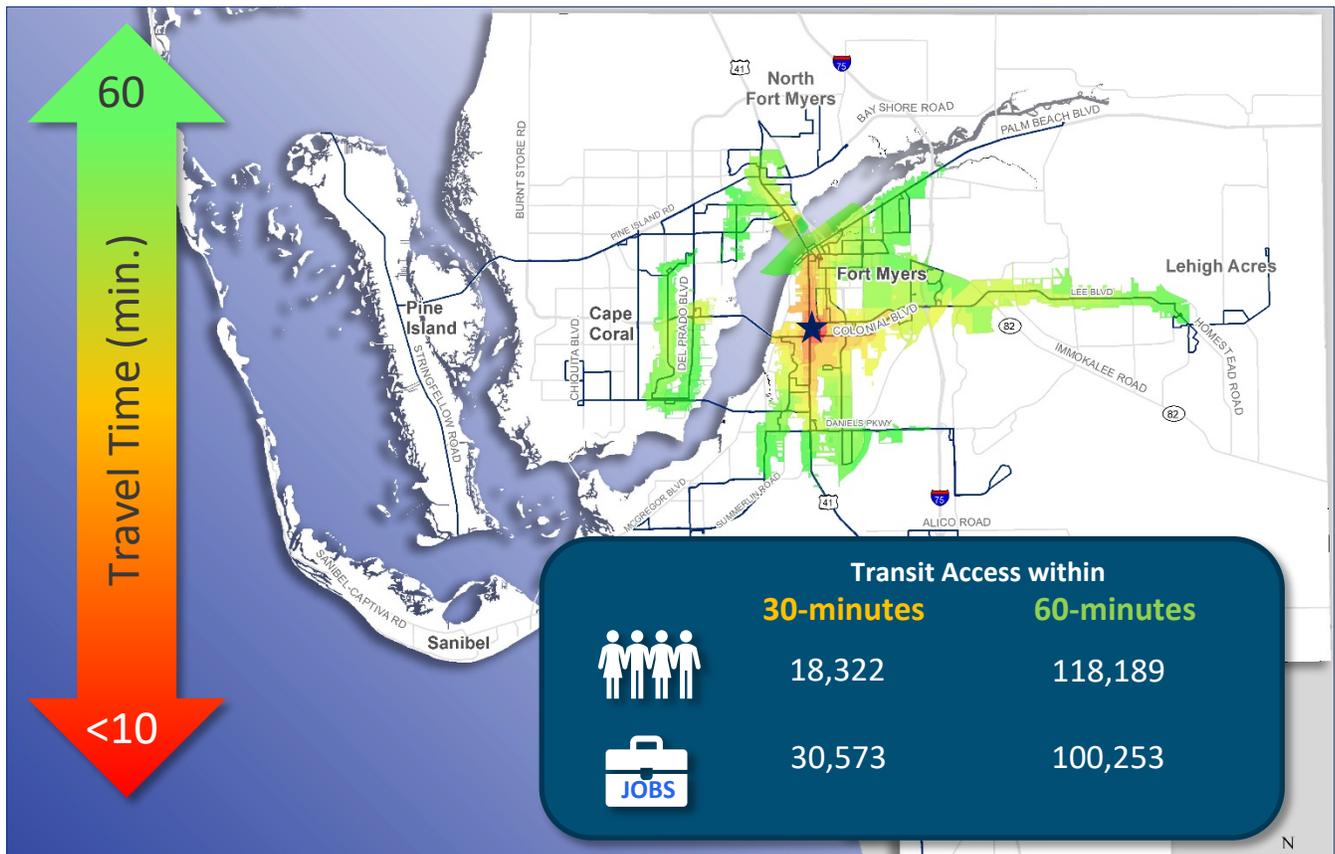


Note: Total travel time includes not just the time on-board the bus, but also wait time to board the first bus (maximum of 15 minutes); if a transfer is needed to reach the destination, walk time after getting off the first bus and walking to a transfer stop; if transfer is needed to reach the destination, wait time to transfer to another bus; walk time to transit.

Edison Mall Transfer Center

The Edison Mall Transfer Center is located south of downtown Fort Myers, in the busy US 41 corridor. Currently, seven LeeTran routes connect to this hub. Accessibility to this hub is highest on the US 41 corridor as well as on Colonial Boulevard, mostly on the eastern side, as shown in Figure 8-8. As shown, there is no accessibility within 60-minutes to the beaches, Bonita Springs, or Estero. Approximately 3 percent (18,322 people) of the county’s population lives within a 30-minute transit ride from the Edison Mall, and 16 percent (118,189 people) lives within a 60-minute ride. Approximately 10 percent (30,573 jobs) and 34 percent (100,253 jobs) of the county’s employment is located within a 30-minute and 60-minute transit ride from this location, respectively.

Figure 8-8: Accessibility from the Edison Mall Transfer Center

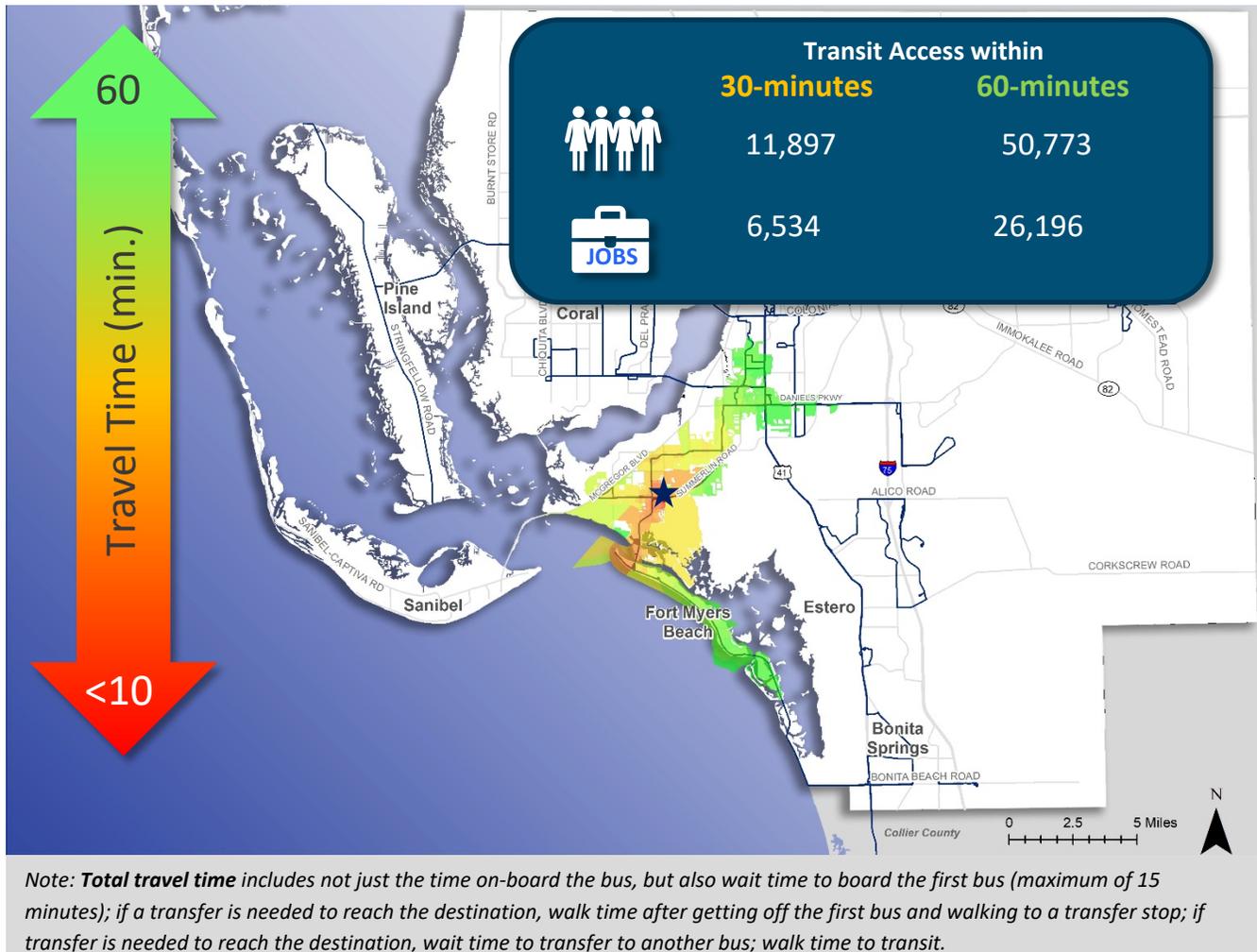


Note: Total travel time includes not just the time on-board the bus, but also wait time to board the first bus (maximum of 15 minutes); if a transfer is needed to reach the destination, walk time after getting off the first bus and walking to a transfer stop; if transfer is needed to reach the destination, wait time to transfer to another bus; walk time to transit.

Beach Park-and-Ride

The Beach Park-and-Ride is the fourth LeeTran major transfer center and it is located closer to the popular beaches and recreational activities. Three LeeTran routes that serve the adjacent areas connect at this location just north of Fort Myers Beach. As shown in Figure 8-9, accessibility to the beaches and surrounding areas north and south of Summerlin Road is high, but there is no accessibility within 60-minutes to downtown Fort Myers, North Fort Myers, Edison Mall, Cape Coral, Bonita Springs, Estero, or Lehigh Acres. Approximately two percent (11,897 people) of the county's population lives within a 30-minute transit ride from the Beach Park-and-Ride, and seven percent (50,773 people) of the population live within a 60-minute ride. Approximately two percent (6,534 jobs) and nine percent (26,196 jobs) of the county's employment is located within a 30-minute and 60-minute transit ride from the Beach Park-and-Ride, respectively.

Figure 8-9: Accessibility from the Beach Park-and-Ride



Ridership Demand Assessment

As another component of the transit demand assessment, forecast transit ridership demand for the existing and proposed fixed-route transit networks were analyzed using the ridership forecast data from TBEST, the FDOT-approved ridership estimation software for TDPs. This analysis was completed to gauge the route-level and system-wide demand, assuming the maintenance of existing transit service and implementation of the needed improvements proposed by the TDP.

TBEST is a comprehensive transit analysis and ridership-forecasting model that can simulate travel demand at the individual route level. The software was designed to provide near- and mid-term forecasts of transit ridership consistent with the needs of transit operational planning and TDP development. In producing model outputs, TBEST also considers the following:

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

The following sections outlines the model input and assumptions, describes the TBEST scenario 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. The model used the recently-released TBEST Land Use Model structure (TBEST Land Use Model 2018), which is supported by parcel-level data developed from the Florida Department of Revenue (DOR) statewide tax database. The DOR parcel data contain land use designations and supporting attributes that allow the application of Institute of Transportation Engineers (ITE)-based trip generation rates at the parcel level as an indicator of travel activity.

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 roadway traffic conditions, speeds, or roadway connectivity.

Transit Network

The transit route network for all existing LeeTran routes was created to reflect 2019 conditions, the validation year for the model. General Transit Feed Specification (GTFS) data as of January 2020 were obtained from LeeTran to provide the input for the base transit system. Data include:

- Route alignments
- Route patterns
- Bus stop locations
- Service spans

- Existing headways during peak and off-peak periods (frequency at which a bus arrives at a stop—e.g., 1 bus every 60 minutes)

The GTFS data were verified to ensure the most recent bus service spans and headways; edits were made as needed. Transfer locations were manually coded in the network properties.

Socioeconomic Data

The socioeconomic data used as the base input for the TBEST model were derived from ACS Five-Year Estimates (2014–2018), the Bureau of Labor Statistics, the Bureau of Economic Analysis, 2015 InfoUSA employment data, and 2018 parcel-level land use data from the Florida DOR. Using the data inputs listed above, the model captures market demand (population, demographics, employment, and land use characteristics) within ¼-mile of each stop.

TBEST uses a socioeconomic data growth function to project population and employment data. Using ACS socioeconomic data, population and employment growth rates were calculated. 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

Special generators were identified and coded into TBEST to evaluate the opportunity for generating high ridership. LeeTran special generators include the following:

- University – Florida SouthWestern State College, Florida Gulf Coast University
- Transfer Hub – Beach Park-and-Ride, Cape Coral Transfer Center, Edison Mall Transfer Center, and Rosa Parks Transfer Center
- Park-and-Ride- The South Hub Park-and-Ride and Lehigh Acres Park-and-Ride
- Shopping Mall – Bell Tower Shops, Edison Mall, and Miromar Outlets
- Hospital – Cape Coral Hospital, Lee Memorial Hospital, and Lehigh Regional Medical Center
- Airport – Southwest Florida International Airport

T-BEST Model Limitations

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 long range transportation plans (LRTPs). However, whereas 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. In addition, TBEST cannot display sensitivities to external factors such as an improved marketing and advertising program, changes in fare service for customers, fuel prices, parking supply, walkability, and other local conditions and, correspondingly, model outputs may over-estimate demand in isolated cases.

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 from departments of transportation in other states and continues to be a work in progress that will become more useful as its capabilities are enhanced in future updates to the model. Consequently, it is important for LeeTran to integrate sound planning judgment and experience when interpreting TBEST results.

Ridership Forecast

Using these inputs, assumptions, and route level ridership data obtained from LeeTran, the TBEST model was validated for year 2020. Using the validation model as the base 2020 model, the following model scenarios and ridership forecasts were developed for this TDP major update:

- 2021 No Growth Scenario - Assumes the current network continuing in 2021
- 2030 No Growth Scenario - Assumes no TDP improvements will be implemented and the current level of service is maintained in the next 10 years.
- 2030 TDP Needs Plan Scenario - Assumes implementation of the TDP Needs Plan improvements (presented in the next section of this report) by 2030.

Table 8-2 shows the forecast ridership for the above growth scenarios and the percent change in ridership at the route and system levels under each of the scenarios.

Table 8-2: Total Annualized Ridership and Growth Rates, 2021–2030*

Route Name	2021 No Growth Scenario	2030 No Growth Scenario	2030 TDP Scenario Needs	2020-30 No Growth % Change	2020-30 Needs % Change
5	62,831	72,685	147,293	16%	134%
10	89,149	101,864	140,819	14%	58%
15	58,173	61,075	127,935	5%	120%
20	110,805	127,667	139,184	15%	26%
30	92,487	119,350	103,445	29%	12%
40	41,962	52,486	101,366	25%	142%
50	88,568	111,812	141,918	26%	60%
60	28,510	33,856	-	19%	-
70	157,213	178,609	290,003	14%	84%
80	97,213	103,644	173,351	7%	78%
100	249,094	252,557	255,679	1%	3%
110	219,345	235,796	238,190	8%	9%
120	51,860	54,852	102,593	6%	98%
130	146,970	174,528	-	19%	-
140**	838,635	1,004,816	1,758,123	20%	110%
150	31,164	33,501	49,307	8%	58%
160	539	570	-	6%	-
240	151,033	164,626	-	9%	-
400	128,077	151,981	151,610	19%	18%
420	181,490	208,116	307,160	15%	69%
505	12,257	14,375	-	17%	-
515	47,536	53,161	-	12%	-
590	68,034	74,059	180,906	9%	166%
595	35,021	38,759	213,793	11%	510%
600	81,936	86,663	-	6%	-
Blue Trolley	39,276	48,027	196,241	22%	400%
170	-	-	257,853	-	-
240/600	-	-	226,510	-	-
Airport to Downtown	-	-	277,742	-	-
Beach Link	-	-	41,423	-	-
Cape Coral Express	-	-	119,664	-	-
Cape Coral MoD	-	-	302,638	-	-
Estero MoD	-	-	73,908	-	-
FGCU-Lehigh Acres	-	-	106,655	-	-
Lee-Collier I-75	-	-	98,903	-	-
Lehigh Acres MoD	-	-	81,438	-	-
Lehigh Acres-North Fort Myers	-	-	461,035	-	-
Midtown-Downtown Route	-	-	342,678	-	-
North Fort Myers MoD	-	-	223,440	-	-
Shell Point MoD	-	-	62,579	-	-
West Lehigh Acres MoD	-	-	70,030	-	-
Total	3,109,178	3,559,435	7,565,412	14%	143%

* Based on T-BEST model

** Becomes Enhanced Transit on US 41

Forecast Ridership Analysis Summary

Based on the T-BEST model results shown in Table 8-2, maintaining the status quo will result in only a small increase in LeeTran ridership for all routes over time. According to the projections, overall annual ridership is expected to increase by only 14 percent by 2030, an annual growth rate of approximately 1 percent. The model ridership projections seem to indicate that maintaining the existing route structure/alignments may provide only minimal growth for the system over the next 10 years. The model results show that most ridership growth in the base (No Improvements) network scenario will occur on Routes 30 and 50 within the next 10 years.

With the 2030 Needs Plan Scenario, the total system ridership is estimated to increase by 143%, to more than 7.5 million riders annually. The table shows that the average redesigned route will more than double the amount of ridership over the next 10-year period.

SECTION 9 TRANSIT NEEDS DEVELOPMENT AND EVALUATION

This section summarizes the development of potential transit improvements for LeeTran’s 10-year TDP. The needed improvements, referred to as alternatives, represent the transit needs for the next 10 years. It should be noted that these needs were developed without any consideration of funding constraints to reflect the true needs of the community.

The needs were developed based on information gathered through various data collection and outreach efforts conducted for the TDP. The identified service alternatives were then prioritized. The prioritized list of improvements is used thereafter to develop the 10-year implementation and financial plans.

Development of Transit Needs

The 2021–2030 TDP transit needs consist of improvements that enhance existing LeeTran services and expand service to new areas. The alternatives reflect the transit needs for the next decade and have been developed based on information gathered through the following methods:



Community Needs & Vision – Many direct and indirect public outreach techniques were used to obtain public input on desired transit vision and corresponding needs throughout the LeeTran planning process. Public input surveys, public workshops, rider surveys, operator interviews, stakeholder interviews, discussion group workshops, and other methods were conducted to gather input from the general public, local and regional stakeholders, elected officials, as well as LeeTran employees regarding the transit needs and vision for the next 10 years.



Situation Appraisal – Major updates to 10-year TDPs are required by State law to include a situation appraisal of the environment in which the transit agency operates. This unique assessment helps to develop a better understanding of LeeTran’s operating environment within the context of numerous key elements, as specified in the TDP Rule. The implications from the situation appraisal findings were considered in identifying potential transit alternatives.



LeeTran Goals & Objectives – Objectives and policies often provide insight into transit needs within the community and the potential means with which to meet them. LeeTran’s goals and objectives, updated as part of this 10-year TDP, re-emphasize many of the agency’s priorities and outline new and enhanced priorities to make transit a truly viable choice of travel for residents and visitors in Lee County.



Transit Demand Assessment – As presented previously, an assessment of transit demand and needs also was conducted for Lee County. The assessment included the use of various GIS-based analyses, software tools, and methodologies that used demographic data conducive to transit. These technical analyses, together with the baseline conditions assessment and performance reviews previously conducted, also were used to help identify areas with transit-supportive characteristics when developing the list of transit alternatives.

Based on these methods, transit improvements and capital needs were identified and grouped into three categories—service, capital/infrastructure/technology, and policy improvements. Specific improvements identified within each category are summarized below and depicted in Map 9-1.

10-Year Transit Needs

The proposed improvements for the LeeTran 10-Year Major Update to the adopted TDP were developed to meet the diverse set of needs throughout Lee County. These improvements include increasing frequency on routes with high ridership, route realignments, the addition of enhanced services, new express routes, new local circulator services, and MoD services.

Short-Term Service Needs (0-2 Years)

The improvements that are needed immediately and/or within the next two years were addressed under the short-term needs. With its system efficiency review process, LeeTran used four guiding principles to improve operations in the short-term with logical service modifications. LeeTran’s guiding principles for identifying short-term needs include:

- Improved travel times
- More directness of travel/less duplication
- Enhanced peak-hour service productivity
- Greater efficiency - doing more with less

With the above focus and through a data driven process that examined route-level characteristics such as on-time performance, peak load levels, costs, and ridership data, the following improvements were identified as needs for Lee County and the region in the short-term.

- **Improve Frequency on Selected Routes** – Routes 5, 10, 40, 50, 80, 140, 240/600, and the Blue River District Trolley
- **Realign Routes for Better Efficiency** – Routes 5, 10, 15, 20, 30, 40, 50, 70, 80, 100, 110, 120, 140, 150, 240/600, 400, 420, 590, 595, and Blue Trolley
- **Add New Routes** - Beach Link and Route 170
- **Repurpose Routes to Divert Resources to Better Serve the Area** – Routes 60, 130, 160, 515, and Gold Trolley
- **Add Technology-based MoD Services in Low-density/Low-demand Areas** – Lehigh Acres MoD

Map 9-1: 10-Year Transit Needs

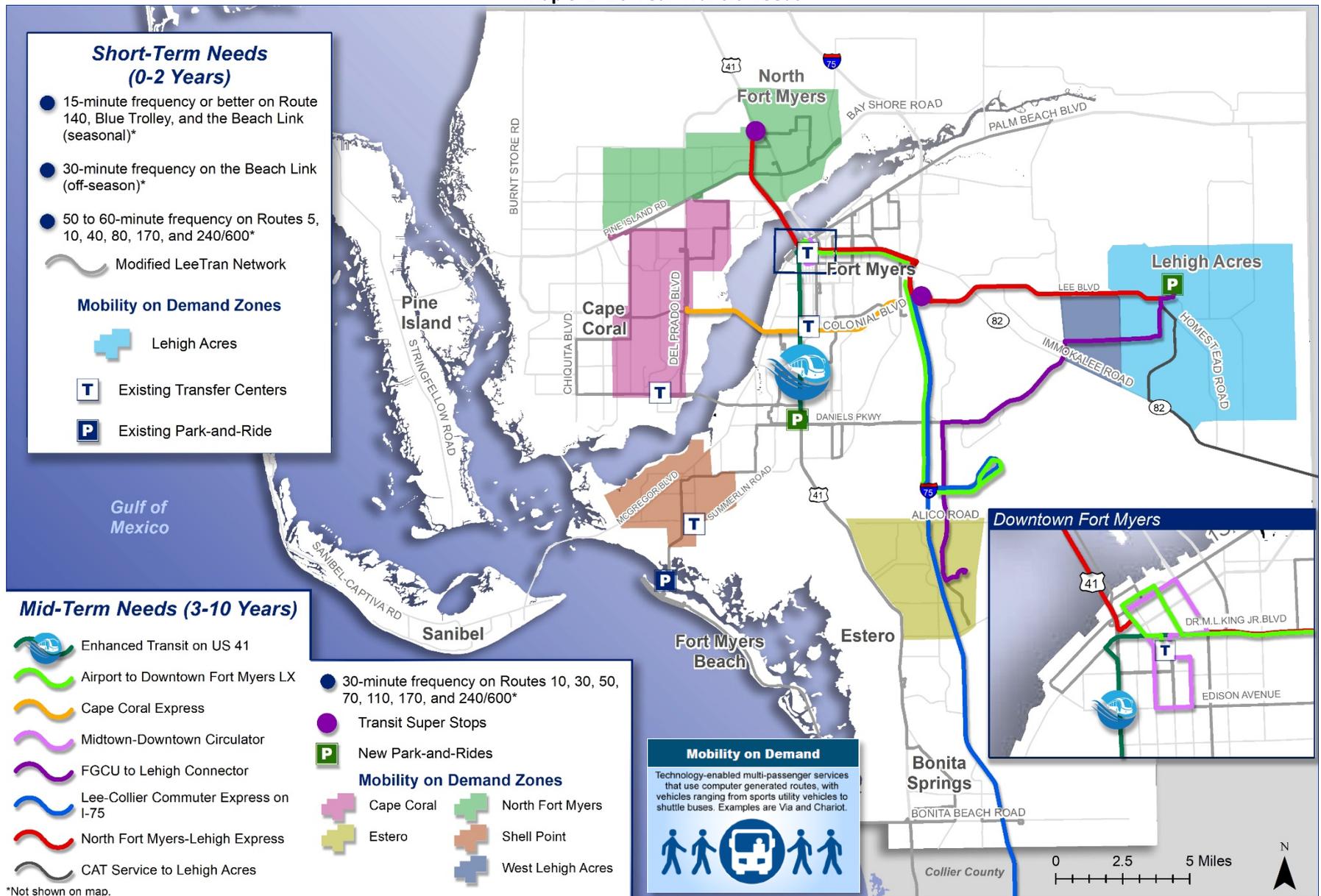


Table 9-1: Short-Term Fixed-Route Transit Service Needs (2021-2022)

Route	Type of Redesign	Current Frequency	New Frequency
5	Realigned	80	60
10	Realigned	80	60
15	Realigned	60	60
20	Realigned	30	30
30	Realigned	60	60
40	Realigned	84	60
50	Realigned	70	70
60	Repurposed	85	-
70	Realigned	65	60
80	Realigned	97	45
100	Realigned	30	30
110	Realigned	60	60
120	Realigned	80	70
130	Repurposed	60	-
140	Realigned	20	15
150	Realigned	95	85
170	New Addition	-	60
160	Repurposed	150	-
240	Combined with 600	45	-
400/410	Realigned	20	30
420	Realigned	20	20
515	Repurposed	15	-
590	Realigned	60	60
595	Realigned	60	80
600	Combined with 240	90	-
240/600	Combination	45/90	60
Blue Trolley	Realigned	25	12
Gold Trolley	Repurposed	30	-
Beach Link	New Addition	-	15/30

Technology-based MoD Services

MoD is a relatively novel transit service concept that allows riders to request a ride in real-time or schedule in advance using a phone app or by calling a phone number. It typically uses much smaller passenger vehicles and uses software to continually update and optimize trip requests and assignments based on trip request times, origin and destination locations, vehicle location, and

vehicle capacity considerations. With MoD services, the process is automated and the vehicle operator receives and responds to trip assignments as they are displayed on an in-vehicle tablet.

MoD is proposed in this TDP to provide an on-demand, “technologically-enhanced public dial-a-ride” type service that is equally available and accessible to ambulatory and persons with disabilities in addition to the general public. The main idea of employing MoD is to make LeeTran more efficient in low-density areas and also to enhance access to transit beyond the current service areas.

Lehigh Acres MoD

The Lehigh Acres MoD zone will replace Route 515 currently serving the area. The exact area of this zone will need to be further defined later in operations planning but, as configured, it will serve a much larger 42-square mile area than the area currently served by Route 515. This initial service zone is bounded by Moore Avenue/Columbus Boulevard to the east, Jaguar Boulevard and SR 82 to the south, 12th Street to the north, and Sunshine Boulevard to the west.

Mobility on Demand

Technology-enabled multi-passenger services that use computer generated routes, with vehicles ranging from sports utility vehicles to shuttle buses. Examples are Via and Chariot.



Currently, riders have limited access to both Route 110 and Route 515, primarily due to the low density of the service area, limited roadway access, and limited range of the fixed route bus. MoD will allow passengers to request rides from/to any point within the Lehigh Acres MoD service zone to/from the existing LeeTran transfer center at Publix. This collection point will be replaced by the Lehigh Acres Park-and-Ride/transfer station in the future. Again, this includes a substantial area that is not currently served by LeeTran within a ¼-mile buffer of Route 515. The conversion of Route 515 to MoD will expand cost-effective and convenient transit access throughout Lehigh Acres, serving the general public and persons with limited access to automobiles; providing access to Homestead Plaza and the new park-and-ride facility and transit hub, once complete; and supporting connections to Route 110 service to Fort Myers, as well as providing a means to serve growing demand for point-to-point service coincident with the increase in mobility needs associated with persons aging in place. In addition, the area will also be connected to FGCU with the proposed FGCU-Lehigh Acres Connector. The future transit hub will be located adjacent to Lehigh Acres Community Park (which includes a pool, recreation center, and ball fields) and serve both Route 110 and the MoD service.

Mid-Term Service Needs (3-10 Years)

Within the next 3 to 10 years, defined as “mid-term” for the purposes of this TDP, LeeTran’s goal is to develop a more robust network of services to improve transit beyond the short-term efficiency improvements derived from the 2020 LeeTran COA, as previously identified for the initial years of the TDP.

Integrating the specific operational improvements proposed for the near-term with TDP’s larger strategic vision for transit, the mid-term network was designed with the following tenets guiding the process.

- High ridership core network
- Future-ready robust network to make transit a truly viable option
- Technology-based, diverse mix of mobility solutions for all riders/all areas with demand

The result of this process is the mid-term transit network, as described below, that builds off the short-term “efficiency” network while also incorporating improvements such as the enhancement of routes with

the highest ridership and forward-thinking, technology-based options that will help make LeeTran a practical travel alternative to everyone locally and regionally.

2020 COA

- Operational efficiency assessment
- Improve current service near-term
- Save/reallocate resources
- Represents initial years of TDP

2020 TDP

- 10-year strategic vision for transit
- Holistic planning process to improve current service over time
- Funded/unfunded priorities & implementation plan

- **Enhanced Transit Services on US 41** – Input from the community and stakeholders as well as the data analyses indicated that the US 41 corridor, primarily the segment currently served by Route 140, has strong demand for enhanced transit, which may include higher frequency bus services that also use various transit technologies like Transit Signal Priority³ and Queue Jumps⁴ to stay on schedule. This portion of the heavily traveled US 41 corridor is currently served by Route 140 at every 25 minutes and the short-term needs network recommends increasing this frequency to 15 minutes. However, in the mid-term, this TDP identifies the need to improve Route 140 to operate every 8 minutes. Enhanced service on Route 140, combined with transit technologies and limited stops to improve travel times even further, would provide faster service and may encourage more people to switch from driving on this and other busy corridor to riding transit instead.
- **Increase Frequency on Other Core Routes** – With strong support from the community for increasing frequency on high demand corridors/areas over an expansive service area, this TDP recommends increasing frequency on core LeeTran routes in the next 10 years. The following improvements are recommended with the long-term goal of developing an east-

³ Transit Signal Priority utilizes vehicle location and wireless communication technologies to extend the green phase or shorten the red phase of a traffic signal to allow buses to reduce their delay at intersections. This helps reduce overall travel times and ensure on-time arrivals.

⁴ When combined with Transit Signal Priority, Queue Jump lanes at intersections, which are usually implemented with right-turn lanes, provide buses a head-start over other queued vehicles, letting buses merge into the regular travel lanes immediately beyond the signal.

west/north-south network of high-frequency routes interweaving throughout high-ridership/high density-corridors.

- *Increase Frequency to 30-minutes on Selected Existing Routes* – To help reach the high frequency network over time that the community desires for LeeTran, the mid-term network will increase the operating frequency on five existing routes, including Routes 10, 30, 50, 70, and 110.
- *Increase Frequency on New Route 170 to the Beaches* – This new route, added in the short-term network to connect the beaches to the US 41 corridor and to the airport after linking with Route 50, will be enhanced to operate every 30 minutes.
- *Increase Transit Service Frequency on US 41 South of Daniels Parkway* – The combined Route 240/600, implemented in the short-term at 60-minute frequency, will be increased to 30 minutes.

Most of these routes are currently part of LeeTran’s core network with high ridership and serving major activity centers. Enhancing their frequencies will improve the quality of service for current riders using them, as well as potentially attract more discretionary riders for these routes. In the future, these routes will work in tandem with other high frequency routes to build a core high-frequency, high-ridership fixed-route network that will help improve the quality and appeal of LeeTran’s transit services in the county.

- **Add Express/Commuter Services** – Express services were indicated as a priority during the public involvement process in rider and general public surveys and by stakeholders. Fast and convenient connections between key points locally and regionally were highlighted as a need going forward. There was consensus among the key stakeholders that such services may also help bolster economic development, connecting growth centers and jobs to people locally and regionally. The following improvements were identified to address this need.
 - **North Fort Myers-Lehigh Acres Express** – This route would provide an express service to connect Lehigh Acres to key employment and activity centers on the western part of the county, providing a one-seat express route from the new Lehigh Acres Park-and-Ride to a new Transit Super Stop (information on Transit Super Stops is provided later in this section under capital improvements) in North Fort Myers. The Lehigh Acres to North Fort Myers Express would operate every hour and would stop only at key locations along the route, including the Rosa Parks Transfer Station and the new Transit Super Stop at the Forum to allow connections to other LeeTran services.
 - **Cape Coral Express** – An east-west connection to link the populated areas of Cape Coral to US 41 corridor, this route would operate every hour and would stop only at the Edison Mall transfer location, making another quick transit connection. This route also would link with the North Fort Myers-Lehigh Acres Express at the

proposed Transit Super Stop at the Forum to provide an express connection between Cape Coral and Lehigh Acres.

- Lee-Collier Commuter Express on I-75 – This regional commuter express would link the central and southern parts of Lee County locally and provide another connection to Collier County, which is connected only via Route 600 (a local route with frequent stops) at this time. Based on the Census commute flow data for 2016, over 22,000 residents left Lee County for work in Collier County while over 9,000 did the reverse commute, highlighting the potential demand for a faster regional service. This route would also serve the Southwest Florida International Airport (RSW) in Lee County, providing a transit connection to RSW for users of both LeeTran and CAT services. While this service will be on the general-purpose lanes on I-75 as proposed, the service would shift to the I-75 Managed Lanes once they are implemented.
- **Improve Connectivity Between Key Activity Hubs** – Direction from the stakeholders and data analyses point to the need for the following three important connections.
 - *Downtown and New Midtown* – To meet the need to connect key locations within the proposed Midtown Redevelopment area and to connect that area to the adjacent downtown, a Midtown-Downtown circulator is recommended. The service will be provided every 15 minutes between the proposed Midtown Square Park and historic downtown Fort Myers, connecting hotels, high density residential and commercial areas, restaurants, and other key locations in the city.
 - *Downtown Fort Myers-Airport LX* – A direct connection to RSW from downtown Fort Myers was frequently mentioned as a need by stakeholders and the public. Tourism data also indicate demand for a direct connection between the airport and popular destinations such as downtown Fort Myers. Currently, there is not a direct connection between the airport and downtown Fort Myers as the passenger would have to transfer to reach the area. Operating mostly on I-75 and on MLK Jr. Boulevard as a limited express (LX), this route would provide an alternative mode for this travel demand for commuters and a direct connection from RSW to historic downtown Fort Myers.
 - *FGCU-Lehigh Acres Connector* – This local route would connect FGCU and Lehigh Acres, operating mostly on Treeline Avenue and Daniels Parkway. There is currently not a direct connection between the two areas and stakeholders identified it as a need in the community. This connector would link the growing residential areas via the new Lehigh Acres Park-and-Ride to the employment and education options at FGCU and Gulf Coast Town Center. It would connect to Route 110, the new North Fort Myers-Lehigh Acres Express, and also connect the Estero and Lehigh Acres MoD zones.
- **Expand Technology-based MoD Services** – To increase coverage in additional areas with lower residential densities that may not have sufficient demand to justify traditional fixed-

route bus services, additional MoD zones are proposed in the mid-term. Similar to the Lehigh Acres MoD discussed previously, services will be provided with smaller transit vehicles where riders can quickly request a ride using an app or a phone number. The following MoD zones have been identified for the TDP mid-term:

- *Cape Coral MoD* – This service would provide on-demand coverage to neighborhoods centrally located in Cape Coral. Some of these areas show higher propensity toward use of transit, but also have shown poor fixed-route bus ridership, so they may be a better fit for on-demand service. The recommended Routes 30, 40, 70, and 120 will connect to this area, linking it to other routes in the LeeTran network. Additionally, the Cape Coral MoD will provide connections to the North Fort Myers MoD zone near the Walmart Neighborhood Market. This zone spans as far north as Pondella Road and as far south as Cape Coral Parkway. To the east, the zone stretches past Del Prado Boulevard, and to the west, the zone stretches past Pelican Boulevard.
- *Shell Point MoD* – This service would provide on-demand coverage to a number of assisted living facilities and apartment complexes that may not be efficient to serve with regular fixed-route transit. The Shell Point MoD will connect its riders to multiple LeeTran routes intersecting this zone, as well as connect to LeeTran’s Beach Park-and-Ride. Towards the southwest, the zones borders Shell Point Boulevard, to the east the zone borders Bass Road, and the northern portion of the MoD zone borders the Caloosahatchee River.
- *Estero MoD* – This service would include the general area currently served by Route 60. Due to low ridership on the route and a street layout that is not convenient for a fixed-route bus service, LeeTran has proposed repurposing Route 60 to operate an MoD service in this area instead. This zone will include Estero’s neighborhoods, as well as Miromar Outlets and FGCU. In addition, parts of this zone will be served by Route 50, which will connect riders from the zone to RSW and the new South Area Transfer Center. The zone borders US 41 to the west, Corkscrew Road to the south, and Alico Road to the north. The eastern portion of the MoD encompasses the Miromar Outlets and FGCU.
- *North Fort Myers MoD* – This service would provide on-demand transit coverage in areas mostly served by existing Routes 590 and 595. With this service, both of these routes will be realigned to serve the area more efficiently and, once combined with the MoD, the area would have better access to transit than what is provided at this time. To the east, the North Fort Myers MoD zone stretches past Slate Road; it is bordered on the north by Mellow Drive, the west by Nelson Road, and the south by Pine Island Road and Pondella Road.
- *West Lehigh Acres MoD* – An extension of the Lehigh Acres MoD proposed in the short-term, this addition includes areas in west Lehigh Acres, south of Lee Boulevard

between Sunshine Boulevard and Gunnery Road. While low in residential density, this area includes traditional transit market population segments that, with this service, will be connected to the improved Route 110 and newly proposed North Fort Myers-Lehigh Acres Express and FGCU-Lehigh Acres Connector.

Capital Infrastructure/Technology Needs

Implementation of all the previously-discussed transit services should be supported by necessary capital infrastructure and technology improvements to ensure an enhanced experience for transit users in Lee County. The following improvements are identified to support the operational investments summarized previously.

Rosa Parks Transfer Center Expansion

As previously mentioned, the Rosa Parks Transfer Center is recognized as the main transfer facility for LeeTran. Although the facility covers 1.8 acres of land area, LeeTran has outgrown its capacity and has plans to expand the facility. The planned expansion includes improvements to enhance circulation and alleviate congestion at the facility, security improvements for transit operations, and expansion and improvement of connections for bicycles and pedestrians, as well as access for those with limited mobility.



LeeTran will begin the expansion in 2021, which will create opportunities to facilitate more connections and more opportunities for intermodal connections. The expansion capitalizes on using the existing space in the most efficient manner to add two additional bus bays, two additional trolley parking spaces, and more bicycle parking facilities. The upgrade budget, including design, permitting, and construction, is \$3.5 million, which is funded at 100 percent by FDOT grants.

Transit Super Stops

LeeTran also is proposing the establishment of new Transit Super Stops—enhanced bus stops that may include a kiosk, real-time bus arrival information display, lighting, covered seating, bike storage, and other amenities—at key transfer locations on the existing network with the expectation that they can improve comfort and ease for riders to access and use LeeTran’s services.

Two Transit Super Stops are proposed for establishment at the following locations in the next 10 years.

- The Forum Super Stop – As this location continues to be a hub for shopping and entertainment in addition to hosting hotels and new dense residential development, a transit super stop should be established to assist riders with transferring to and from the proposed express routes and local services connecting at this location.
- North Fort Myers Super Stop – This already-planned transfer location adjacent to US 41 will replace the Merchant’s Crossing transfer location in North Fort Myers. Once this Super Stop is implemented, Route 590 will be realigned to connect to it. This location will facilitate transfers between the realigned Route 590, the North Fort Myers-Lehigh Acres Express, and the new North Fort Myers MoD services. This facility will be implemented at a County-owned property consisting of seven acres of vacant land located at 2805 North Tamiami Trail, approximately 1.7 miles north of the current transfer location.

Park-and-Ride/Transfer Facilities

To support the proposed express and enhanced transit services connecting Lee County, two park-and-ride facilities are proposed for implementation. These facilities are assumed to be operated by Lee County and have previously been earmarked for LeeTran’s use. Park-and-ride lots are recommended at the following locations:

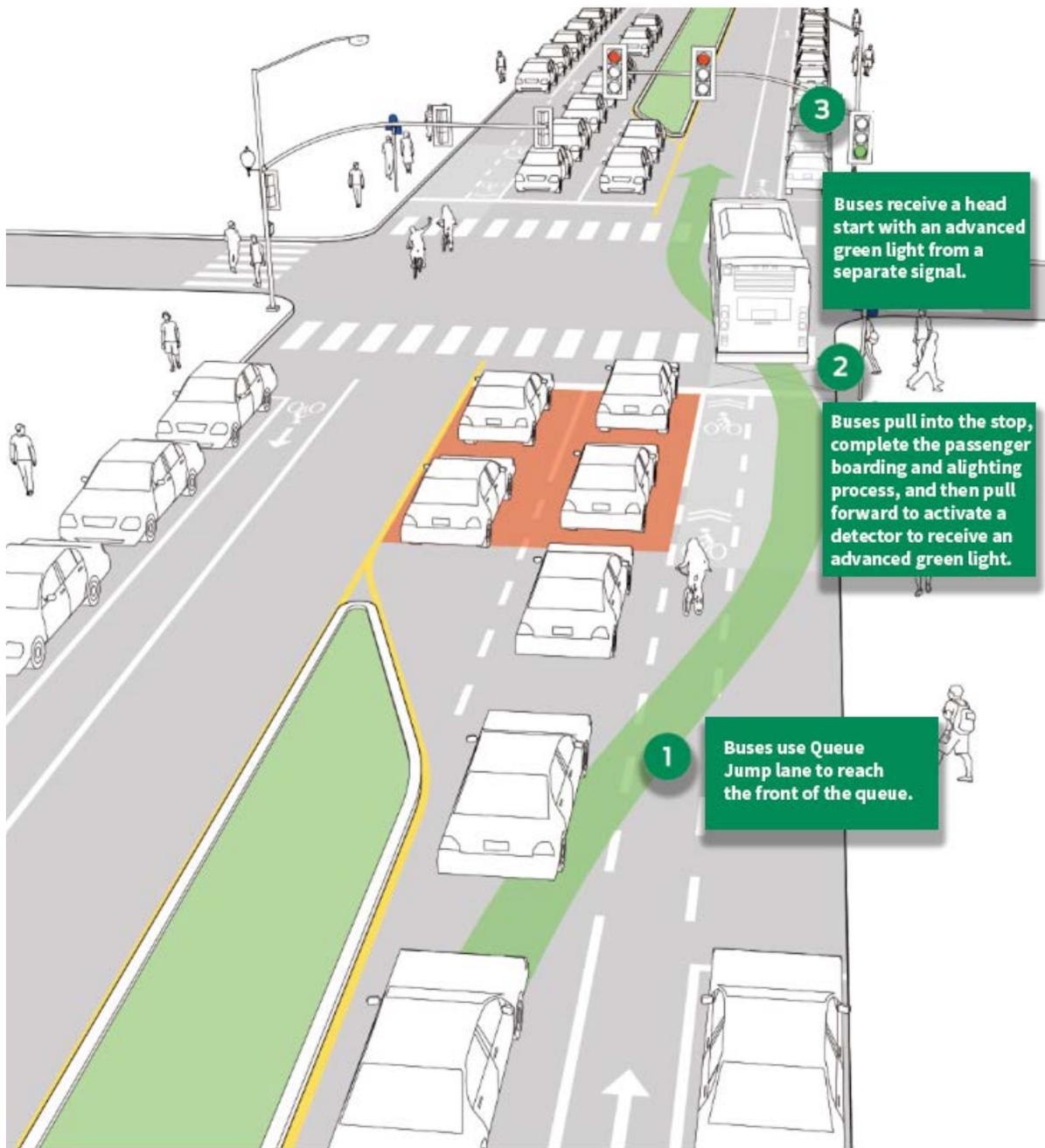
- US 41/Cypress Trace Drive – This location is adjacent to the Lee County Supervisor of Elections on US 41 and Cypress Trace Drive in south Fort Myers. This new park-and-ride facility also will support passenger transfers between six routes, including the enhanced transit services on US 41.
- Lehigh Acres – This park-and-ride facility would be established to facilitate the connection between Lehigh Acres and the western portion of Lee County via Route 110, the Lehigh Acres-North Fort Myers Express, and the FGCU and Lehigh Acres Connector. As previously discussed, this site would be established at the intersection of Williams Road and Village Lakes Boulevard.

Transit Technology Improvements

Increased congestion, especially during peak travel times at busy intersections, directly impacts the travel time of current and any new transit services operating in mixed traffic, making them unattractive and unreliable. Bus preferential treatments such as TSP and/or queue jumps have proven to expedite the movement of transit vehicles at busy intersections where they are regularly backed up or get backed up at peak travel times.

With frequency enhancements to US 41 bus service (realigned Route 140), TSP and/or queue jumps are recommended for applicable intersections that are most optimal for supporting enhanced transit services. This should help buses adhere to their schedules and improve their appeal over driving an automobile on the same corridor. Figure 9-1 shows how Queue Jumps prioritize transit movement at an intersection.

Figure 9-1: Queue Jump Lanes



Sources: NACTO and Tindale Oliver.

Table 9-2 shows the potential candidate intersections where the TSP and Queue Jump technologies may be applicable, primarily due to the availability of right turn lanes, which are required for implementing queue jumps in corridors with limited right-of-way. Note that these intersections were identified in the *2008 Lee County Bus Rapid Transit Feasibility Study*, but not all were recommended at that time for deploying transit preferential treatments due to applicable traffic volumes at the time of that study. LeeTran would need much closer review and further analysis to identify congestion levels and intersection volumes to determine the final list of intersections on US 41 that may best support TSP and/or Queue Jump technologies.

Table 9-2: US 41 Queue Jump and Transit Signal Priority Opportunities

Intersection	Right Turn Lane Availability
Daniels Road @ US 41	Yes (Continuous)
College Parkway @ US 41	Yes (Continuous)
South Road @ US 41	Yes (Continuous)
Fowler Street @ US 41	Yes (Continuous)
North Airport Road @ US 41	Yes (Continuous)
Colonial Boulevard @ US 41	Yes
Winkler Avenue @ US 41	Yes
Hanson Avenue @ US 41	Yes
MLK Jr. Boulevard @ US 41	Yes

Transit Infrastructure and Accessibility

LeeTran’s program to purchase and install bus shelters, benches, bike racks, and other amenities should continue, with plans to invest in additional infrastructure to support the proposed routes and new transit super stops. Installing these amenities may help attract more discretionary riders and provide its current riders with a comfortable and safe experience at its bus stops to the maximum extent possible. In addition, LeeTran should also consider developing a Bus Stop ADA Accessibility Transition Plan to streamline its continuing investment in making its bus stops accessible to all bus riders.

Fleet Replacement and Acquisition Program

With various system redesign elements proposed under the COA-recommended efficiency improvements in the short-term and the many service-oriented TDP improvements in the mid-term, vehicle replacements and acquisitions are important components of this 10-year TDP. This crucial part of LeeTran’s capital program, which can affect system effectiveness and quality of service in a significant way, will be discussed later as part of the recommended 10-year plan with the proposed schedule for replacing and acquiring new vehicles.

Policy/Other Needs

Transit Marketing and Education Campaign

LeeTran, with support from its marketing staff, should expand the agency's current marketing program to involve more specific public education on the benefits of transit, which could include social media campaigns for targeted audiences. As Lee County and its residents are proud of the protection of their environmental assets, and stakeholders are keen to connect people to jobs and have alternative travel options, LeeTran should focus such education of the public on the environmental and economic benefits of transit. The efforts that LeeTran has undertaken to brand the TDP and future enhanced transit services can help package these efforts more attractively and help draw attention to transit in a more novel manner (see Appendix F).

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Local Transit Funding Source Evaluation

Currently, Lee County's Board of County Commissioners is providing local funding (a portion of the Six-Cent Local Option Gas Tax receipts) to LeeTran to cover any shortage in revenue for the provision of existing service based on the continuation budget policy. Though such dependence on General Fund support has historically been sound, the Lee County Commission has the ability at any time to change this budgetary policy. If the continuation budget policy happened to not be supported in a given year, then additional funding likely would be needed to maintain existing service, let alone fund any improvements.

Due to the possibility of such an impact on LeeTran's existing operating and capital budget, it would be prudent for staff to consider alternative opportunities in the interim for generating additional and/or enhanced streams of local funds. One possibility is consideration of the agency's existing fare structure. Since LeeTran is in the midst of replacing its legacy farebox system with an advanced technology that will permit smartcard use and mobile fare payment, it may be timely to evaluate the current fare structure to determine whether changes make sense to the fare media offered, the fare levels, or both.

Similarly, LeeTran also recently began an effort to develop an updated cost allocation model for the agency to determine appropriate values for its fully-allocated and marginal costs for providing its fixed-route and paratransit services. Such unit cost values are important for a wide range of purposes, ranging from planning endeavors to estimate new service startup costs to grant reimbursement processes. However, they also can be used for contracting with external entities for specific services, including universities, commercial businesses, or even municipalities. To this end, for example, it may be feasible for LeeTran to consider establishing a set level of service that it will provide across the county to benefit all local municipalities equally, then it can contract with each municipal entity separately using its new cost per unit of service (whether a service mile or hour) to establish supplemental services above the base level. This, then, would allow the municipalities in

Lee County to pay their fair share for the respective levels of service they want to receive, rather than just relying upon LeeTran to determine how much service will be applied to each.

As a result of these possible avenues of analysis, this TDP recommends a fare structure analysis to be completed in concert with the switchover to the new farebox system, as well as a countywide municipal service equity and funding study that would focus on reviewing how to more equitably distribute base service levels among the local municipalities and set guidance for determining how they then would be able to contract with LeeTran for elevated levels of service above the established base.

Evaluation of Alternatives

The remainder of this section summarizes the evaluation process for service alternatives developed for the LeeTran TDP. Because many improvements are identified, ranging from the increased frequency of existing routes to implementation of new services, it is important for LeeTran to prioritize these improvements to effectively plan and implement them within the next 10 years using existing and/or new funding sources.

Alternatives Evaluation Methodology

A quantitative-qualitative methodology was developed to evaluate and prioritize the transit alternatives presented previously in this section. To prioritize and program these service improvements, it was important to weigh the benefits of each service improvement against the others. By conducting an alternatives evaluation, LeeTran can better prioritize projects and allocate funding using an objective prioritization process. The remainder of this section identifies and defines the evaluation criteria used to prioritize the service improvements.

Three evaluation categories were identified for determining criteria for the evaluation:

- Public Outreach
- Transit Markets
- Productivity & Efficiency

Figure 9-2 and Table 9-3 show the details of the process. Table 9-3 also lists these categories and their corresponding criteria, the associated measure of effectiveness, and the assigned weighting for each. A description of the elements in the table follows.

Figure 9-2: Evaluation Categories and Process



Table 9-3: Alternative Evaluation Measures

Category	Criteria	Measure of Effectiveness	Criteria Weight	Overall Category Weight
Public Outreach	Survey Results	Level of interest in specific alternatives (Very High, High, Moderate, None), as indicated by Transit Priorities Survey	20%	40%
	Public Input	Level of interest in specific improvements (Very High, High, Moderate, None), as gathered from overall public input	20%	
Transit Markets	Traditional Market	Percent of corridor in “High” or “Very High” transit orientation area	15%	40%
	Discretionary Market	Percent of corridor area that meets “Minimum” DTA threshold for employment or dwelling-unit density	15%	
	Local/Regional Market	Connectivity to key activity centers/hubs locally and regionally	10%	
Productivity & Efficiency	Productivity	Trips per hour (TBEST-generated trips per revenue hour of service)	10%	20%
	Cost Efficiency	Cost per trip (including new trips)	10%	
Total			100%	100%

Public Outreach

An extensive public outreach process was conducted for this TDP effort and resulted in numerous opinions and suggestions on transit services from transit users and non-users and local businesses/organizations. In addition, the public outreach process included discussions with policy leaders and LeeTran and County staff to gauge their views on transit services. Based on an in-depth review of input received, interest in a particular route or type of service was categorized as “None,” “Moderate,” “High,” or “Very High” in the alternatives evaluation process.

Transit Markets

For the evaluation of alternatives, three transit markets were identified:

- *Traditional Market* – existing 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” transit-oriented area was calculated.
- *Discretionary Market* – 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 at least the “Minimum” dwelling unit or employment density threshold in the 2021 DTA was calculated and used for the alternatives evaluation.

- *Local/Regional Market* – each potential route was assessed for potential local/regional connectivity. Routes connecting to key hubs and areas within and outside of the county were considered for the alternatives evaluation. Inner- and inter-county routes with connections to key activity centers (existing and future) or hubs were scored higher than those not serving such locations. Based on conclusions drawn from public involvement input, quick and convenient connectivity between major activity centers is a desired attribute for future LeeTran routes.

Productivity and Efficiency

Productivity is generally measured in terms of ridership productivity and cost-efficiency measures used by transit agencies to gauge how well it uses existing resources. Ensuring productivity and cost-efficiency is critical to the success of the agency, and services projected to perform well in terms of their productivity and efficiency should receive a higher priority. Forecasts of ridership, revenue hours, and operating costs for each individual alternative are used in this evaluation process.

- *Ridership productivity* – measured in terms of annual passenger trips per projected revenue hour of service. To provide for an equal comparison between alternatives, passenger trips and revenue hours of service were generated using output from TBEST 2030 ridership data.
- *Cost efficiency* – evaluated for each alternative using a transit industry standard efficiency measure, operating cost per passenger trip, which uses projected LeeTran performance data and TBEST 2030 ridership data.

A detailed summary of various measures used in the evaluation, as well as the alternatives scoring thresholds, are presented next.

Alternatives Scoring Thresholds

As noted, each criterion is assigned a weight. Weighting the criteria affords the opportunity to measure the relative importance of each among the group of criteria to be applied. For each transit alternative, a score was determined either through the computation of the selected measure or through the educated judgment of the assessor. Scores for the more qualitative criteria (i.e., public input and regional connectivity) were assigned based on a relative comparison of each transit alternative with other transit alternatives. A higher score is consistent with a higher ranking for a given alternative for the criterion being evaluated.

The thresholds for computation-based criteria (traditional market, choice market, trips per hour, and operating cost per trip) were determined using the average of the entire data set and one standard deviation above or below the average. Table 9-4 shows the thresholds and scoring for each criterion used in the alternatives evaluation.

Table 9-4: Alternatives Evaluation – Scoring Thresholds

Criteria	Range	Score
Survey Results – Transit Priorities Survey	Less than (Average – 1 SD)	1
	Between (Average – 1 SD) to Average	3
	More than Average to (Average + 1 SD)	5
	More than (Average + 1 SD)	7
Public Input – General Observations	None	1
	Moderate	3
	High	5
	Very High	7
Traditional Market Potential (% Serving Traditional Market)	Less than (Average – 1 SD)	1
	Between (Average – 1 SD) to Average	3
	More than Average to (Average + 1 SD)	5
	More than (Average + 1 SD)	7
Discretionary Market Potential (% Serving Choice Market)	Less than (Average – 1 SD)	1
	Between (Average – 1 SD) to Average	3
	More than Average to (Average + 1 SD)	5
	More than (Average + 1 SD)	7
Local/Regional Connectivity	None	1
	Moderate	3
	High	5
	Very High	7
Trips per Hour	Less than (Average – 1 SD)	1
	Between (Average – 1 SD) to Average	3
	More than Average to (Average + 1 SD)	5
	More than (Average + 1 SD)	7
Operating Cost per Trip	More than (Average + 1 SD)	1
	More than Average to (Average + 1 SD)	3
	Between (Average – 1 SD) to Average	5
	Less than (Average – 1 SD)	7

Note: SD = statistical Standard Deviation

Alternatives Evaluation Results Summary

An extensive volume of data was reviewed in this plan, including market data and demand forecasts. Transit priorities were derived without consideration of the realities of impending financial constraints to realize that vision within the plan timeframe. Each alternative received a score by using the process summarized previously. The alternatives were then ranked based on their respective scores. Priority rank order and resulting scores from the evaluation are presented in Table 9-5.

The top two improvements resulting from the alternatives evaluation are Enhanced Transit on US 41 and 30-minute frequency on high ridership routes (Routes 10, 30, 50, 70, 110, 170, and the 240/600). The North Fort Myers-Lehigh Acres Express, Cape Coral Express, and 12-minute frequency on the Blue Trolley in downtown Fort Myers all tied for third place.

Table 9-5: 10-Year Transit Service Alternatives Ranking

Rank	Proposed Improvement Ordered by Rank
1	Enhanced Transit on US 41
2	30-min. frequency on high ridership routes
3	North Fort Myers-Lehigh Acres Express
3	Cape Coral Express
3	12-min. frequency on Blue Trolley in downtown Fort Myers
6	Midtown-Downtown Circulator
7	50- to 60-min. frequency on supporting network
8	Mobility-On-Demand Zones
9	Airport to downtown Fort Myers
10	FGCU-Lehigh Acres
11	Lee-Collier Commuter Express on I-75

When developing a TDP implementation plan, these priorities should be balanced with funding realities to determine to what degree that the community’s vision can be realized over the next decade.

SECTION 10 10-YEAR TRANSIT PLAN

This section presents the recommended 10-year transit plan, including financial and implementation plans for LeeTran. First, the transit service, capital/infrastructure, technology, and policy improvements are summarized. Thereafter, a summary of the assumptions for capital and operating costs and revenues used in developing the TDP are presented, followed by the financial plan for the 10-year period. Next, the 10-year implementation program is presented for the LeeTran TDP.

10-Year Transit Plan – Evolve Network

The recommended improvements included in the 10-year TDP are based on a review of the needed improvement priorities presented previously and a careful review of the projected funding sources that are assumed to be available in the next 10 years for LeeTran services. These recommended improvements identified under each of the categories, including service, capital/infrastructure, and policy, are presented below.

Service Improvements

Fixed-Route Transit

- **Enhance Transit Service on US 41** – Service every 15 minutes on realigned Route 140 with limited stops and TSP and Queue Jump technologies at congested intersections.
- **Implement COA Network Enhancements** – Implement all other short-term enhancements based on COA recommendations.
- **Add Transit in Downtown Fort Myers at Every 15-minutes** – Service every 15 minutes on realigned Blue Trolley.
- **Improve Frequency to Every 30-minutes** – Routes 10, 30, 50, 70, 110, 170, and 240/600.
- **Improve Frequency to Every 45-minutes** – Route 595.
- **Improve Frequency to Every 60-minutes** – Route 150.
- **Implement Express Service** – Add new North Fort Myers-Lehigh Acres Express at every 60-minute frequency.

On-Demand Transit

- **Add Technology-based MoD in Outlying Areas** – Lehigh Acres, Cape Coral, Estero, North Fort Myers, and Shell Point.

Transportation Demand Management

- **Continue Vanpool Program** – Continue to maintain and subsidize current vanpool program for commuters.

Table 10-1 shows the recommended Evolve Network transit service plan.

Table 10-1: Recommended 10-Year Service Plan

Improvement	Days of Service	2022 (COA) Frequency (min.)	2030 Frequency (min.)
Enhanced Transit on US 41 (Route 140)	Mon-Sun	15	15
Blue Trolley (Route 500)	Mon-Sun	25	15
Beach Link (seasonal)	Mon-Sun	15	15
Beach Tram (Route 420)	Mon-Sun	20	20
Route 10	Mon-Sat	60	30
Route 20	Mon-Sat	30	30
Route 30	Mon-Sat	60	30
Route 50	Mon-Sun	70	30
Route 70	Mon-Sun	60	30
Route 100	Mon-Sun	30	30
Route 110	Mon-Sun	60	30
Route 170	Mon-Sun	60	30
Route 240/600	Mon-Sun	60	30
Route 410 (410/490)	Mon-Sun	30	30
Beach Link (off-season)	Mon-Sun	30	30
Route 80	Mon-Fri	45	45
Route 595	Mon-Sun	85	45
Route 5	Mon-Sat	60	60
Route 15	Mon-Sun	60	60
Route 40	Mon-Sat	60	60
Route 120	Mon-Sun	60	60
Route 150	Mon-Sun	85	60
Route 590	Mon-Sun	60	60
North Fort Myers-Lehigh Acres Express	Mon-Fri	-	60
Route 60	Mon-Sat	85	-
<i>Technology-based MoD Services</i>			
Lehigh Acres MoD	Mon-Sun	On-demand	On-demand
Estero MoD	Mon-Sun	n/a	On-demand
Cape Coral MoD	Mon-Sun	n/a	On-demand
North Fort Myers MoD	Mon-Sun	n/a	On-demand
Shell Point MoD	Mon-Sun	n/a	On-demand
<i>Other Services</i>			
ADA Paratransit/Passport Program	Mon-Sun	On-demand	On-demand
Vanpool Program	Mon-Fri	Scheduled	Scheduled

ADA Paratransit

- **Continue Complementary ADA Paratransit Service** – Continue the current ADA paratransit program for the ADA-eligible riders in compliance with FTA/ADA regulations.

Capital/Infrastructure/Technology Improvements

- **Expand Rosa Parks Transfer Center** – Add additional bus bays and parking to improve circulation, security improvements for transit operations, and improvements to bicycle and pedestrian access at Rosa Parks Transfer Center.
- **Add Two New Park-and-Ride Facilities** – Add new park-and-ride facilities/transfer facilities at US 41/Cypress Trace Drive and Lehigh Acres Park-and-Ride to support the redesigned network connectivity and proposed express service.
- **Add Transit Super Stops** – Establish two new super stops, one at The Forum and another in North Fort Myers serving local and the new Lehigh-North Fort Myers Express route. These may include enhanced bus stops with a kiosk, real-time bus arrival information display, lighting, covered seating, bike storage, and other amenities.
- **Deploy TSP and Queue Jumps on US 41** – Add TSP/Queue Jumps on up to nine applicable intersections on US 41 as part of enhanced Route 140 service.
- **Continue Transit Infrastructure and Accessibility Program** – Continue LeeTran’s transit infrastructure and accessibility program. Also, develop a Bus Stop ADA Accessibility Transition Plan to streamline the investment of making bus stops accessible to all bus riders.
- **Continue Fleet Replacement and Acquisition Program** – Continue vehicle replacements and acquisitions to maintain the redesigned network and add any new services needing additional vehicles.

Policy Improvements

- **Expand Transit Marketing and Education Campaign** – Use the system and corridor branding material and resources and connections from the TDP to expand the current marketing program.
- **Conduct Local Transit Funding Source Evaluation** – Conduct a fare structure analysis as well as a countywide municipal transit service equity and funding study to establish possible enhanced and/or new sources of local transit funding for LeeTran.
- **Enhanced Performance Monitoring Program** – Establish a service performance monitoring program (using the recommended process included in Appendix E). A performance monitoring program tracks the performance and efficiency of routes, MoD zones, and the system as a whole, and is a tool for ensuring the provision of the most efficient and effective transit service.
- **Explore Additional Technology Upgrades** – Explore adding the following technology upgrades to enhance the services provided by LeeTran.

- *Route-based Signal Priority* – This technology would provide the ability to use technology to reduce dwell time at traffic signals for transit vehicles by holding green lights longer or shortening red lights and would be a beneficial operational improvement.
- *Wi-Fi for all Buses/Real Time On-Board Video Feed* – Adding Wi-Fi on LeeTran buses will provide mobile connectivity and help applications that support the optimization of operations while also adding quality of service to passengers. Additionally, a real-time on-board video feed will help provide a safe environment for operators and passengers.
- *On-Board Information Display Monitor* – This display monitor would provide relevant transit information in real time for operators and passengers with route and next stop information. Additionally, this technology can be customized with local advertising of businesses, promotions, and events, which can provide additional revenue.
- ***Explore Expanding of MoD Service to Other Areas*** – In addition to the MoD services discussed previously, LeeTran will explore potentially expanding MoD service to Pine Island and other areas in Lee County within the next 10 years.

The cost and scale of these additional technology upgrades and MoD areas are not determined at this time and will be identified by LeeTran as the needs become clearer. The timeline will be determined when the funding is identified and becomes available.

Network Accessibility by Funding Scenario

Prior to assessing costs and financial resources for the Evolve network, an assessment was conducted to identify how many people and jobs can be accessed within 30- and 60-minutes during the AM peak period from each of the 4 major LeeTran transfer points. Then, to see how the recommended 10-year Evolve network would compare, the existing and the Needs Plan networks also were analyzed in a similar manner.

TBEST and GIS tools were used to analyze the population and employment accessibility within 30 and 60 minutes of travel time under each of these three funding scenarios. (It should be noted that these travel times include the travel time on-board the bus plus any walk time to access the buses and wait time to board buses). While TBEST tools were used to estimate travel times and populations/employment using fixed-route services, GIS tools were used to determine population/employment within MoD zones. The MoD zone population and employment information was added only if any 30-minute or 60-minute fixed-route network overlapped with that MoD service area.

Rosa Parks Transfer Center

As shown in Figure 10-1, the recommended Evolve Network would allow 379,641 people to access Rosa Parks Transfer Center within 60 minutes, compared to 107,749 people using the Existing

Network and 456,166 people using the financially-unconstrained Needs Network. In addition, the recommended Evolve Network would allow 38,084 people to access the Rosa Parks Transfer Center within 30 minutes, compared to 15,508 people for the Existing Network and 97,501 people with the Needs Network.

For access to jobs, as shown in Figure 10-2, the recommended Evolve Network would allow 170,459 jobs to be accessible from Rosa Parks Transfer Center within 60 minutes, compared to 79,695 jobs using the Existing Network and 193,776 jobs with the Needs Network. In addition, the recommended Evolve Network would allow 60,386 jobs to be accessible from Rosa Parks Transfer Center within 30 minutes, compared to 21,752 jobs with the Existing Network and 62,022 with the Needs Network.

Figure 10-1: Population Accessibility by Funding Scenario-Rosa Parks Transfer Center

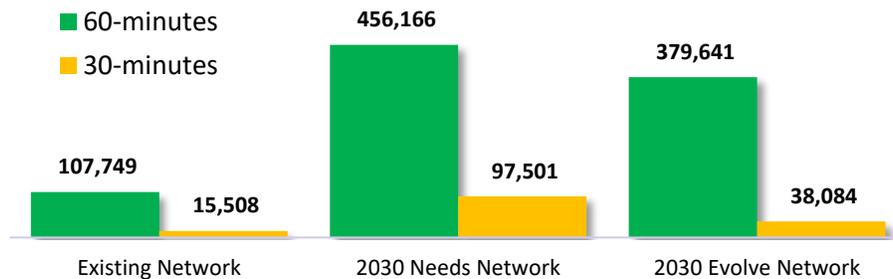
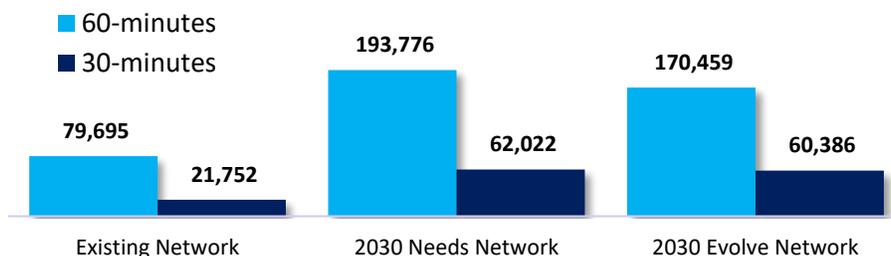


Figure 10-2: Employment Accessibility by Funding Scenario-Rosa Parks Transfer Center



Cape Coral Transfer Center

As shown in Figure 10-3, the recommended Evolve Network would allow 248,631 people to access Cape Coral Transfer Center within 60 minutes, compared to 86,705 people using the Existing Network and 307,033 people with the financially-unconstrained Needs Network. In addition, the recommended Evolve Network would allow 167,129 people to access the Cape Coral Transfer Center within 30 minutes, compared to 23,619 people for the Existing Network and 214,953 people for the Needs Network.

For access to jobs, as shown in Figure 10-4, the recommended Evolve Network would allow 115,295 jobs to be accessible from Cape Coral Transfer Center within 60 minutes, compared to 50,086 jobs using the Existing Network and 150,306 jobs with the Needs Network. In addition, the recommended Evolve Network would allow 64,294 jobs to be accessible from Cape Coral Transfer Center within 30 minutes, compared to 10,699 jobs for the Existing Network and 82,092 jobs with the Needs Network.

Figure 10-3: Population Accessibility by Funding Scenario-Cape Coral Transfer Center

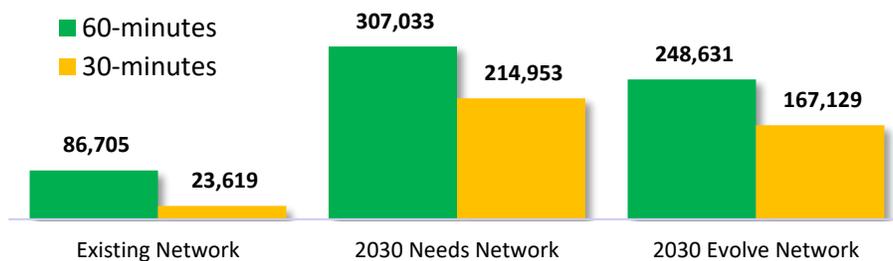
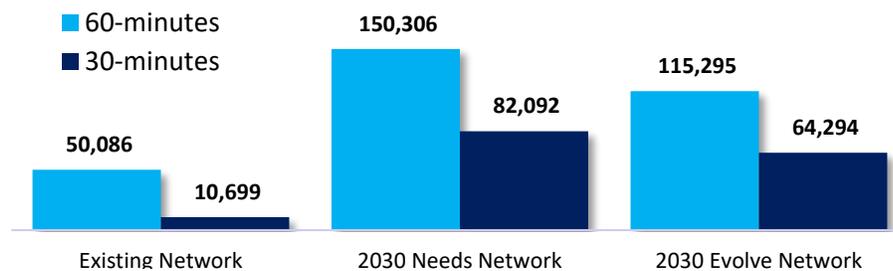


Figure 10-4: Employment Accessibility by Funding Scenario-Cape Coral Transfer Center



Edison Mall Transfer Center

As shown in Figure 10-5, the recommended Evolve Network would allow 328,581 people to access Edison Mall Transfer Center within 60 minutes, compared to 118,189 people using the Existing Network and 386,100 people using the financially-unconstrained Needs Network. In addition, the recommended Evolve Network would allow 32,626 people to access the Edison Mall Transfer Center within 30 minutes, compared to 18,322 people with the Existing Network and 34,867 people with the Needs Network.

For access to jobs, as shown in Figure 10-6, the recommended Evolve Network would allow 168,794 jobs to be accessible from Edison Mall Transfer Center within 60 minutes, compared to 100,253 jobs with the Existing Network and 185,187 jobs with the Needs Network. In addition, the recommended Evolve Network would allow 37,958 jobs to be accessible from Edison Mall Transfer Center within 30 minutes, compared to 30,573 jobs for the Existing Network and 44,700 jobs for the Needs Network.

Figure 10-5: Population Accessibility by Funding Scenario- Edison Mall Transfer Center

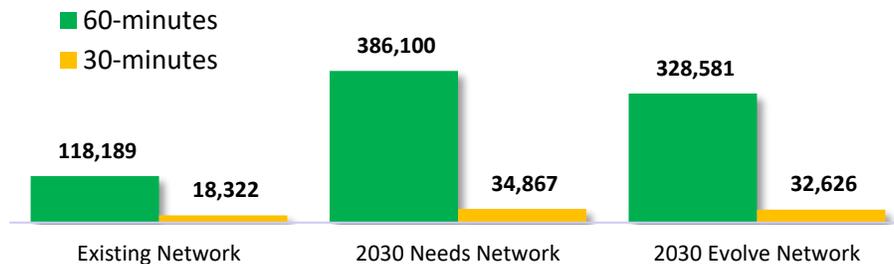
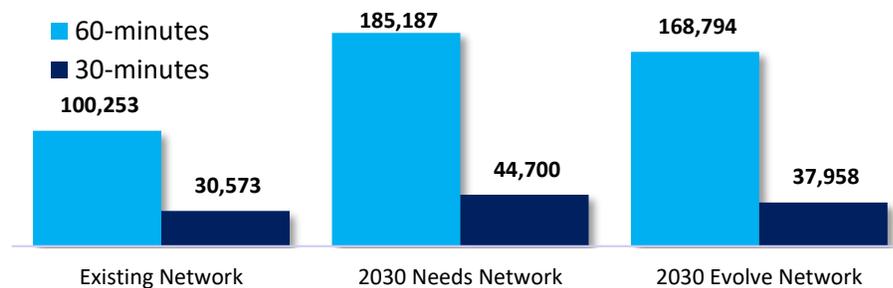


Figure 10-6: Employment Accessibility by Funding Scenario- Edison Mall Transfer Center



Beach Park-and-Ride

As shown in Figure 10-7, the recommended Evolve Network would allow 96,508 people to access the Beach Park-and-Ride within 60 minutes, compared to 50,773 people using the Existing Network and 108,037 people using the financially-unconstrained Needs Network. In addition, the recommended Evolve Network would allow 61,102 people to access the Beach Park-and-Ride within 30 minutes, compared to 11,897 people with the Existing Network and 65,247 people with the Needs Network.

For access to jobs, as shown in Figure 10-8, the recommended Evolve Network would allow 36,385 jobs to be accessible from the Beach Park-and-Ride within 60 minutes, compared to 26,196 jobs with the Existing Network and 38,476 jobs with the Needs Network. In addition, the recommended Evolve Network would allow 19,887 jobs to be accessible from the Beach Park-and-Ride within 30 minutes, compared to 6,534 jobs for the Existing Network and 20,280 jobs for the Needs Network.

Figure 10-7: Population Accessibility by Funding Scenario- Beach Park-and-Ride

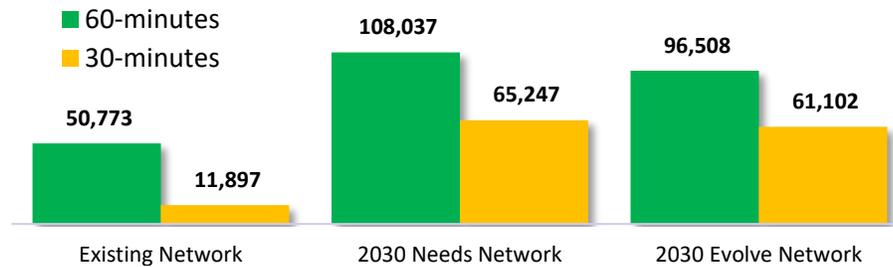
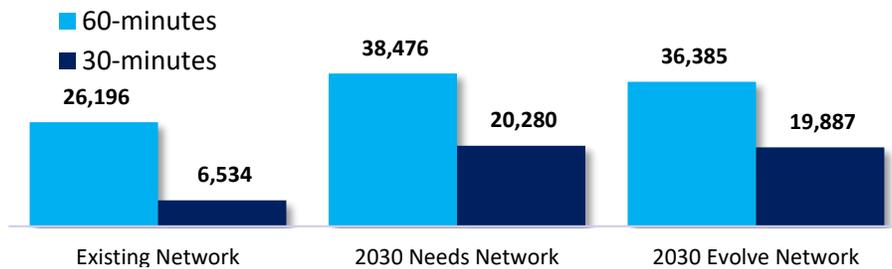


Figure 10-8: Employment Accessibility by Funding Scenario- Beach Park-and-Ride



10-Year TDP Financial Plan

A financial plan was developed to help facilitate the implementation of the Evolve Network for the LeeTran TDP. First, cost, revenue, and policy assumptions used to develop the financial plan are presented below. This is followed by a summary of cost and revenue projections for LeeTran. The summary includes annual costs for the service and capital/infrastructure/technology/policy improvements that are programmed for implementation within the next 10 years, together with supporting revenues that are reasonably expected to be available.

Operating Cost Assumptions

Numerous assumptions were made to forecast transit-operating costs from 2021 through 2030. These assumptions are based on a variety of factors, including service performance data from LeeTran, discussions with LeeTran staff, and industry data. The key operating cost assumptions are summarized below.

- Based on the Consumer Price Index (CPI) data for the last 10 years, from 2009 to 2018, an average annual inflation rate of 1.6 percent is used for all operating cost projections.
- Annual operating costs for fixed-route services were developed in coordination with LeeTran staff using historical LeeTran performance data. Based on fixed-route operating cost per revenue hour data from LeeTran’s 2019 NTD Report and CPI-based inflation, the cost for future operating enhancements is assumed at \$92.59 per revenue service hour.

- The hours of service and costs for MoD services are based on data for MoD recommendations in LeeTran’s 2020 COA. Revenue service hours calculated in the COA for each MoD zone and a cost of \$41.62 per revenue service hour were used to determine the operating costs for MoD services.
- Complementary ADA paratransit costs are based on FY 2019 NTD data and CPI-based inflation adjustments. Maintaining the current level of service was assumed as the only new route recommended is an express service, which does not require an expansion of ADA paratransit services.
- Maintaining the current vanpool service also was assumed. The cost for the program is based on FY 2019 NTD and CPI-based inflation adjustments.

Capital Cost Assumptions

Several assumptions were made to support the cost projections for the capital/infrastructure/technology needed to support the implementation of the enhanced LeeTran network. These capital cost assumptions are summarized as follows.

- Based on recent industry data available, the cost of each Transit Super Stop is assumed at \$750,000. However, this is a sketch-level cost assumption and, as the cost for Transit Super Stops in other areas have ranged from \$350,000 to \$2.4 million depending on the type of facility, LeeTran should revisit this cost assumption once it decides on the timing and desired components of these facilities.
- The cost of deploying TSP at an intersection is assumed at \$22,000 and converting two already existing right turn lanes to Queue Jump lanes is assumed at \$136,000 per intersection. These assumptions are based on recent data from national studies.
- Software costs, including rider and driver apps and dashboards, to support implementing MoD services are assumed at \$25,000 per zone. This cost assumption is based on similar MoD implementation cost estimates from other studies/MoD service providers.
- The cost for establishing Lehigh Acres Park-and-Ride is assumed at \$2.91 million, as provided by LeeTran staff. The total cost for the South Hub Park-and-Ride, also provided by LeeTran, is assumed at \$5.34 million.
- The Rosa Parks Intermodal Center expansion project cost is assumed at \$3.50 million, as provided by LeeTran staff.
- The vehicle replacement plan is a critical component of the financial plan and Table 10-2 shows the total replacement and expansion vehicles by year for the TDP. Replacement vehicles planned to be purchased include those necessary to replace vehicles within the existing fleet that will reach the end of their useful life within the TDP planning period. The cost of a regular 35- to 40-foot bus is assumed at \$505,000, and a smaller 23-foot cutaway bus (assumed for use in ADA paratransit and MoD services) is assumed at \$110,000. No other vehicle costs are assumed for the TDP.

Table 10-2: Vehicle Replacement and Acquisition Plan

Year	Maintain Redesigned Network		Expand/Add New Services*	
	Regular Buses	ADA Vehicles	Regular Buses	MoD Vehicles
2021	0	0	4	2
2022	0	1	0	4
2023	3	4	0	2
2024	5	2	3	4
2025	10	10	0	0
2026	22	15	0	0
2027	3	7	13	0
2028	0	11	0	0
2029	0	7	0	0
2030	4	0	0	0
Total	47	57	20	12

*Expansion vehicle totals, including regular buses and MoD vehicles, include spares.

- Additionally, the FTA-standard rate of 20-percent spare vehicle ratio was assumed for any new vehicle purchases.
- Vehicle life cycle assumptions are based on FTA standards and are shown in Table 10-3, including the cost of each vehicle type.

Table 10-3: Vehicle Unit Costs/Life Cycle Assumptions

Type	Useful Life (Years)*	Unit Cost (2020\$)
Fixed-Route Bus	14	\$505,000
MoD & ADA Vehicles	10	\$110,000

*Based on Default Useful Life Benchmark (ULB) by FTA's 2017 Asset Inventory Module Reporting Manual.

- An annual growth rate of 3 percent was used for the capital cost projections based on information from other recent Florida TDPs.

Policy/Other Cost Assumptions

When developing capital or operational improvements, it is important to anticipate supporting services such as additional planning resources and educational/marketing campaign costs.

- An expanded transit marketing and education campaign is assumed to be \$50,000 per year.
- The cost of the Transit Infrastructure and Accessibility Program is assumed at \$75,000 annually. This also include the development of a Bus Stop ADA Accessibility Transition Plan at \$350,000.
- The total cost to conduct a Local Transit Funding Source Evaluation is estimated at \$130,000 based on the anticipated costs for the two component studies: the Fare Structure Analysis (\$30,000) and the Countywide Municipal Transit Service Equity and Funding Study (\$100,000).

Revenue Assumptions

Several revenue-related assumptions were also used to project streams of revenues to support the 10-year TDP implementation. Revenue assumptions and projections for LeeTran are based on information from LeeTran, historical farebox performance data, and information on transit industry/FDOT funding programs. The basic structure/composition of LeeTran’s mix of funding sources today, including federal, state, local (County and cities), and agency-generated revenues (farebox, marketing) is expected to continue for the next 10 years.

The following additional key assumptions were used to project LeeTran TDP revenues.

- Annual grants/revenue information for existing federal, state, and local sources received from LeeTran for FY 2020 was used. Based on discussions with LeeTran, an annual growth rate of 3 percent was used to project the revenues for the 10-year TDP.
- A farebox recovery ratio of 13 percent (based on the most recent LeeTran farebox recovery data from NTD) was used to determine the fare revenues for the fixed-route bus services.
- Revenues from FTA Section 5307, 5310, 5311, and 5339 grants were assumed at \$9.5 million (in 2020\$) and are expected to continue throughout the TDP time period.
- Existing funds received from FDOT, including Service Development, Urban Corridor, and Block Grant funding, is assumed to be approximately \$4.5 million per year (in 2020\$).
- Based on LeeTran guidance, the contributions from the Lee County General Fund for FY 2020 is \$13.1 million. To account for any lingering impacts from the pandemic in the next two years, this plan assumes no increase in this allocation (i.e., no inflation applied) for FY 2021 and FY 2022.
- Other local sources of funding include monies from the Fort Myers CRA, City of Bonita Springs, and Lee County Beach and Shoreline at \$800,000 (in 2020\$).
- LeeTran marketing revenues are expected to generate \$900,000 per year (in 2020\$) while annual fare revenue from the Passport ADA paratransit service is assumed to generate \$697,000 (in 2020\$) annually.
- The Lehigh Acres and South Hub Park-and-Rides and Rosa Parks Transfer Center expansion are assumed to be covered by already earmarked federal grants totaling \$11.8 million.
- This plan also assumes the following additional new FDOT funding to support the implementation of key commuter-based and/or regional projects to improve the attractiveness of transit, especially for choice riders.
 - New FDOT Service Development grant to cover 50 percent of the annual cost of the Lehigh-North Fort Myers Express route for three years. Potential grant renewal for additional 3 years also is assumed with necessary justifications/modifications from any lessons learned.
 - New Urban Corridor Grant to fund the cost of increasing regional Route 240/600 frequency to every 30 minutes.

10-Year Cost/Revenue Summary

Table 10-4 summarizes the annual operating and capital costs and supporting revenues for LeeTran. As shown, it would cost \$321.9 million to operate the Evolve Network in the next 10 years with another \$68.7 million in capital costs to support the necessary fleet and capital infrastructure. The operating costs would continue to be funded mainly with a mix of local, state, and federal sources and fare revenues generated by existing and new transit services.

Figure 10-9 shows the operating and capital costs for the TDP and Figure 10-10 shows the total costs and revenues to support it.

Figure 10-9: Total Operating and Capital Costs

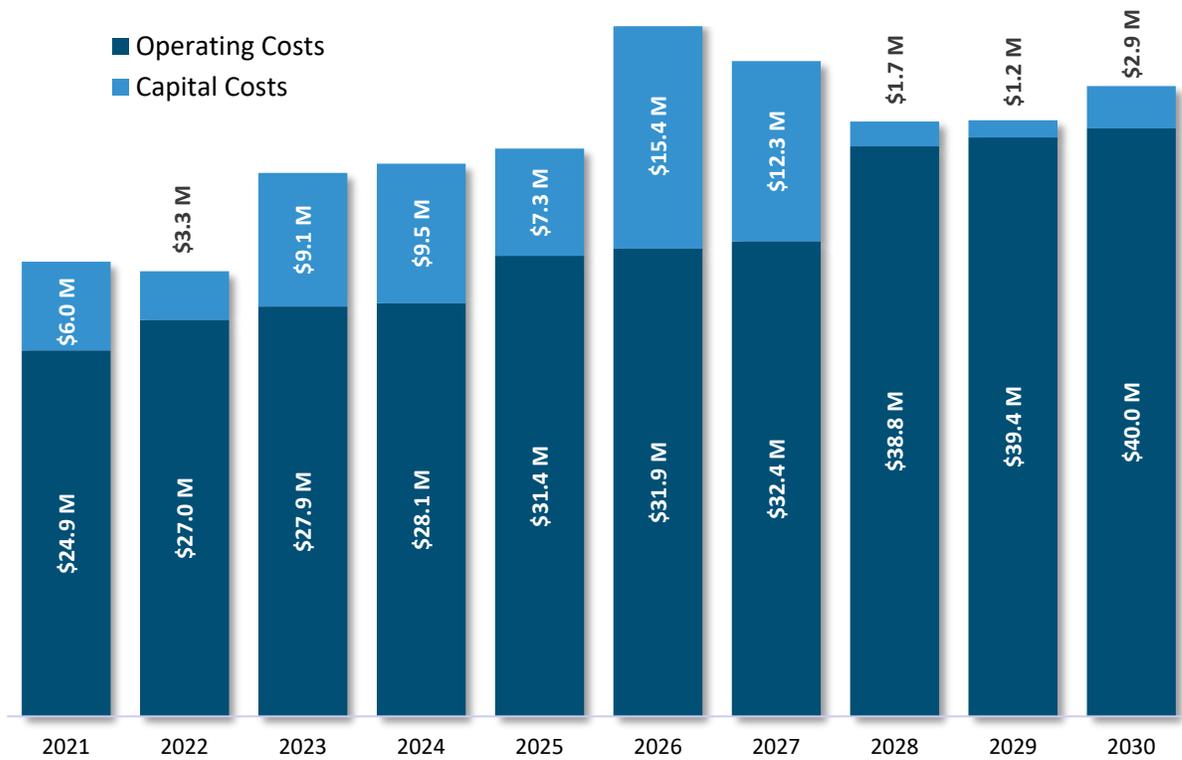
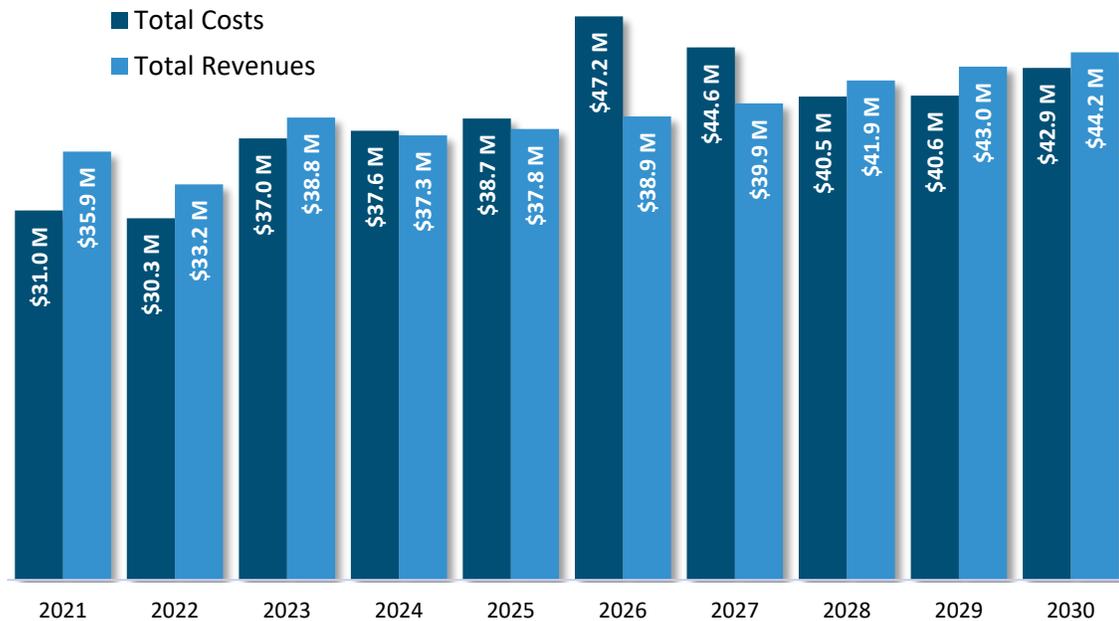


Table 10-4: 10-Year TDP – Costs and Revenues

Cost/Revenue	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10-Year Total
Operating Costs											
Evolve Network	\$17,736,631	\$19,710,035	\$20,506,138	\$20,618,611	\$23,730,604	\$24,100,089	\$24,475,328	\$30,823,668	\$31,303,592	\$31,790,989	\$244,795,686
ADA Paratransit/Passport Program	\$7,001,926	\$7,110,946	\$7,221,663	\$7,334,104	\$7,448,296	\$7,564,266	\$7,682,042	\$7,801,651	\$7,923,123	\$8,046,486	\$75,134,503
Vanpool Program	\$181,278	\$184,101	\$186,967	\$189,878	\$192,835	\$195,837	\$198,886	\$201,983	\$205,128	\$208,322	\$1,945,215
Total Operating Costs	\$24,919,835	\$27,005,081	\$27,914,768	\$28,142,594	\$31,371,735	\$31,860,193	\$32,356,256	\$38,827,302	\$39,431,843	\$40,045,797	\$321,875,403
Capital Costs											
Vehicles	\$2,420,500	\$583,495	\$2,496,881	\$6,426,655	\$7,129,536	\$15,236,107	\$12,126,556	\$1,532,792	\$1,004,675	\$2,714,711	\$51,671,909
Maintain Existing Fleet	\$0	\$116,699	\$2,136,281	\$3,089,522	\$7,129,536	\$15,236,107	\$2,810,262	\$1,532,792	\$1,004,675	\$2,714,711	\$35,770,585
Additional Vehicles for New Services	\$2,420,500	\$466,796	\$360,600	\$3,337,134	\$0	\$0	\$9,316,295	\$0	\$0	\$0	\$15,901,324
Other Capital/Infrastructure/Technology/Policy	\$3,627,016	\$2,726,513	\$6,604,241	\$3,078,826	\$173,891	\$149,257	\$153,734	\$158,346	\$163,097	\$167,990	\$17,002,911
TSP/Queue Jumps for Enhanced US 41 Transit	\$0	\$838,111	\$690,603	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,528,714
Expand Transit Marketing/Education	\$51,500	\$53,045	\$54,636	\$56,275	\$57,964	\$59,703	\$61,494	\$63,339	\$65,239	\$67,196	\$590,390
Initial MOD Software Costs	\$0	\$26,523	\$54,636	\$28,138	\$28,982	\$0	\$0	\$0	\$0	\$0	\$138,278
Transit Super Stops	\$0	\$1,591,350	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,591,350
Evaluate/Improve Bus Stop Infrastructure	\$77,250	\$79,568	\$81,955	\$84,413	\$86,946	\$89,554	\$92,241	\$95,008	\$97,858	\$100,794	\$885,585
Bus Stop ADA Accessibility Transition Plan	\$0	\$0	\$382,454	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$382,454
Lehigh Acres Park-and-Ride	\$0	\$0	\$0	\$2,910,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,910,000
South Hub Park-and-Ride	\$0	\$0	\$5,339,956	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,339,956
Rosa Parks Intermodal Center Expansion	\$3,498,266	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,498,266
Local Transit Funding Source Evaluation	\$0	\$137,917	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$137,917
Total Capital Costs	\$6,047,516	\$3,310,008	\$9,101,122	\$9,505,482	\$7,303,427	\$15,385,364	\$12,280,291	\$1,691,138	\$1,167,772	\$2,882,701	\$68,674,820
Revenues											
FTA Section 5307	\$6,971,334	\$7,180,474	\$7,395,888	\$7,617,764	\$7,846,297	\$8,081,686	\$8,324,137	\$8,573,861	\$8,831,077	\$9,096,009	\$79,918,526
FTA Section 5307 Flex Funds	\$1,545,000	\$1,591,350	\$1,639,091	\$1,688,263	\$1,738,911	\$1,791,078	\$1,844,811	\$1,900,155	\$1,957,160	\$2,015,875	\$17,711,694
FTA Section 5339	\$781,037	\$804,468	\$828,602	\$853,460	\$879,064	\$905,436	\$932,599	\$960,577	\$989,394	\$1,019,076	\$8,953,710
FTA Section 5311	\$369,221	\$380,298	\$391,707	\$403,458	\$415,561	\$428,028	\$440,869	\$454,095	\$467,718	\$481,750	\$4,232,705
FTA Section 5310	\$169,725	\$174,817	\$180,062	\$185,464	\$191,028	\$196,758	\$202,661	\$208,741	\$215,003	\$221,453	\$1,945,712
Grant Funding for Lehigh Acres/South Hub PNR, Rosa Parks Expansion	\$3,498,266	\$0	\$5,339,956	\$2,910,000	\$0	\$0	\$0	\$0	\$0	\$0	\$11,748,222
FDOT Service Development Grant	\$737,099	\$737,099	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,474,199
FDOT Urban Corridor Grant	\$1,727,824	\$1,779,659	\$1,833,048	\$1,888,040	\$1,944,681	\$2,003,022	\$2,063,112	\$2,125,006	\$2,188,756	\$2,254,418	\$19,807,565
FDOT Block Grant	\$2,121,833	\$2,185,488	\$2,251,053	\$2,318,584	\$2,388,142	\$2,459,786	\$2,533,580	\$2,609,587	\$2,687,875	\$2,768,511	\$24,324,437
New FDOT Urban Corridor Grant - 30-min. Freq. on Route 240/600	\$0	\$0	\$0	\$0	\$1,680,699	\$1,706,867	\$1,733,443	\$1,760,433	\$1,787,843	\$1,815,680	\$10,484,964
New FDOT Service Development - Lehigh-North Fort Myers Express	\$0	\$0	\$0	\$0	\$387,115	\$393,142	\$399,263	\$405,480	\$411,793	\$418,205	\$2,414,999
Lee County Beach & Shoreline	\$299,340	\$308,320	\$317,569	\$327,096	\$336,909	\$347,017	\$357,427	\$368,150	\$379,194	\$390,570	\$3,431,593
Lee County General Funds	\$13,100,000	\$13,100,000	\$13,493,000	\$13,897,790	\$14,314,724	\$14,744,165	\$15,186,490	\$15,642,085	\$16,111,348	\$16,594,688	\$146,184,290
Fort Myers/CRA Contribution for Service provided	\$408,624	\$420,882	\$433,509	\$446,514	\$459,910	\$473,707	\$487,918	\$502,556	\$517,632	\$533,161	\$4,684,412
Bonita Springs Contribution for Service provided	\$145,663	\$150,032	\$154,533	\$159,169	\$163,945	\$168,863	\$173,929	\$179,147	\$184,521	\$190,057	\$1,669,858
Fixed Route Fare Revenue	\$2,389,426	\$2,655,276	\$2,762,525	\$2,777,677	\$3,196,915	\$3,246,691	\$3,297,242	\$4,152,472	\$4,217,126	\$4,282,786	\$32,978,137
ADA Paratransit Fare Revenue	\$718,506	\$740,061	\$762,263	\$785,130	\$808,684	\$832,945	\$857,933	\$883,671	\$910,181	\$937,487	\$8,236,861
LeeTran Marketing Revenue	\$927,000	\$954,810	\$983,454	\$1,012,958	\$1,043,347	\$1,074,647	\$1,106,886	\$1,140,093	\$1,174,296	\$1,209,525	\$10,627,016
Total Revenues	\$35,909,896	\$33,163,034	\$38,766,259	\$37,271,368	\$37,795,931	\$38,853,839	\$39,942,301	\$41,866,107	\$43,030,916	\$44,229,250	\$390,828,902
10-Year Cost & Revenue Summary											
Total Revenues	\$35,909,896	\$33,163,034	\$38,766,259	\$37,271,368	\$37,795,931	\$38,853,839	\$39,942,301	\$41,866,107	\$43,030,916	\$44,229,250	\$390,828,902
Total Costs	\$30,967,351	\$30,315,089	\$37,015,890	\$37,648,076	\$38,675,162	\$47,245,557	\$44,636,547	\$40,518,440	\$40,599,615	\$42,928,497	\$390,550,223
Revenues Minus Costs	\$4,942,545	\$2,847,945	\$1,750,369	(\$376,707)	(\$879,230)	(\$8,391,718)	(\$4,694,245)	\$1,347,667	\$2,431,301	\$1,300,752	
Rollover from Previous Year	\$0	\$4,942,545	\$7,790,490	\$9,540,858	\$9,164,151	\$8,284,921	(\$106,797)	(\$4,801,042)	(\$3,453,375)	(\$1,022,074)	
Surplus/Shortfall	\$4,942,545	\$7,790,490	\$9,540,858	\$9,164,151	\$8,284,921	(\$106,797)	(\$4,801,042)	(\$3,453,375)	(\$1,022,074)	\$278,679	\$278,679

Figure 10-10: Total Costs and Revenues



10-Year TDP Implementation Plan

The implementation plan presented in Table 10-5 outlines improvements that are funded in the 10-Year TDP, as well as unfunded needs.

The table also shows the implementation years, operating and capital costs associated with the improvements, and type of anticipated funding sources for the plan. It should be noted that the schedule shown in the table does not preclude the opportunity to delay or advance any projects. As priorities change, funding assumptions do not materialize, and/or more funding becomes available, this project implementation schedule should be adjusted.

Table 10-5: 10-Year Implementation Plan and Unfunded Needs

TDP Improvements	Implem. Year	Annual Operating Cost (2020\$)	Total Capital Cost (2020\$)	Potential Revenue Source
EVOLVE Network				
Service Improvements				
Implement Redesigned COA Network	2022	\$16,378,805	\$28,195,616	Existing
Enhanced Transit on US 41 (Route 140)	2022	\$2,731,502	-	Existing
12-Minute Frequency on Blue Trolley	2022	\$86,025	-	Existing
North Fort Myers MoD	2023	\$233,530	\$220,000	Existing
Shell Point MoD	2023	\$233,530	\$220,000	Existing
Cape Coral MoD	2024	\$233,530	\$220,000	Existing
Estero MoD	2025	\$233,530	\$220,000	Existing
West Lehigh Acres MoD	2025	\$77,521	\$220,000	Existing
North Fort Myers-Lehigh Acres Express	2025	\$716,672	\$1,010,000	FDOT Service Dev/Local
30-Minute Frequency on Following Routes				
<i>Route 10</i>	2025	\$406,404	\$505,000	Existing
<i>Route 110</i>	2025	\$894,252	\$505,000	Existing
<i>Route 240/600</i>	2025	\$1,555,753	\$505,000	FDOT Urban Corridor
<i>Route 30</i>	2028	\$354,036	\$1,010,000	Existing
<i>Route 50</i>	2028	\$1,200,102	\$1,515,000	Existing
<i>Route 70</i>	2028	\$981,438	\$1,010,000	Existing
<i>Route 170</i>	2028	\$735,746	\$1,010,000	Existing
45-Minute Frequency on Route 595	2028	\$522,597	\$505,000	Existing
60-Minute Frequency on Route 150	2028	\$178,890	\$505,000	Existing
Cape Coral Express	Unfunded	\$358,336	\$505,000	n/a
Midtown-Downtown Circulator	Unfunded	\$1,206,676	\$1,010,000	n/a
Lee-Collier Commuter Express on I-75	Unfunded	\$716,672	\$1,010,000	n/a
Airport to Downtown Fort Myers LX	Unfunded	\$832,229	\$1,010,000	n/a
FGCU-Lehigh Acres Connector	Unfunded	\$832,229	\$1,010,000	n/a
Capital/Infrastructure/Technology/Policy Improvements				
Rosa Parks Intermodal Center Expansion	2021	-	\$3,498,266	Existing
Local Transit Funding Source Evaluation	2022	-	\$130,000	Existing
Transit Super Stops (Two Facilities)	2022	-	\$1,500,000	Existing
South Hub Park-and-Ride	2023	-	\$5,339,956	Existing
Bus Stop ADA Accessibility Transition Plan	2023	-	\$350,000	Existing
Lehigh Acres Park-and-Ride	2024	-	\$2,910,00	Existing
Improve Bus Stop Infra. & Accessibility	2021-30	-	\$75,000	Existing
Transit Marketing/Education Program	2021-30	-	\$50,000	Existing
TSP/Queue Jumps-US 41 Enhanced Transit	2022 -23	-	\$1,422,000	Existing
MoD Software Costs (5 Zones)	2022 -25	-	\$125,000	Existing
Additional Technology Upgrades	Unfunded	-	TBD	n/a
MoD Service Expansions	Unfunded	-	TBD	n/a

SECTION 11 PLAN IMPLEMENTATION AND COORDINATION

Obtaining the support of decisionmakers who approve LeeTran’s budget that is required to implement the TDP is only the first step in a longer process of bringing the TDP to fruition. This section provides key elements to consider as LeeTran implements its plan to successfully grow the system into the vision that is outlined in this TDP.

Plan Implementation - Action Steps

As it was clearly shown with the ongoing COVID-19 pandemic, unexpected changes in operating environment can occur at varying scales and, therefore, adoption of the TDP does not necessarily mean that LeeTran will be able to adhere to the implementation plan according to schedule. The action items listed below should be carefully considered and followed through to ensure that public support and funding and operational support are preserved until the next major TDP update.

- **Secure Funding for the Plan** – Review each recommendation and outline steps to take in the current year and succeeding years to secure the best chance possible of obtaining the needed funding. Identify potential grants and apply for funding to implement transit alternatives, and use the information provided in the TDP to develop project applications, including defining/describing the projects, justifying needs, providing service and operational parameters, outlining a proposed budget, and providing performance measures.
- **Establish a Blueprint for Operational Support** – Using the operational data developed as part of the COA as a base, establish a blueprint to determine how a recommended alternative will be incorporated into LeeTran network from an operational perspective.
- **Engage FDOT as a Partner** – LeeTran’s effective and timely coordination with regional representatives during the development of this plan has put the transit agency on a strong foundation for obtaining support from its regional partners, especially FDOT. Continuing to engage FDOT District One transit staff is a key and mutually beneficial endeavor as both LeeTran and FDOT share a lot of common goals when it comes to making travel using alternatives an easier, more efficient, greener, and attractive option.
- **Maximize the Use of TDP** – Use the adopted TDP, as approved by Lee County, as a tool to justify and explain the reasons for continued investments in transit services and facilities. With the effort LeeTran has put in, the return on investment from conducting this TDP should span at least over the next four years, until the next major update is undertaken. One of the goals of LeeTran, therefore, should be to maximize this community-supported and elected officials-approved strategic blueprint at every turn possible to reach its implementation objectives.

- **Motivate** using **TDP Annual Progress Report** – In addition to being a requirement for funding, FDOT has provided Florida’s transit agencies with another tool to help keep the TDP major updates “living documents.” The TDP Annual Progress Reports for the next four years can be used to keep the TDP alive and to provide the needed motivation to reiterate the benefits of the recommended alternatives.

Continued Marketing/Outreach

A carefully crafted plan to promote the TDP after adoption will improve the likelihood of achieving the implementation plan. During the TDP process, LeeTran has conducted extensive public outreach as part of its public involvement component that can be leveraged and expanded to market other planning efforts, such as service initiation efforts, marketing programs and campaigns, and budget plans. The ‘Evolve’ branding used for the TDP can serve as the foundation for a post-TDP marketing campaign.

TDP Executive Summary as an Effective Tool

A concise and user-friendly summary document with key information from the TDP may work best rather than a large report with technical details when soliciting support from the general public and/or stakeholders. The LeeTran TDP Executive Summary, which will be completed after plan adoption, should be used as a promotional tool and an effective medium to continue generating support for the TDP’s recommendations.

Building on TDP Efforts/Relationships

Throughout the TDP public involvement process, which included members of the general public as well as numerous stakeholders, LeeTran identified various advocates while also educating the public and can leverage these relationships to continue building support for the implementation strategies. These individuals may serve as facilitators for a “grassroots” outreach program or could become transit cheerleaders/ambassadors that can provide a foundation/support network for future outreach, especially at a time that LeeTran is launching a redesign of its network. These future efforts can build upon the tools and lessons afforded by the TDP and aid in prioritizing specific target markets to engage.

Plan Coordination/Integration - Action Steps

In the future, LeeTran should consider coordination of the TDP major updates with other planning efforts:

- **Coordinate** with **Other Plans** – Ensuring consistency with key state, regional, and local plan priorities should be a primary focus of the LeeTran TDP. Coordinating the timing of the TDP with the new Transit Asset Management Plan requirement should be considered, as both plans are designed to govern investment strategies based on needs.

- **Inform Other Plans** – The analyses completed during the TDP can be used to help update required plans for ADA access and Title VI service provisions, as it documents how the system will meet or serve older adults, persons with disabilities, and populations that fall under Title VI protections. The adopted TDP can also be useful for other entities with subsequent planning efforts, such as local comprehensive plans, area redevelopment plans, plans to develop affordable housing, and Florida’s SIS Needs Plan.
- **Assess Periodically for Efficiency** – While LeeTran may have just completed a COA, with potential implementation of a redesigned network over time, it is recommended that LeeTran consider another service efficiency assessment in three to five years after the new system launch and repeat it at least every five years to maintain operational health. Effective coordination on the timing of a COA may be beneficial in the goal to provide efficient transit services. Just as LeeTran effectively used the COA just completed, the findings of a COA can again be fed into the capital and operational recommendations for the initial years of the 10-year plan so that near-term system improvements can be set in a more efficient manner.

Appendix A: Other Transportation Providers

Table A-1: Other Providers

Provider	Types of Services Provided			Levels of Service		Fare Structure	Types of Vehicles	Phone	Email
	General Service Area (Counties)	Eligible Purposes	Eligible Riders	Days	Hours				
Other Transportation Providers									
Amtrak	Statewide	All	All	Mon-Sun	24/7	Varies; Seniors 62 or older and/or disabled -15% discount	Metro-Rail	(800) 872-7245	
Apple Airport Transportation	Collier, Lee	All	Disabled, Private Pay Consumer	Mon-Sun	24/7	Varies	Limousine/Luxury Car, Van	(239) 482-1200	info@apletransportation.com
Blue Bird Taxi and Yellow Cab Company	Collier, Lee	All	Disabled, Elderly, Private Pay Consumer	Mon-Sun	24/7	Varies	Taxi, Van, Wheelchair Van	(239) 275-8294	
Blue Marlin Transportation Taxi Car Service	Collier, Lee	Medical, Other	Disabled, Private Pay Consumer	Mon-Sun	24/7	Taxi -\$2.75 pickup, plus \$2.25 /mile	Limousine/Luxury Car, Taxi	(239) 390-1941	bluemarlintrans@yahoo.com
Blue Ray Transport LLC	Collier, Lee	Medical, Other	Disabled, Elderly	Mon-Fri	9:00AM-5:00PM	Approximately \$50.00-\$75.00 for local round trip, plus \$2.00 - \$3.00 per mile.	Wheelchair Van	(941) 584-8731	bluerayllc@gmail.com
Cape Coral Mini-Bus Service	Lee	Medical, Other, Shopping	Disabled, Elderly	Mon-Fri	7:30AM-4:00PM	\$12 round trip. Fee assistance available for low income riders. \$15 registration fee.	Ambulatory Van, Bus, Wheelchair Van	(239) 574-0573	kwatts@capecoral.net
Checker - Metro Cab	Collier, Lee	All	Disabled, Private Pay Consumer	Mon-Sun	24/7	\$2.75 pick up \$2.25/mile	Taxi	(239) 274-5000	yellowcabflorida@yahoo.com
Doctors Transport Service	Charlotte, Hillsborough, Lee, Manatee, Sarasota	All	Cancer Patient, Disabled, Elderly, Private Pay Consumer	Mon-Sun	Mon-Sat 5:00 AM-9:00PM; Sun 5:00AM-5:00PM	Fees are needs based	Ambulatory Van, Non-Emergency Stretcher Van, Wheelchair Van	(941) 924-4990	info@doctortransport.com

Source: findarideflorida.org

Table A-1: Other Providers (continued)

Provider	Types of Services Provided			Levels of Service		Fare Structure	Types of Vehicles	Phone	Email
	General Service Area (Counties)	Eligible Purposes	Eligible Riders	Days	Hours				
Other Transportation Providers									
Faith in Action of Southwest Florida - Ft. Myers	Lee	Medical	All	Mon-Fri	9:00AM-2:00PM	Varies	Car	(239) 332-1159	fia@ccmileecounty.com
Fallon Transport LLC	Collier, Lee	All	All	Mon-Sun	8:00AM-4:30PM	Base fare that includes first 10 miles, plus \$1.50/additional mile, add \$25.00 for afterhours/weekend	Ambulatory Van, Non-Emergency Stretcher Van, Van, Wheelchair Van		fallontransportfla@yahoo.com
Interfaith Caregivers of South Lee, Inc.	Lee	All	All	Mon-Sat	M-F 4:30AM-7:30PM; S-8:00AM-12:00PM	Free	Car	(239) 267-3510	icslee@embarquemail.com
Lee County Mini Bus, Inc.	Lee	Errands, Medical, Shopping	Elderly, Private Pay Consumer, Veterans	Mon-Fri	9:00AM-5:00PM	\$25.00 round trip or more depending on distance and destination	Car	(239) 878-4223	leecountyminibus@gmail.com
Lyft	All	All	All	Mon-Sun	24/7	Varies	Car		
My Concierge Solutions	Collier, Lee	Errands, Medical, Other, Recreation, Shopping	Cancer Patient, Disabled, Elderly, Private Pay Consumer, Veterans	Mon-Sun	24/7	\$25.00 per hour	Car, Limousine/Luxury Car	(239) 398-3188	myconciergesolutions@yahoo.com
MyDriver	Collier, Lee	All	Disabled, Elderly, Private Pay Consumer	Mon-Sun	8:00AM-10:00PM	Within Naples and surrounding areas \$35 per hour; outside of Naples \$40 per hour	Car	(239) 653-7882	info@mydrivernaples.com
Only Way to Go Transport LLC	Lee	All	Disabled, Private Pay Consumer	Mon-Sun	24/7	Wheelchair Van - \$80 round trip; Stretcher Van - \$120 one way; Mileage \$2.50/mile	Non-Emergency Stretcher Van, Wheelchair Van	(239) 878-9473	nychjw@aol.com
Premier SW FL Transportation	Lee	All	Elderly, Private Pay Consumer	Mon-Sun	24/7	Varies; special rates for seniors	Car, Limousine/Luxury Car, Mini-Bus	(239) 246-5076	info@premiertransportations.com

Source: findarideflorida.org

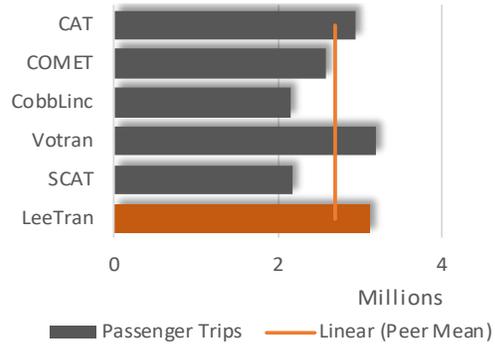
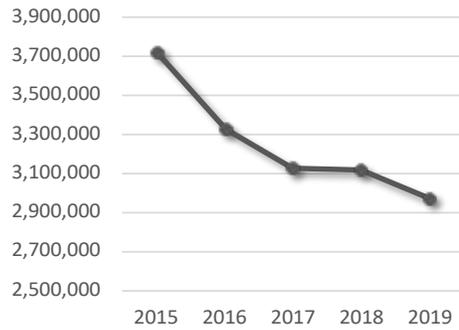
Table A-1: Other Providers (continued)

Provider	Types of Services Provided			Levels of Service		Fare Structure	Types of Vehicles	Phone	Email
	General Service Area (Counties)	Eligible Purposes	Eligible Riders	Days	Hours				
Other Transportation Providers									
Royal Floridian Transportation Company	Charlotte, Lee	Medical, Other	Disabled, Elderly, Private Pay Consumer	Mon-Sun	24/7	Varies	Limousine/Luxury Car	(239) 433-2255	info@royal-floridian.com
Sanibel Double D - Taxi & Shuttle	Collier, Lee, Miami-Dade, Palm Beach	All	Disabled, Elderly, Private Pay Consumer	Mon-Sun	4:30AM-1:00AM	Sanibel Island to Ft. Myers Airport \$50-\$65	Car, Limousine/Luxury Car, Mini-Bus	(239) 472-3458	sanibeldoubled@aol.com
Santiva Cab Airport Shuttle-Taxi Service	Charlotte, Collier, Lee	All	All	Mon-Sun	1:00AM-1:00PM	Rates range from \$10.00 to \$20.00 on Sanibel and \$30.00 between islands.	Taxi	(239) 472-0151	info@santivacab.com
Senior Friendship Centers, Inc. of Sarasota County	Lee, Sarasota	All	Disabled, Elderly	Mon-Fri	9:00AM-3:00PM	Free	Wheelchair Van	(941) 952-0911	
St. Francis Xavier Parish Ministry Services for the Elderly	Lee	Medical, Other, Shopping	All	Mon-Thur	8:30AM-5:00PM	Free	Car	(239) 334-0882	
Uber	All	All	All	Mon-Sun	24/7	Varies	Car		
Wheelchair Getaways of Ft. Myers	Charlotte, Collier, Hendry, Lee, Monroe	All	Disabled, Elderly, Private Pay Consumer	Mon-Fri	9:00AM-5:00PM	100 free miles per day, \$0.35 per mile over 100	Wheelchair Van	(239) 910-2475	missannabell@msn.com
Wheelchair Transport Service	Charlotte, Collier, De Soto, Glades, Hardee, Hendry, Highlands, Hillsborough, Lee, Manatee, Miami-Dade, Pasco, Pinellas, Sarasota	All	All	Mon-Sun	24/7	No Charge for Medicaid approved rides; varies for others.	Airplane, Ambulance, Ambulatory Van, Bus, Car, Mini-Bus, Non-Emergency Stretcher Van, Taxi, Van, Wheelchair Van	(239) 337-2222	bob@wheelchairtransport.com
Wheeler's Handicapped Accessible Van Rentals	Brevard, Duval, Escambia, Lee, Leon, Orange, St. Johns	All	Disabled, Private Pay Consumer	Mon-Sat	8:00AM-5:00PM	Varies	Wheelchair Van	(800) 795-5939	contactus@mobilitytransport.com

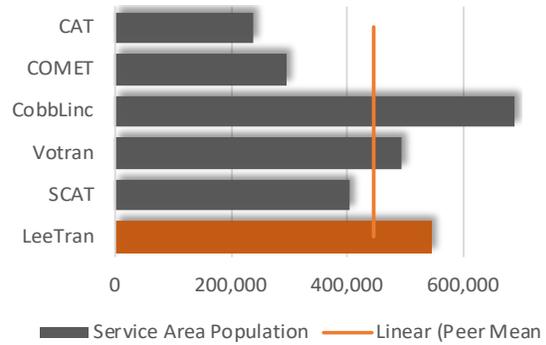
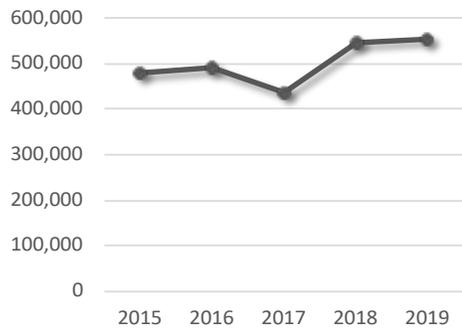
Source: findarideflorida.org

Appendix B: Peer and Trend Analysis

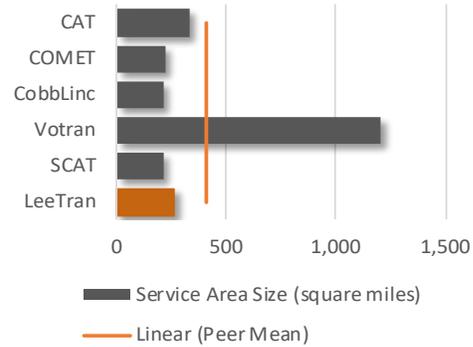
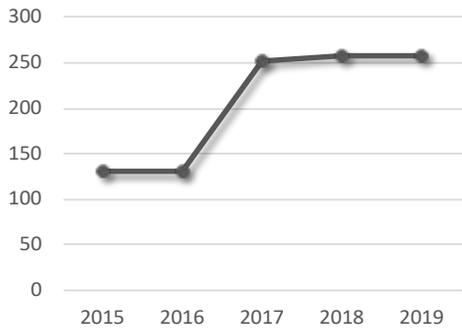
Passenger Trips



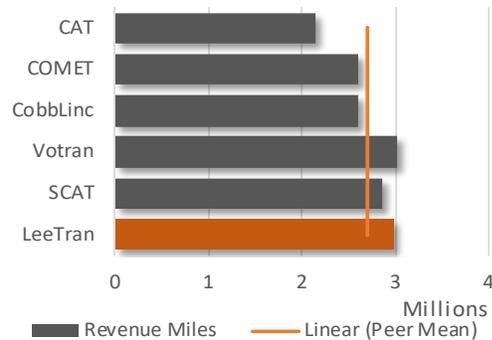
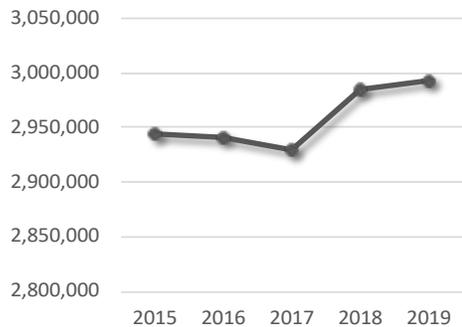
Service Area Population



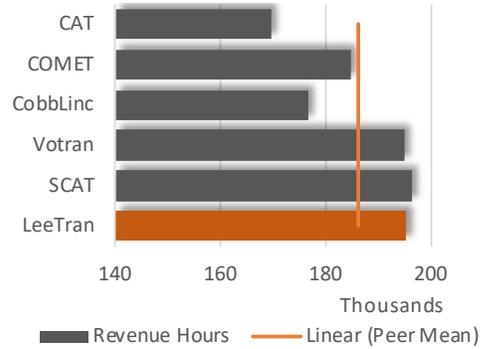
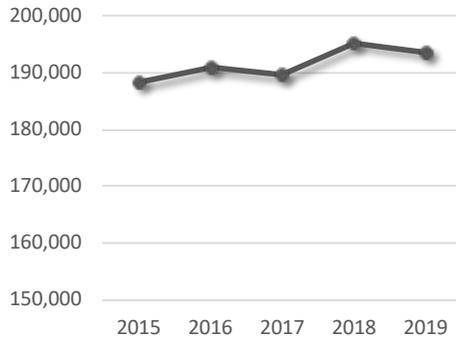
Service Area Size



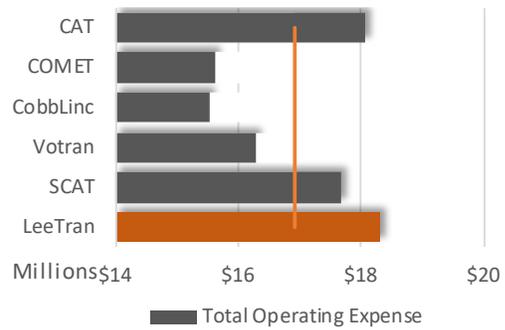
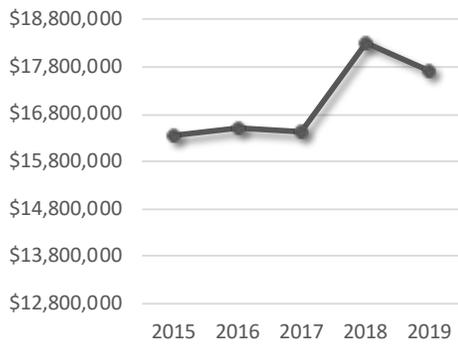
Revenue Miles



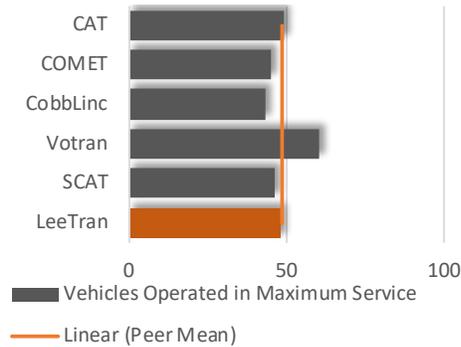
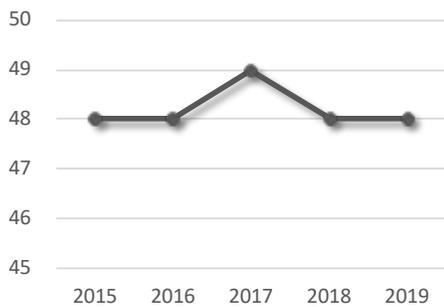
Revenue Hours



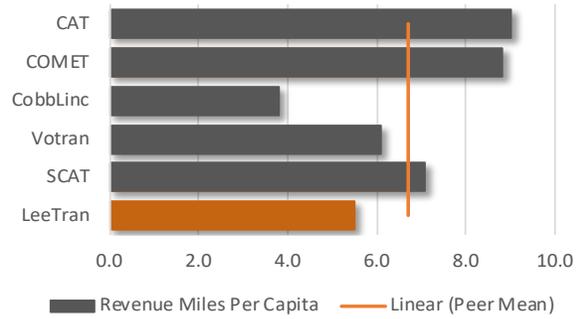
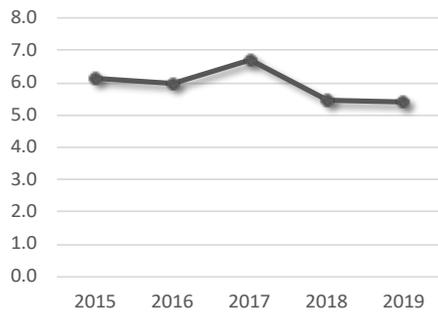
Total Operating Expense



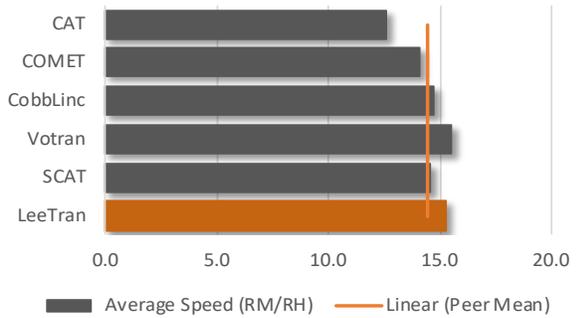
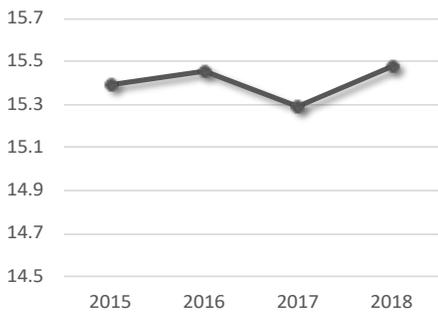
Vehicles Operated in Maximum Service



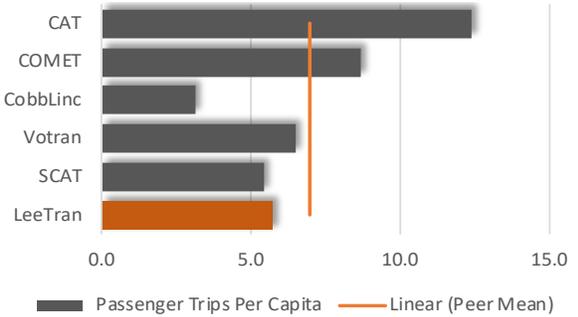
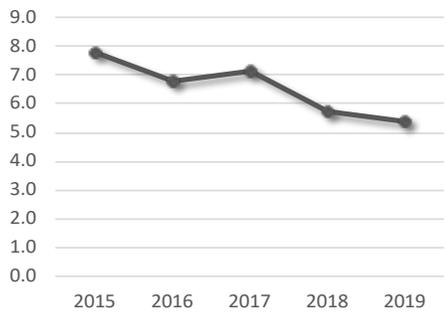
Revenue Miles per Capita



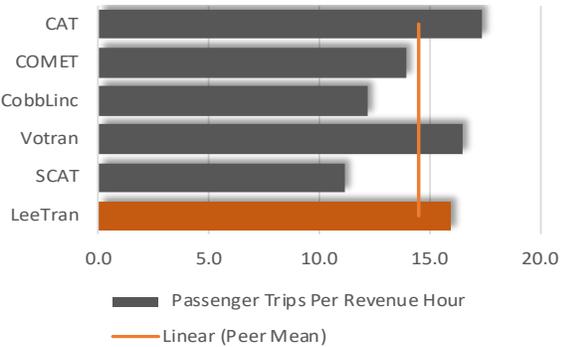
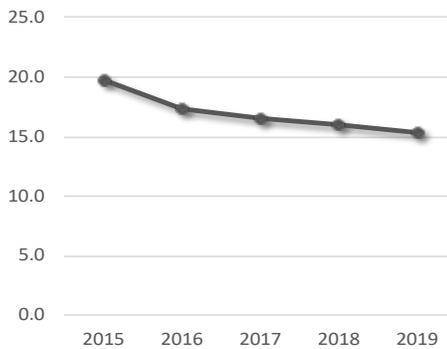
Revenue Miles per Revenue Hour



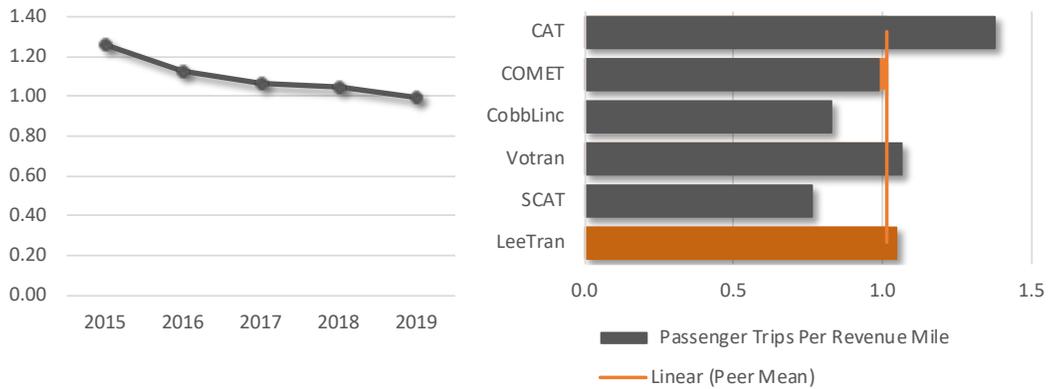
Passenger Trips per Capita



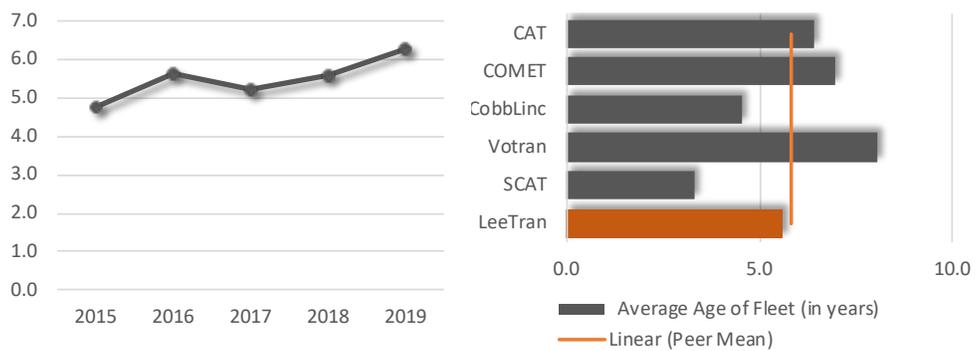
Passenger Trips per Revenue Hour



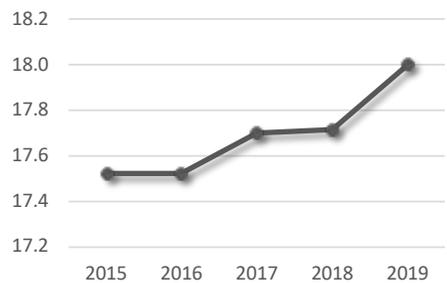
Passenger Trips per Revenue Mile



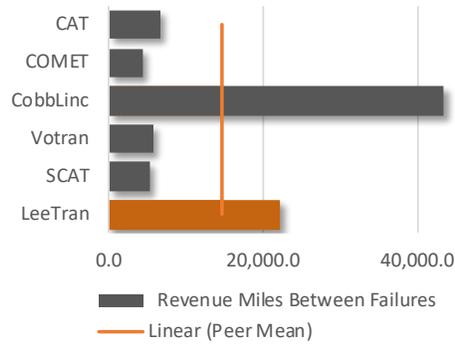
Average Age of Fleet



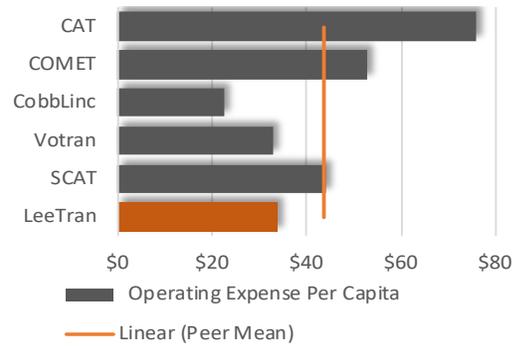
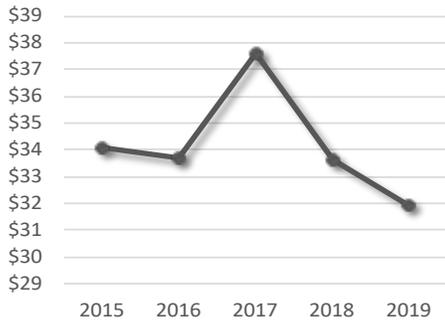
Weekday Span of Service (hours)



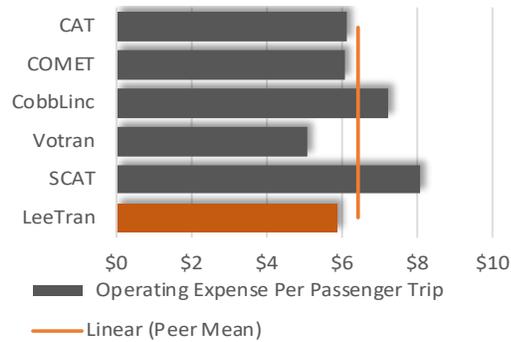
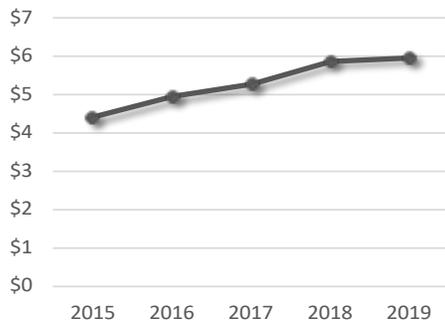
Revenue Miles Between Failures



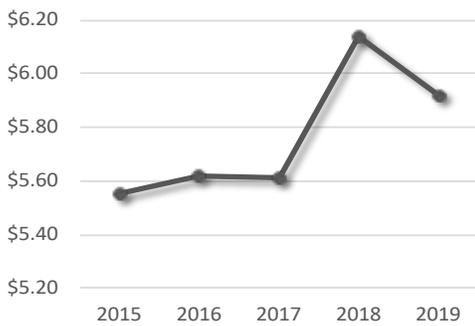
Operating Expense per Capita



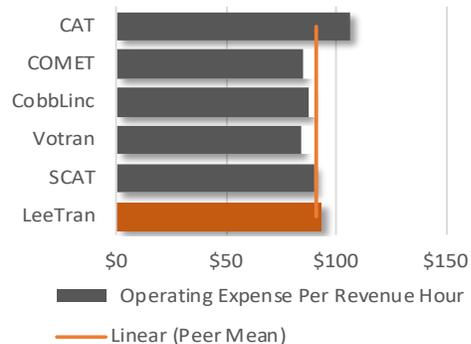
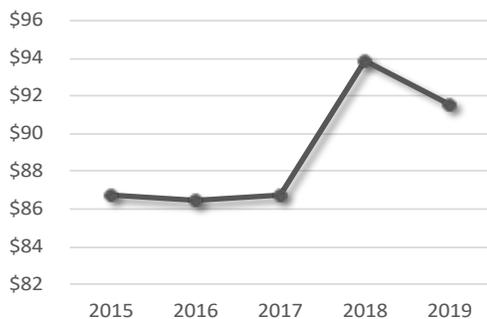
Operating Expense per Passenger Trip



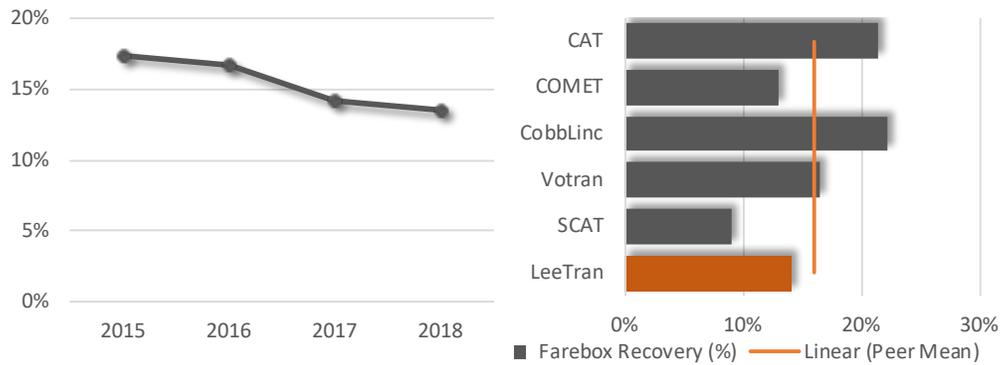
Operating Expense per Revenue Mile



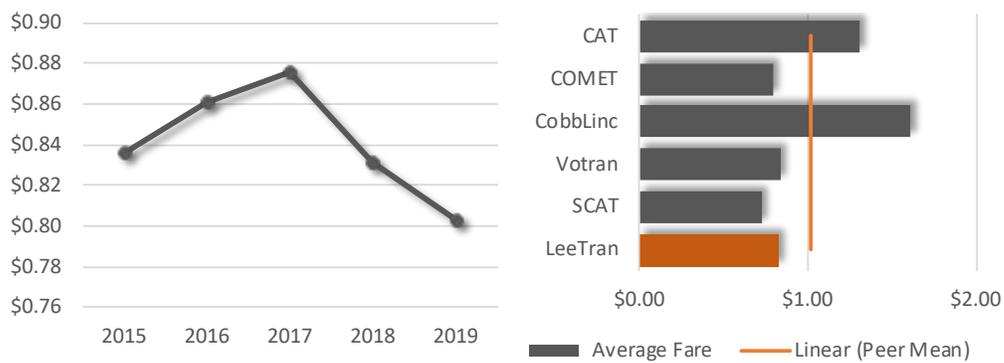
Operating Expense per Revenue Hour



Farebox Recovery (%)



Average Fare



Appendix C: Farebox Recovery Report

Current Farebox Recovery Ratio

The farebox recovery ratio (FRR) for LeeTran, the public transportation provider for Lee County, was 13.47 percent for all fixed-route services in fiscal year (FY) 2019. This number reflects a 29 percent decrease over the five-year period from FY 2015 to FY 2019.

Prior Year Fare Studies and Changes

The last LeeTran fare change was implemented in FY 2014. As a result, the current full fare on the fixed-route system is \$1.50, and \$0.75 for the reduced fare.

Strategies That Will Affect the Farebox Recovery Ratio

The 2021-2030 Transit Development Plan (TDP) Major Update identifies strategies that will be used to maintain or increase the farebox recovery ratio, including the following:

- Continue planned program to replace the existing, outdated farebox equipment on all vehicles so LeeTran's fare structure can evolve to include smartcard technology and mobile fare payment to help enhance the fare collection process, minimize cash handling, and attract new patrons who may be put off by transit because of the fare payment process.
- Monitor key performance measures for individual fixed-routes.
- Ensure that transit serves major activity centers, potentially increasing the effectiveness of service.
- Continue to transition Transportation Disadvantaged (TD) and ADA passengers to fixed-route services to increase ridership.
- Increase ridership through enhanced marketing and community relations activities.
- Provide local employers with incentives for transit use.
- Implement a fare increase by FY2023 and evaluate the fare structure at least every three years.
- Monitor opportunities to secure additional funding to improve frequencies on existing routes to make service more attractive to new riders.
- Add additional buses to improve frequencies and improve the customer experience and attract new riders.
- Minimize costs required to operate and administer transportation services.
- Conduct on-board surveys at least every four years to gather information on how to make services more convenient and useful to patrons.
- Complete ongoing preventative maintenance activities and repair/replace fareboxes as needed to ensure the fare collection equipment is performing at optimum capacity.

Appendix D: Public Involvement



EVOLVE

Rethink. Revitalize. Reinvent.



LeeTran – Lee County Transit PUBLIC INVOLVEMENT PLAN

Draft – May 2020

PREPARED BY



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1.0 Overview

This Public Involvement Plan (PIP) summarizes the project background, goals, and public outreach activities for the LeeTran Transit Development Plan (TDP). LeeTran is a department of Lee County government and is responsible for operating the public transit system that serves the county. The LeeTran TDP seeks to establish the vision for public transportation growth and advancement in Lee County, and the region, over the next 10 years.

The PIP ensures that the TDP reflects the diverse values and needs of the communities it serves. The Florida Department of Transportation (FDOT) requires that all transit agencies receiving State Block Grant funding prepare a major TDP update every five years, with annual minor updates and monitoring in the interim years. 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.

This PIP has been developed in accordance with Florida Rule 14-73.001, which requires that the creation of a TDP includes public input. The formal PIP is then submitted for review and approval by the local FDOT District (“the Department,” as referenced in the rule) before the PIP can be put into effect. Pertinent language from the rule is as follows:

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. – Florida Rule 14-73.001

The goal of the PIP is to engage key stakeholders and reach a broad public spectrum to gather valuable public feedback on the transit needs, priorities, and implementation strategies in place and forthcoming to enhance public transportation in the Lee County region. The PIP outlines strategies that encourage community input and buy-in. It provides ample opportunity for the public, State and local agencies, elected officials, and other interested stakeholders to understand the components of the plan and its benefits by providing open, two-way communication.

The following plan has been developed to illustrate how LeeTran will engage the public and stakeholder groups to inform the TDP.

2.0 Project Description and Background

This project seeks to collect local data to document and assess pertinent conditions within the overall service area in which LeeTran operates. Lee County provides a public transportation program through LeeTran that includes regular and seasonal fixed-route services in addition to trolley, tram, and vanpool services. It also provides an ADA paratransit service called Passport in areas where LeeTran fixed-route buses operate. LeeTran serves the municipalities of Fort Myers, Cape Coral, Fort Myers Beach, Estero, Bonita Springs and its beaches, Lehigh Acres, and North Fort Myers. It also provides service to Southwest Florida International Airport and many parks and public attractions.

LeeTran helps improve the quality of life for Lee County residents and visitors by offering services in a cost-efficient and readily-accessible manner while delivering intermodal means of travel. LeeTran also reduces the impact of traffic congestion on major roads in urban areas of the county by providing an alternative to travel by personal automobile.

LeeTran Mission

LeeTran’s mission is to operate an efficient and effective transportation system through maintaining and improving transit services that stimulate economic development and strengthen mobility for transit users. LeeTran aims to be the preferred transportation mode in Lee County, providing mobility for citizens and visitors while increasing the desirability, livability, and sustainability of Lee County.

3.0 TDP Public Involvement Process

The public involvement process for the development of the TDP seeks transit user and non user public input on transit needs, priorities, and implementation strategies to enhance public transportation in Lee County and the region. In an effort to use the TDP process to improve the way LeeTran provides service, this public outreach effort will ensure that a broad range of groups are consulted as part of the process, including passengers, major employers, social service providers, LeeTran employees, and the general public.

The objectives of the Public Involvement Plan are to:

- Develop an engaging communication model that will promote a two-way dialogue and keep the general public and all stakeholder groups informed about the status of the project
- Clearly define the TDP purpose and objectives early in the process
- Educate the public and present information by promoting proactive and early public involvement opportunities
- Solicit input from the public throughout the planning process and provide several access points to the community to share their input
- Identify tools to gather information from stakeholders who cannot participate in meetings, such as via websites, email, online surveys, and social networking tools
- Integrate feedback received from the public into the TDP
- Monitor and improve the public involvement process

In addressing these goals, LeeTran must ensure the needs of all affected parties, including traditionally-underserved groups (e.g., those with disabilities, minority and ethnic groups, low-income groups, and those with limited English proficiency) are identified and accommodated. Approximately 13.5 percent of Lee County residents self-identify as having a disability.

4.0 Public Involvement Activities

Numerous public involvement techniques were selected for inclusion in the PIP to ensure active participation from the community. The remainder of this section summarizes these activities in detail.

It should be noted that, due to social distancing requirements resulting from the COVID-19-related public health crisis unfolding at this time, some of the early outreach activities may be conducted virtually via the internet and/or phone. However, the ongoing need for such outreach strategies will be reassessed with LeeTran staff over time and efforts will be made to ensure the use of an array of online platforms that will provide easy and equitable methods for reaching the public and receiving feedback.

Project Steering Committee

The project team has developed a TDP steering committee to monitor and guide the TDP major update process and offer input throughout the life of the project and review all deliverables. The steering committee will be chaired by the LeeTran planning staff with support from the project team. Steering committee members include representatives from LeeTran, FDOT, the Lee County MPO, the Southwest Florida Workforce Development Board, Lee County DOT, the Lee County Economic Development Office, and Tindale Oliver. Four project steering committee meetings will be held in February, June, August, and October.

Project Kick-Off Meeting

A kick-off meeting for the project was held on February 7, 2020, to discuss the project scope, project schedule, milestones, and deliverables. The following items were key topics on the agenda:

- Identify and discuss TDP goals and objectives – what this plan should achieve
- Review project tasks and deliverables
- Discuss strategy for public involvement efforts
- Discuss project coordination and review meetings
- Discuss coordination with other local and regional plans
- Discuss overall project schedule

During this meeting, the project team clarified high-level objectives for the Comprehensive Operations Analysis (COA) and the TDP and how they can fit in with other planning efforts across Lee County. Additionally, key timelines, particularly for near-term anticipated completion dates, were discussed and clarified and a substantial discussion took place regarding the composition and timeline for the public involvement activities.

Branding

The project team will work with LeeTran staff to utilize the branding material currently being developed by LeeTran’s Marketing Team. Using branding for the LeeTran TDP is an important step toward making the planning and public involvement processes more recognizable to the public. Branding logos and themes will be used with all key TDP material, including public notices, flyers, presentations, reports, displays, websites, and social media to make the TDP planning process uniquely identifiable and attractive.

Stakeholder Interviews

The identification of key stakeholders and early coordination with various agencies and elected officials is crucial to the success of any transportation project. Having a proactive outreach program in place to engage key agencies, organizations, and elected officials, allows them an opportunity to offer critical feedback and to be informed when addressing questions from their constituents or the media on transit development planning.

The project team will conduct interviews with representatives of key public and private sector stakeholders identified by LeeTran, to obtain feedback about perceptions and attitudes towards transit in Lee County. This is a key component of the public involvement effort and will enhance the understanding of local conditions from those who rely on transit. In total, 17 major stakeholders have

been identified and will be engaged through interviews to better understand the commuting habits of their employees, their current use of transit, and the transit use of their clients or customers, if applicable. This will allow them to provide suggestions for improvements to transit services. They will be provided with an overview that will include information on the purpose of the TDP, ways to stay involved, and other pertinent information. Prior to conducting interviews, a draft interview questionnaire will be submitted to LeeTran for review and approval. The interviews will be scheduled in advance and conducted either in person or by phone, whichever is preferred by the interviewee. Once all stakeholder interviews are complete, the project team will prepare a draft summary of the stakeholder interviews as part of its public involvement documentation records.

Stakeholders identified for interviews are shown in Table 4-1; more will be added to the master database of stakeholders that will be maintained and updated as part of the development of the TDP major update. This list will be used as a tool to distribute notifications via email-blasts, flyers, and mailings to promote project activities such as public workshops, electronic surveys, and other activities outlined later in the PIP.

Table 4-1: Potential Stakeholders

Name	Entity	Department	Title
Brian Hamman	Lee County	Board	Commissioner - D4
Frank Mann	Lee County	Board	Commissioner - D5
John Manning	Lee County	Board	Commissioner - D1
Ray Sandelli	Lee County	Board	Commissioner - D3
Cecil Pendergrass	Lee County	Board	Commissioner - D2
Roger Desjarlais	Lee County	County Administration	County Manager
Dave Harner	Lee County	County Administration	Deputy County Manager
Marc Mora	Lee County	County Administration	Assistant County Manager
Christine Brady	Lee County	County Administration	Assistant County Manager
Glen Salyer	Lee County	County Administration	Assistant County Manager
Pete Winton	Lee County	County Administration	Assistant County Manager
David Loveland	Lee County	Community Development	Director
Randy Cerchie	Lee County	Transportation	Director
Tamara Pigott	Lee County	Visitor/Conventions Bureau	Director
Robert Clemens	Lee County	County Lands	Director
Jesse Lavender	Lee County	Parks & Recreation	Director
Roger Mercado	Lee County	Human and Veteran Services	Director
Michelle Arnold	Collier County Transit (CAT)	Public Transit & Neighborhood Enhancement	Director
Alicia Dixon	Lee County Port Authority	Planning & Environmental Compliance	Director
Roger Lloyd	School District	Transportation	Director
Margaret Banyan	FGCU	Political Science & Public Affairs	Professor

On-Board Survey

The TDP public outreach will include an on-board survey of 25% of LeeTran’s scheduled fixed-route bus trip riders to obtain information related to demographics, travel behavior, attitudes, rider satisfaction, preferences, and habits for market research purposes. A survey instrument will be developed working closely with the LeeTran TDP steering committee to ensure that it draws on

LeeTran’s most recent survey questionnaire. Data collected from the new on-board survey will be compared to data collected from previous on-board surveys to facilitate an analysis over time.

The project team will work closely with LeeTran planning, operations, and marketing staff in the development of the survey methodology, sampling plan, and implementation of the survey. The goal is to complete the surveys within one week. LeeTran staff will be notified of upcoming on-board surveys so that they can inform bus operators and patrons on-board buses of the future opportunity to participate in on-board surveys. The survey will take place on a typical service day for both weekday and weekend riders to generate sufficient coverage for statistically-valid responses. The survey effort will be scheduled to account for peak-season activity in the county and ensure no conflicts with school breaks or holidays. Based on current daily ridership levels, it is expected that on-board surveys with bus patrons will be conducted to cover 25% of all routes and runs for all times of day for representative weekday, Saturday, and Sunday services. Alternatively, the surveys may be conducted using electronic tablets to expedite the collection of data.

The project team will recruit and train survey personnel and assign them on survey runs during the survey period. Project team staff will be present on-site during the survey process to work with LeeTran to facilitate the orderly placement of survey personnel on LeeTran buses and to handle any issues that may arise. The survey will prompt participants step-by-step through the questionnaire process, in an easy-to-use format. Using electronic surveys will improve the data collection process, improve participation rates, and increase the number of valid, accurate, and geo-codable responses.

The on-board survey has a target valid survey response at a 95% confidence level with a margin of error of $\pm 10\%$ for statistical validity and can be made available in multiple languages including Spanish. Reaching 25% of LeeTran’s riders will achieve this goal. All bus riders will have an equal chance of being interviewed, and the collection will be a random sample. The trained surveyors will approach riders once they board a LeeTran vehicle to solicit a survey interview. All completed survey entries will be downloaded to a server established for the purpose of survey collection, organization, data processing, and analysis.

Bus Operator Survey

As ambassadors of the transit agency, bus operators have the most opportunity for, and greatest depth of, contact with existing patrons on a day-to-day basis. This makes them a valuable asset for vetting rider input and providing important insights into route and system network issues related to operations, safety, scheduling, and other concerns. The project team will acquire system and route level observations from bus operators and supervisors by developing a survey for them to provide input on existing services, potential enhancements, and frequent rider complaints. The survey questionnaire will be submitted to LeeTran staff and the steering committee for review prior to being implemented. The project team will work with operations staff to distribute the surveys among operators and set a deadline and process by which to return the completed forms. All completed surveys will be analyzed and results will be summarized for use in the TDP.

Online Survey

To understand the needs and concerns of persons who cannot participate in other outreach events, the project team will conduct two online surveys of the general public. Development of the surveys

will be coordinated with LeeTran staff and will be implemented in phases. The first survey will be conducted in the first phase of TDP outreach (Phase I) to seek public input on needs and obtain information related to attitudes, latent demand, and general support of the community related to public transit services while augmenting findings of the on-board survey.

The Phase II survey will be conducted after the development of potential service alternatives for the TDP and focus on public reaction to proposed recommendations. The online surveys will be posted on the LeeTran website and distributed via current email and social media outlets available to the agency. As is feasible, each survey link also will be made available on other stakeholder websites, and a tablet-based and/or hard copy version of the survey will be provided at planned public meetings and discussion groups and to partnering agencies. Participants will be encouraged to complete the survey online to improve the ease and accuracy of data collection and reporting. In addition, participants attending the planned public workshops and discussion group workshops will be invited to disseminate the survey links. Survey responses will be compiled and all comments will be included in the final results summary.

Phase I Public Workshops

Two open-house public workshops will be hosted to solicit feedback regarding transit needs and vision during Phase I outreach. These workshops will be held as standalone events at different locations at which the general public gathers, such as shopping malls or at transit hubs. Each location will be selected to ensure wide geographic coverage but also will be selected strategically to ensure riders can access the venues by bus as well. The workshops will be scheduled in collaboration with LeeTran staff and, when possible, will be scheduled to follow other high-attendance community events to draw attendees to participate in the public workshops. The workshops will be held at different times of the week to accommodate a variety of work and personal schedules. The public input survey will also be available at the workshops.

Phase II Public Workshops

Two additional open-house public workshops will be hosted to solicit feedback regarding TDP alternatives and priorities during Phase II outreach. Similar to the Phase I public workshops, these workshops will be held as standalone events at different locations and will occur later in the public involvement process to illustrate proposed transit service alternatives to the public using media such as display boards and other visuals. These workshops will provide an opportunity to offer input on the effectiveness of the proposed service concepts to meet the transit needs of the communities LeeTran serves.

Discussion Group Workshops

The PIP will include two invitation-based discussion group workshops, each involving a smaller group of participants (8–12 persons) in an intimate meeting setting that promotes more in-depth, open-ended discussion about issues, needs, and opportunities from the perspectives of non-users. To identify suitable candidates and generate interest in participation, the project team has coordinated with LeeTran staff and the Steering Committee to identify and invite potential participants to each workshop. Each discussion group will be attended by participants of similar backgrounds to provide for more robust discussion. Participants may include members of the business, health, social service,

transportation disadvantaged, older adult, and education communities as well as the local chamber of commerce, local tourism bureau, and active stakeholder groups.

Potential attendees for the Business/Growth Discussion Group Workshop are shown in Table 4-2 while potential attendees for the Social Service Discussion Group Workshop are shown in Table 4-3.

Table 4-2: Potential Business/Growth Discussion Group Workshop Participants

Name	Entity	Department/Title
Mikki Rozdolski	Lee County	Community Development, Manager
Jessica Sulzer	Lee County	Community Development, Manager
Robert Price	Lee County	Transportation, Senior Engineer
Matt Feeney	City of Bonita Springs	Bonita Springs, Assistant City Manager
Stacy Lomonaco	City of Cape Coral	Community Redevelopment Agency (CRA), Chair
Persides Zambrano	City of Cape Coral	Planning and Permitting Division, Manager
Fred Burson	City of Fort Myers	Community Redevelopment Agency (CRA), Chair
Nicole Monahan	City of Fort Myers	Public Works Engineering, City Engineer
Omar Deleon	Collier County Transit (CAT)	Transit, Manager
Chelsea O'Riley	Town of Fort Myers Beach	Public Works, Director
David Willems	Village of Estero	Public Works, Director
Paul Russo	Veterans Administration	Bay Pines VA Healthcare System, Director
Margaret Wuerstle	Southwest Florida Regional Planning Council	Executive Director
Bill Fricke	Enterprise Holdings	Business Rental Sales, Director
Sherry Hernandez-Mlagan	Gartner	HR Business Unit Partner
Jodi Allen	Hertz	Executive Vice President & Chief Marketing Officer
Dan Eveloff	Horizon Council	Chair
Mark Tesoro	Lee Memorial Health Systems	Trauma Center, Analyst/Educator
Rick Anglickis	MPO-CAC	Citizen, Chair
Steve Jansen	MPO-TMOC	Lee DOT, Chair
Dan Moser	MPO-BPCC	Injury Prevention Coalition, Chair
Dave Murphy	MPO-TAC	Lee DOT, Chair

Table 4-3: Potential Social Service Discussion Group Workshop Participants

Name	Entity	Department/Title
Isaac Dozier	City of Fort Myers	Fort Myers Housing Authority, Director
Rick Anglickis	MPO-CAC	Citizen, Chair
Dan Moser	MPO-BPCC	Injury Prevention Coalition, Chair
Kara Jeudy	Salvation Army	Community Relations, Director
Mark Tesoro	Lee Memorial Health Systems	Trauma Center, Analyst/Educator
Roger Mercado	Lee County	Human and Veteran Services, Director
Jeannine Joy	United Way	President
Jessica MacDonald	Light House	Social Worker
Stephanie Leonard	Dr. Piper Center	Transportation Specialist
Caroly Peplow	Lehigh Community Services	Executive Director
Roberto Rojas	Social Security Office	Manager
Kirsten O'Donnell	Area Agency on Aging	Director of Communications & Outreach
Mary Wernentin	Friendship Centers	Supportive Aging Services Director
Johnnie Johnson	Abuse Counseling & Treatment, Inc. (ACT)	Director of Residential Services
Leonardo Garcia	Hispanic American Business Alliance (HABA)	President/CEO

Post-Adoption Outreach Program

As part of the PIP, the project team will lay out a proposed summary plan for an ongoing annual outreach program that LeeTran staff can implement within existing time and resource constraints. The program will be geared specifically to permit the agency to engage with its patrons and members of the general public regularly. The resulting input then can be used for ongoing improvement of the system and as an information resource for subsequent TDP annual progress reports and/or major updates.

Collateral Materials and Public Notification

As part of the PIP, flyers, fact sheets, press releases, and other materials will be developed to distribute information about public outreach activities and upcoming public workshops.

Developed by the project team, potential public involvement tools and resources include the following:

- **Fact Sheets** – to distribute information to the public at outreach events and public workshops that offer an overview of the TDP mission and goals while promoting the value and importance of public involvement; will direct and encourage the public to reach out to public involvement specialists to share questions and concerns.
- **Flyers** – to share information with the public, provide TDP development updates, and educate the public on the public involvement process and the value of their participation; will direct the public to visit the LeeTran website to stay involved and informed with the development of the TDP.
- **Project Presentation** – a user-friendly, graphical presentation to support the communication and adoption of the TDP; will be available for use by LeeTran staff beyond the adoption of the TDP.
- **Presentation Boards** – service and demographic maps, plan proposals, and more for use at public workshops and the stakeholder charrette.
- **Press Releases** – to promote the PIP and its activities, including the opportunity to participate in on-board surveys, promote attendance at public workshops, and amplify efforts to involve the public in the prioritization of goals for the TDP and the future development of LeeTran services. This information will be provided to LeeTran’s public relations staff and county communications team for review prior to their release to the media.

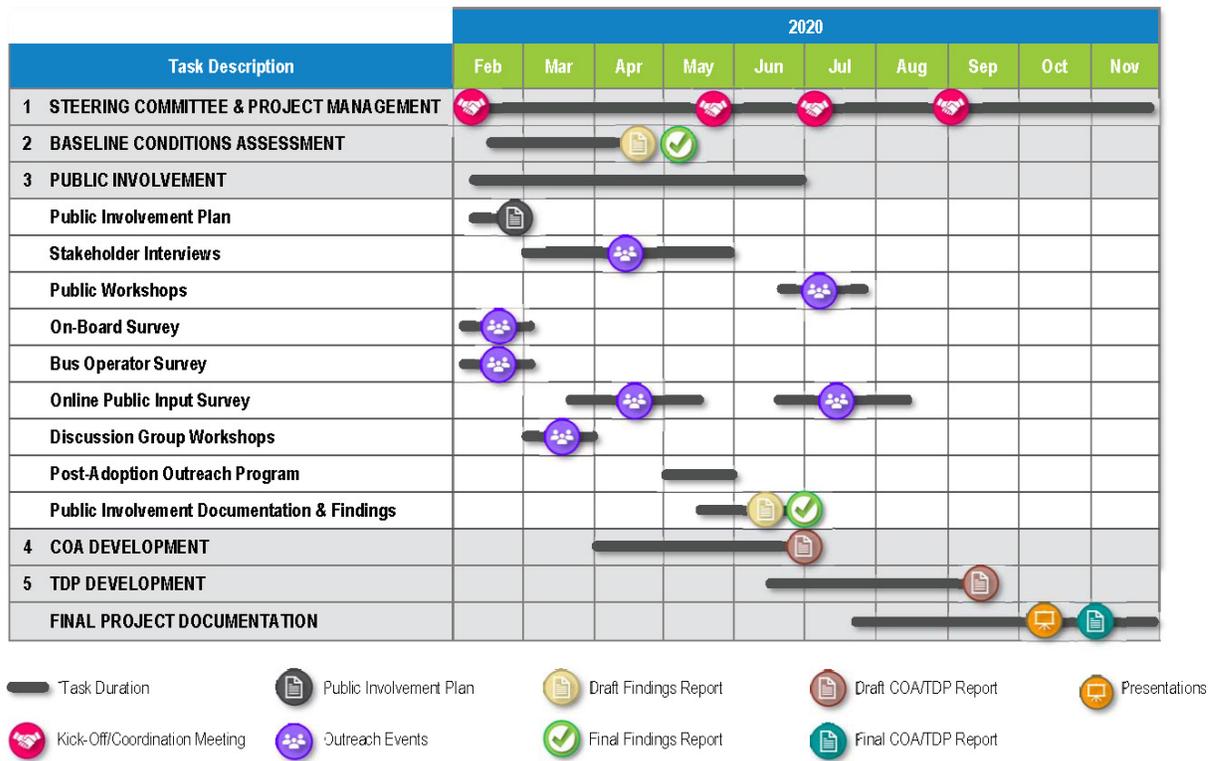
Table 4-4: Tentative Public Involvement Activity Schedule

Event	Date
Project Coordination/Review Meetings	February–June 2020
Stakeholder Interviews	March/April 2020
On-Board Survey	February 2020
Bus Operator Interviews	February 2020
Phase I – Online Public Input Survey	March/April 2020
Discussion Group Workshops	March 2020
Public Workshops	June/July 2020
Phase II – Online Public Input Survey	June/July 2020
Post-Adoption Outreach Program	May 2020
Public Involvement Documentation and Findings	May/June 2020
Project Presentations	June 2020

Appendix A

TDP Activity Schedule

Appendix A displays the tentative schedule for the TDP, including the PIP activities presented herein.



Stakeholder Interview Guide - Draft

A. Today

- 1) How much awareness of and support for transit is there in the community?
Have the levels of awareness and support changed in recent years?
- 2) What is your perception of LeeTran's role in the community?
- 3) What are the major strengths and accomplishments of existing transit services?
- 4) Is the transit system responsive to community needs? How are those needs communicated to the transit systems?
- 5) Is information on transit readily available in the community?
- 6) Is traffic congestion a problem in Lee County? If so, where? What role can transit play in mitigating this problem?
- 7) Is there a parking problem in Lee County? If so, where? How does this affect transit's role in the community?

B. Where Do We Want to Go

- 8) What goals have the community and elected officials voiced for transit?
What do you see as appropriate goals for the transit system in the next 5 to 10 years?
- 9) What is happening in Lee County in terms of residential and commercial development? How much? Where? How can transit best respond to these trends?
- 10) Should LeeTran be looking at new markets/areas for transit service, or should it concentrate on its current core service areas?
- 11) What role should on-demand transit and technology play in providing transit services in Lee County?
- 12) Is there a need for more regional transit connections? Where?
- 13) Is there a willingness in the community to consider additional local funding for transit?

C. How Do We Get There

- 14) What improvements are needed in the transit system to attract more riders and meet community goals?
- 15) Is there a need for more transit facilities and park and ride lots, possibly in conjunction with more express or limited-stop bus services?
- 16) Are there areas currently not served or underserved by transit that should receive a higher priority?
- 17) Are there other policies that should be changed to help the transit system reach its goals?

D. Change/Vision

- 18) If you could pick one thing to change about the transit system, what would it be?
- 19) What is your vision for transit in the next 5 to 10 years? Next 20 years?



LeeTran Bus Operator Survey

LeeTran will be distributing operator surveys to all bus operators and supervisors so that they will have an opportunity to provide input into the ongoing agency study efforts. This could include important insights into route and system network issues, as well as any other potential issues related to operations, safety, scheduling, etc.

This information will then be analyzed and summarized for use in the Transit Development Plan (TDP) and Comprehensive Operational Analysis (COA).

SURVEY PROCESS

- Surveys will be distributed to bus operators and supervisors.
- Please submit all responses to LeeTran staff.

Please complete and submit by Friday, February 28th

Your assistance with this important effort is greatly appreciated!

Bus Operator Survey



Transit Development Plan

Bus Operator Survey

*Please take a few moments to answer the following questions.
This survey is part of an effort to improve LeeTran services.
Please do NOT put your name or other identifying mark on the survey.*

1. How long have you been an operator at LeeTran (in years)?

- 0 - 3 4 - 6 7 - 9 10+ . 15+ Over 20

2. What do you believe is the most important item LeeTran should seek to improve over the next ten years with regard to the following:

- a. Community support _____
- b. Bus Service _____
- c. Staffing _____
- d. Amenities _____
- e. Ridership growth _____

3. Are there any parts of the service that you believe work well?

4. Are there any parts of the service that you believe need improvement?

5. What complaints are most often expressed by passengers? Please indicate specific routes that are applicable to the complaints, as appropriate.

- a. Need more frequent service _____
- b. Bus does not go where I want _____
- c. Bus is late _____
- d. Bus does not make good connections _____
- e. Need Sunday service _____
- f. Need increased evening service _____
- g. Need better fare options _____
- h. Need more amenities (shelters, route information, etc.) at stops _____
- i. Need improved paths to bus stops _____

6. Do you know of any safety problems/hazards on any of the routes? If so, please list.

7. Are there run times on routes or route segments that are difficult to maintain? If yes, please indicate all routes that apply and identify the route segments.

8. Are there any routes which should be modified in any way? If so, how?

9. What are the biggest issues facing transit users in Lee County?

10. Is there any technology that would assist you in doing your job better?

11. LeeTran is exploring route interlining to help reduce ride transfers, better deal with on-time performance issues, and potentially enhance break opportunities for its operators. In your opinion, what do you think of route interlining? And, do you have any route combinations that you would recommend for interlining?

12. Are there any other comments that would be helpful to improve LeeTran service? Please explain below.



Your Transit Today

1. How much awareness is there in Lee County about transit/public transportation?

- High Low Do not know
 Moderate None at all

2. What do you think of LeeTran service?

- It must be provided It does not matter to me We do not need it
 It might be useful Not sure it is useful

3. If you use LeeTran services now or decide to use them in the future, where would you go using it? (Select all that apply)

- Work Shopping Medical Education/College

Your Transit Tomorrow

4. Do you think there is a need for additional/improved transit services in Lee County?

- Yes No I don't know

5. What should LeeTran consider as its public transit priorities over the next 10 years? (Select all that apply)

- More frequent bus service everywhere
 More frequent bus service only in certain areas/corridors, Where? _____
 More bus benches and shelters
 More Park-and-Ride facilities with bus access
 On-Demand App-based van service to connect the first-mile/last-mile to transit
 Express bus service, Where? _____
 More weekend service
 Earlier/later service

6. What transit infrastructure/technology improvements should LeeTran consider in the next 10 years?

(Select all that apply)

- Improve bus stop amenities (shelters, bicycle storage, etc.)
 Improve pedestrian/bicycle access to bus stop areas
 Fare payment using mobile phones
 Provide real-time information displays at major bus stops
 Traffic signal priority on US 41 for buses for faster transit service
 Other (Please specify) _____

Tell Us About Yourself

7. I am a...

- Permanent resident of Lee County. My ZIP code is _____
- Seasonal resident—Live here less than 6 months. My ZIP code is _____
- Seasonal resident—Live here 6 months to 1 year. My ZIP code is _____

8. My age is...

- 17 years or younger
- 18 to 24 years
- 25 to 40 years
- 41 to 60 years
- Over 60 years

9. I have access to a personal vehicle...

- Yes
- No

10. My race is...

- American Indian/Alaska Native
- Black/African American
- Other (Please specify) _____
- Asian
- White/Caucasian

11. My ethnicity is...

- Not Hispanic/Latino
- Hispanic/Latino

12. The primary language spoken in my home is...

- English
- Spanish
- Haitian Creole
- Other (Please specify) _____

13. My total household income for 2019 was...

- Less than \$25,000
- Between \$25,000 - \$44,999
- Between \$45,000 - \$74,999
- \$75,000 or greater

Comments

If you want to get occasional project updates, please provide your email address below. You will also be automatically entered into a drawing to win one of two \$50 gift cards!

Email: _____



Tu Tránsito Hoy

1. ¿Cuanta conciencia hay en el Condado de Lee sobre el tránsito/transporte público?

- Alta Baja No lo se
 Moderada Nada

2. ¿Que opinas del servicio de LeeTran?

- Debe ser proporcionado No es importante para mi No lo necesitamos
 Puede ser útil No estoy Seguro de que sea útil

3. ¿Si usa lo servicios de LeeTran ahora o decide usarlos en el futuro, ¿A donde los usaría? (Seleccione todo lo que corresponda)

- Trabajo Compras Medico Educación/Universidad
 Social/Religioso Recreacional Otro (Especifique) _____

Tu Tránsito Mañana

4. ¿Cree que hay una necesidad de servicios adicionales/mejoras en el Condado de Lee?

- Si No No lo se

5. ¿Que debería considerar LeeTran como sus prioridades de transporte público durante los próximos 10 años (Seleccione todo lo que corresponda)

- Servicio de autobuses mas frecuente en todas partes
 Servicio de autobús mas frecuente solo en ciertas áreas/corredores, ¿Donde? _____
 Mas bancas de autobús y refugios
 Mas instalaciones de Park-and-Ride con acceso al autobús
 Servicio de van basado en la aplicación a pedido para conectar la primera milla/ultima milla para transitar
 Servicio de autobús exprés, ¿Donde? _____

6. ¿Que mejoras de infraestructura/tecnología de tránsito debería considerar LeeTran en los próximos 10 años? (Seleccione todo lo que corresponda)

- Mejorar las comodidades de la parada de autobús (refugios, almacenamiento de bicicletas, etc.)
 Mejorar el acceso de peatones/bicicletas a las áreas de parada de autobús
 Pago de tarifa usando teléfonos móviles
 Proporcione pantallas de información en tiempo real en las principales paradas de autobús
 Prioridad de le señal de tráfico en la US 41 para autobuses para un servicio de tránsito mas rápido
 Otro (Especifique) _____

Cuéntanos Acerca De Ti

7. Yo soy...

- Residente permanente de Lee County. Mi código postal es _____
- Residente temporal—Vivo aquí menos de 6 meses. Mi código postal es _____
- Residente temporal—Vivo aquí de 6 meses a 1 año. Mi código postal es _____

8. Mi edad es...

- 17 años o menor
- 18 a 24 años
- 25 a 40 años
- 41 a 60 años
- Mas de 60 años

9. Tengo acceso a un vehículo personal...

- Si
- No

10. Mi raza es...

- Nativo Americano/Alaska
- Afroamericano
- Otro (Especifique) _____
- Asiático
- Blanco/Caucásico

11. Mi etnicidad es...

- No Hispano/Latino
- Hispano/Latino

12. El idioma principal que se habla en mi casa es...

- Inglés
- Español
- Criollo haitiano
- Otro (Especifique) _____

13. Mi ingreso total familiar para el 2019 fue...

- Menos de \$25,000
- Entre \$25,000 - \$44,999
- Entre \$45,000 - \$74,999
- \$75,000 o mayor

Comentarios adicionales

Si desea recibir actualizaciones ocasionales del Proyecto, proporcione su dirección de correo electrónico a continuación. ¡También participara automáticamente en un sorteo para ganar una de las dos tarjetas de regalo de \$50!

Correo Electrónico: _____



Sondaj Moun Ki Monte Bis LeeTran (2020)

LeeTran bezwen èd-ou pou amelyore sèvis bis nan Konte Lee an. Tanpri ede nou sèvi ou pi byen lè ou ranpli sondaj sa a epi retounen li bay noum ki bay sondaj la oswa nenpòt chofè LeeTran. Si ou pa gen tan pou ranpli sondaj la pandan vwayaj bis sa a, tanpri retounen li nan pwòchèn vwayaj ou an. Mèsi.

1. Ki lè li ye **KOUNYE A?** ____ (Lè): ____ (Minit) (**AM PM**) (Silvoulplè sèke youn)

Sondaj sa a se sou vwayaj ALE SÈLMAN ou ap fè kounye a!

Egzanp vwayaj Bis Ale Sèlman

2. Ki **JAN DE KOTE** ou **SOTI KOUNYE A?** (Silvoulplè kote ou Kòmanse vwayaj **ALE SÈLMAN SA**) (Silvoulplè seke youn)

1__ Travay 4__ Lekòl (K-12) 7__ Fè Makèt/ Fè komisyon
 2__ Medikal 5__ Kolèj/Teknik 8__ Lakay
 3__ Sosyal/Pèsonèl/Legliz 6__ Rekreyasyon 9__ Lòt (presize) _____

3. Ki **ADRÈS** la, **NON** an, **OSWA INTÈSEKSYON** Ki pi pre **PLAS** la, **BIZNIS** la, **OSWA BILDING** ou soti ladan **KOUNYE A?**

 Adrès oswa entèseksyon (Pa egzamp, 1000 Colonial Boulevard, US 41 & Colonial Boulevard)

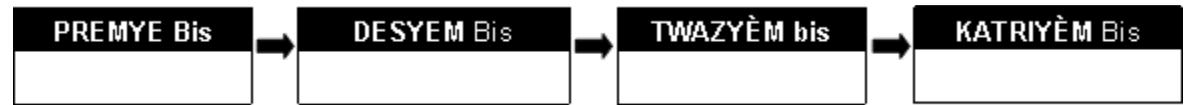
 Non Kote a, Biznis la, oswa Bilding la (pa egzamp, Edison Mall)

 Vil Eta Zip Kòd

4. Kijan ou fè rive nan premye estasyon bis sa pou **VWAYAJ ALE SÈLMAN SA?** (Silvoulplè ✓ Sèlman **YOUN**)

1__ Mache ➡ # *Katye?* ____ 4__ Te depoze
 2__ Bisiklèt ➡ # *Kakye?* ____ 5__ Te kondi ak yon moun ki pake
 3__ Kondi & Pake ➡ # *miles?* ____ 6__ Lòt (presize) _____

5. **SITE TOUT** rout bis yo nan lòd agzat ke out te itilize pou vwayaj **ALE SÈLMAN SA A:**



6. Ki **JAN DE KOTE** ou pwale **KOUNYE A NAN VWAYAJ ALE SÈLMAN SA?** (Silvoulplè ✓ Kote ou rive nan vwayaj **ALE SÈLMAN SA**) (Silvoulplè ✓ Youn sèlman)

1__ Travay 4__ Lekòl (K-12) 7__ Fè Makèt/Fè Komisyon
 2__ Medikal 5__ Kolèj/Teknik 8__ Lakay
 3__ Sosyal/Pèsonèl/Legliz 6__ Rekreyasyon 9__ Lòt(presize) _____

7. Ki **ADRÈS** la, **NON** an, **OSWA INTÈSEKSYON** Ki pi pre **PLAS** la, **biznis** la, **OSWA BILDING** ou pwale **KOUNYE A?**

 Adrès oswa entèseksyon (pa egzamp, 1000 Colonial Boulevard, US 41 & Colonial Boulevard)

 Non Kote a, Biznis la, oswa Bilding la (pa egzamp, Edison Mall)

 Vil Eta Zip Kòd

8. Aprè ou desann denyè bis ou ap itilize ou fini **VWAYAJ ALE SÈLMAN SA**, kijan ou ap fè ale nan **DESTINASYON FINAL OU A ?** (Silvoulplè ✓ sèlman **YOUN**)

1__ Mache ➡ # *katye?* ____ 4__ Yo ap vin pran ou
 2__ Bisiklèt ➡ # *katye?* ____ 5__ Kondi ale ak yon moun kit te pake
 3__ Kondi ➡ # *miles?* ____ 6__ Lòt (presize) _____

9. Kijan ou ka fè vwayaj ale sèlman sa a, si ou pa pran bis? (Silvoulplè ✓ sèlman **YOUN**)

1__ Kondi 4__ Pa tap kapab ale 7__ Mopèd/Eskoutè
 2__ Taksi/Uber/Lyft 5__ Bisikèt 8__ Lòt (Presize)
 3__ Mache 6__ Pran woulib

10. Ki Kalite pri tikè out te peye lè ou te monte **NAN BIS SA?** (Silvoulplè ✓ sèlman **YOUN**)

1__ Lajan Kach/Pas yonsèl vwayaj (\$1.50)	7__ Pas Rabèt 31 Jou (\$23.00/\$25.00)
2__ Pri Rabè Kach (\$0.75)	8__ Pas 12-Vwayaj (\$13.50)
3__ Pas Tout Jounen (\$4.00)	9__ Pas Rabè 12-Vwayaj (\$6.50/\$6.75)
4__ Pas 7 Jou (\$15.00)	10__ Pri Charyo (\$0.75)
5__ Pas Rabèt 7- Jou (\$11.00/\$12.00)	11__ Rabè Pri Charyo (\$0.35)
6__ Pas 31 jou (\$40.00)	12__ Libre
	13__ Lòt (Presize) _____

11. An mwayèn, konbyen jou nan yon semèn ou monte bis la?

1__1 2__2 3__3 4__4 5__5 6__6 7__7

8__Yon fwa pa mwa oswa mwen 9__Premye fwa m' monte

12. Depi Konbyen tan ke ou ap itilize sèvis bis LeeTran?

1__ Mwens ke 6 mwa 3__ 1 a 2 ane

2__ Ant 6 mwa ak 1 ane 4__ Plis ke 2 ane

13. Pouki rezon ki pi enpòtan ke ou monte bis la? (Silvouplè sèlman YOUN)

1__ Mwen prefere LeeTran ke lò opsyon yo 6__ Bis la pi an sekirite/mwens estrès
 2__ Machin pa dispomib pou moman sa 7__ mwen pa kondi
 3__ Pakin koute twò chè/difisil 8__ Mwen pa genyen machin
 4__ LeeTran pi fasil 9__ Lòt (presize) _____
 5__ LeeTran mache pi byen ak bijè

14. Èske w se yon rezidan nan nenpòt nan konte sa yo?

1__ Lee 2__ Collier 3__ Hendry 4__ Charlotte 5__ Other _____

15. Konbyen mwa nan ane a ke ou abite nan Lee County?

1__ Mwens ke yon mwa 2__ 1 a 6 mwa 3__ 6 a 12 mwa

16. Ki twa nan amelyorasyon sa yo ta fè LeeTran pi bon pou ou sèvi ak?

(Silvouplè TWA (3) SÈLMAN)

1__ Sèvis pi souvan sou wout ki egziste deja
 2__ Amelyorasyon nan estasyon bis yo (chèltè ak chèz)
 3__ Plis Kazyè bisiklèt nan estasyon bis yo
 4__ Plis bwat fatra nan estasyon bis yo
 5__ Mwens transfè e ki pi fasil
 6__ Sèvis pi bonè nan wout ki egziste deja
 7__ Sèvis pi ta nan wout ki egziste deja
 8__ Plis sèvis nan fen semèn sou wout ki egziste deja
 9__ Plis twotwa ki konekte ak estasyon bis yo
 10__ Eksprès/sèvis ki pi vit. Ki kote? (Non Rout la) _____
 11__ Ajoute nouvo route ki soti nan _____ a _____
 12__ Lòt (Presize) _____

17. Èske estasyon bis yo fasil pou yon moun ki gen yon andikap?

1__ Wi 2__ Non 3__ Pa sèten 4__ Pa Aplike

18. Èske ou gen yon lisans chofè ki valab?

1__ Wi 2__ Non

19. Konbyen machin ki travay (automobil, motosiklèt, kamyon, Kamyonèt) ou genyen lakay ou?

(sèlman YOUN)

1__ 1 2__ 2 3__ 3 Oswa pli 4__ Okenn

20. Laj ou se?

1__ 15 oswa anba 3__ 25 a 34 5__ 45 a 54 7__ 65 a 74

2__ 16 a 24 4__ 35 a 44 6__ 55 a 64 8__ Plis ke 74

21. Ki sa ki sèks ou? 1__ Gason 2__ Fi

22. Èske ou Panyòl, Latèn, oswa Orijin Panyòl? __ Wi __ Non

23. Ki sa ki Langag prensipal ou?

1__ Anglè 2__ Panyòl 3__ Kreyòl 4__ Lòt (Presize) _____

24. Ki sa ki ras ou oswa eritaj etnik ou? (Silvouplè sèlman YOUN)

1__ Blan 2__ Nwa/Afriken Ameriken 3__ Azyatik

4__ Endyen Ameriken oswa Natifnatal Alaska 5__ Lòt (Presize ki) _____

225. Ki sa ki te nivo revni total moun lakay ou te fè an 2019?

1__ Anba \$10,000 4__ \$30,000 a \$39,999

2__ \$10,000 a \$19,999 5__ \$40,000 a \$49,999

3__ \$20,000 a \$29,999 7__ \$50,000 oswa plis

226. Kijan ou satisfè ak chak sa ki annapre yo? Sèke yon pwen pou chak karakteristik

Tanpri Endike	Trè Satisfè	Netral	Vrèman pa Satisfè		
a. Chak kilè bis yo kouri sou wout sa a	5	4	3	2	1
b. Ki jan jantiyès operatè bis la te ye pandan vwayaj ou	5	4	3	2	1
c. Ki jan dirèkteman wout sa a ale nan destinasyon ou	5	4	3	2	1
d. Kantite tan vwayaj ou an pran	5	4	3	2	1
e. Ki jan alè bis sa a ap kouri jodi a	5	4	3	2	1
f. Kombyen fwa ou gen pou ou transfere	5	4	3	2	1
g. Ki jan lonbraj la oswa chèltè a te ye kote ou te rete tann	5	4	3	2	1
h. Ki jan pwòp bis yo ak estasyon bis yo ye	5	4	3	2	1
i. Kijan li sasil pou itilize enfòmasyon orè bis la	5	4	3	2	1
j. Sekirite nan bis ak nan estasyon bis yo	5	4	3	2	1
k. Satisfaksyon an jeneral ou ak LeeTran	5	4	3	2	1

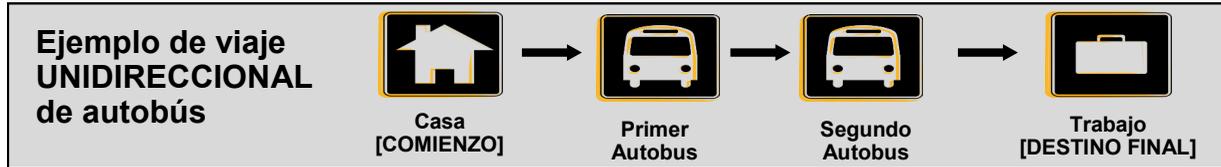


Encuesta de Usuarios de LeeTran (2020)

LeeTran necesita su ayuda para proporcionar un mejor servicio de autobuses en el Condado de Lee. Por favor, ayúdenos a servirle mejor completando esta encuesta. Al finalizar, devolverla al encuestador o cualquier controlador de LeeTran. Si usted no tiene tiempo para completar la encuesta durante este viaje, por favor devolverla en su próximo viaje. Gracias.

1. Que hora es? ____ (Hora): ____ (Minutos) (AM PM) (marque ✓ uno)

Esta encuesta es sobre el viaje de autobús de una sola vía que usted está realizando ahora!



2. De donde vienes? (Por favor marcar con ✓ el lugar en donde COMIENZAS TU VIAJE, marque UNA sola respuesta)

- | | | |
|-----------------------------|--------------------|------------------------------|
| 1__ Trabajo | 4__ Escuela (K-12) | 7__ De compras/mandados |
| 2__ Medico/Salud | 5__ Universidad | 8__ Casa |
| 3__ Social/Personal/Iglesia | 6__ Recreación | 9__ Otro (especifique) _____ |

3. ¿Cuál es el, NOMBRE, DIRECCIÓN o INTERSECCIÓN más cercana del lugar, negocio, edificio, empresa del que estas viniendo?

 Dirección o Intersección (ejemplo: 1000 Colonial Boulevard, US 41 & Colonial Boulevard)

 Nombre del lugar, negocio o edificio (ejemplo: Edison Mall)

 Ciudad Estado Código Postal

4. ¿Cómo llegó usted a la primera parada de este viaje? (Marque ✓ UNA sola respuesta)

- | | |
|--|-------------------------------------|
| 1__ Camine ➡ # de cuadras? ____ | 4__ Me trajeron |
| 2__ En bicicleta ➡ # de cuadras? ____ | 5__ Alguien me trajo y se estaciono |
| 3__ Maneje y estacione ➡ # de millas? ____ | 6__ Otro (especifique) _____ |

5. ANOTE TODAS las RUTAS en el ORDEN EXACTO que usted usará para completar ESTE VIAJE.

PRIMERA Ruta → SEGUNDA Ruta → TERCERA Ruta → CUARTA Ruta

____ → _____ → _____ → _____

6. A donde vas? (Por favor marcar con ✓ TU DESTINO FINAL, marque UNA sola respuesta)

- | | | |
|-----------------------------|--------------------|------------------------------|
| 1__ Trabajo | 4__ Escuela (K-12) | 7__ De compras/mandados |
| 2__ Medico/Salud | 5__ Universidad | 8__ Casa |
| 3__ Social/Personal/Iglesia | 6__ Recreación | 9__ Otro (especifique) _____ |

7. ¿Cuál es el, NOMBRE, DIRECCIÓN o INTERSECCIÓN más cercana del lugar, negocio, edificio, empresa de tu destino final?

 Dirección o Intersección (ejemplo., 1000 Colonial Boulevard, US 41 & Colonial Boulevard)

 Nombre del lugar, negocio o edificio (ejemplo., Edison Mall)

 Ciudad Estado Código Postal

8. ¿Cómo piensa llegar a su DESTINO FINAL después de bajarse del autobús? (Marque ✓ UNA sola respuesta)

- | | |
|---------------------------------------|---|
| 1__ Caminando ➡ # de cuadras? ____ | 4__ Alguien me recogerá |
| 2__ En bicicleta ➡ # de cuadras? ____ | 5__ Vine con alguien que manejo y estaciono |
| 3__ Manejando ➡ # de millas? ____ | 6__ Otro (especifique) _____ |

9. ¿Cómo harías este viaje, si no usaras el autobús? (marque ✓ UNA sola respuesta)

- | | | |
|---------------|---------------------------|------------------------------|
| 1__ Manejando | 4__ No haría el viaje | 7__ Mini Moto/Moto |
| 2__ En taxi | 5__ En bicicleta | 8__ Otro (especifique) _____ |
| 3__ Caminando | 6__ Manejando con alguien | |

10. ¿Qué tipo de tarifa pagó o usó Ud. por este viaje de autobús?

- (Maque ✓ UNA sola respuesta)
- | | |
|---|--|
| 1__ Efectivo/Pase de un día (\$1.50) | 7__ Tarifa Reducida de 31 Días (\$23.00/\$25.00) |
| 2__ Tarifa Reducida(\$0.75) | 8__ Pase de 12 Viajes(\$13.50) |
| 3__ Pase de Todo el Día (\$4.00) | 9__ Tarifa Reducida de 12 Viajes (\$6.50/\$6.75) |
| 4__ Pase de 7 Días (\$15.00) | 10__ Tarifa de Trolley (\$0.75) |
| 5__ Tarifa Reducida de 7-Días (\$11.00/\$12.00) | 11__ Tarifa Reducida de Trolley (\$0.35) |
| 6__ Pase de 31-días (\$40.00) | 12__ Gratis |
| | 13__ Otro (especifique) _____ |

POR FAVOR CONTINUAR EN LA SIGUIENTE PAGINA →

11. En promedio, cuantos días a la semana utilizas el autobús?

- 1__ 1 2__ 2 3__ 3 4__ 4 5__ 5 6__ 6 7__ 7
 8__ Una vez al mes o menos 9__ Primera vez

12. Por cuanto tiempo has utilizado el servicio de autobús LeeTran?

- 1__ Menos de 6 meses 3__ De 1 a 2 años
 2__ De 6 meses a 1 año 4__ Mas de 2 años

13. Cual es la razón mas importante por la que utilizas el autobús? (Maque ✓ UNA sola respuesta)

- 1__ Prefiero LeeTran a otras opciones 6__ El autobús es mas seguro/menos estrés
 2__ El carro no esta disponible todo el tiempo 7__ No manejo
 3__ Estacionar es difícil/costoso 8__ No tengo carro
 4__ LeeTran es mas conveniente 9__ Otro (especifique) _____
 5__ LeeTran cabe en mi presupuesto

14. Es usted residente de los siguientes condados?

- 1__ Lee 2__ Collier 3__ Hendry 4__ Charlotte 5__ Otro _____

15. Cuantos meses al año resides en el Condado de Lee?

- 1__ Menos de un mes 2__ De 1 a 6 meses 3__ De 6 a 12 meses

16. ¿Cuáles de las siguientes mejoras haría LeeTran mejor para su uso? (Marque ✓ solo TRESS respuestas)

- 1__ Servicio más frecuente en las rutas existentes
 2__ Mejoramiento de las paradas de autobús (refugios y bancos)
 3__ Más bastidores de bicicletas en las paradas de autobús
 4__ Mas basureros en las paradas de autobús
 5__ Menos transferencias entre rutas
 6__ Servicio mas temprano en las rutas existentes
 7__ Servicio prolongado en las rutas existentes
 8__ Mas servicio durante el fin de semana en las rutas existentes
 9__ Mas aceras conectando las paradas de autobús
 10__ Servicio expreso/mas rápido. Donde? (Nombre de la Calle) _____
 11__ Nueva ruta de _____ a _____
 12__ Otro (especifique) _____

17. Son las paradas de autobús accesibles para personas con discapacidades?

- 1__ Si 2__ No 3__ No Se 4__ N/A

18. Tiene usted una licencia de conducir vigente?

- 1__ Si 2__ No

19. Cuantos vehículos funcionales (carros, motos, camionetas, vans) hay en tu hogar? (Maque ✓ UNA sola respuesta)

- 1__ 1 2__ 2 3__ 3 o mas 4__ Ninguno

20. Tu edad es?

- 1__ 15 o Menos 3__ 25 a 34 5__ 45 a 54 7__ 65 a 74
 2__ 16 a 24 4__ 35 a 44 6__ 55 a 64 8__ Más de 74

21. ¿Cuál es tu genero?

- 1__ Masculino 2__ Femenino

22. ¿Es usted hispano, latino o español ?

- 1__ Si 2__ No

23. ¿Cuál es su idioma principal?

- 1__ Ingles 2__ Español 3__ Creole 4__ Otro (especifique) _____

24. ¿Cuál es su raza o herencia étnica? (Marque solo una respuesta)

- 1__ Anglo 2__ Negro 3__ Asiático
 4__ Nativo de América del Norte 5__ Otro (especifique) _____

25. ¿Cuál fue el ingreso total de su hogar en el año 2015?

- 1__ Menos de \$10,000 4__ \$30,000 to \$39,999
 2__ \$10,000 to \$19,999 5__ \$40,000 to \$49,999
 3__ \$20,000 to \$29,999 6__ \$50,000 or mas

26. ¿Que tan satisfecho esta Ud. con cada una de las siguientes preguntas?

Encierre en un circulo su preferencia:	Muy Satisfecho	Neutral	Muy Insatisfecho		
a. Con qué frecuencia los autobuses funcionan en esta ruta	5	4	3	2	1
b. Cortesía del conductor del autobús durante su viaje	5	4	3	2	1
c. Que tan directa es la ruta a su Destino (Pocas paradas)	5	4	3	2	1
d. La longitud de tiempo que su viaje toma	5	4	3	2	1
e. Como en los tiempos de este bus está funcionando hoy	5	4	3	2	1
f. El numero de veces que te tienes que transferir	5	4	3	2	1
g. Calidad de la sombra en la parada de autobús en donde esperaste	5	4	3	2	1
h. Limpieza de las paradas de autobuses	5	4	3	2	1
i. Lo fácil que es usar la información de programación de bus	5	4	3	2	1
j. Seguridad en el autobús y en las paradas	5	4	3	2	1
k. Su satisfacción general con LeeTran	5	4	3	2	1

GRACIAS POR COMPLETAR ESTA ENCUESTA!

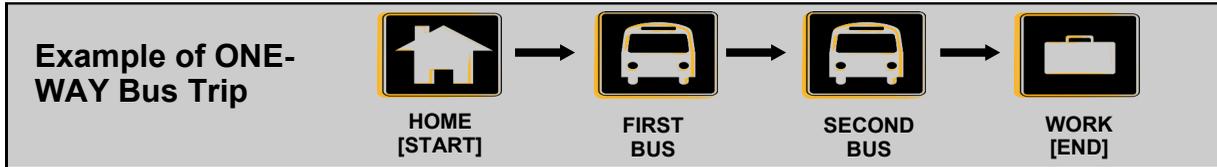


LeeTran Bus Rider Survey (2020)

LeeTran needs your help to provide improved bus service in Lee County. Please help us serve you better by completing this survey and returning it to the surveyor or any LeeTran driver. If you don't have time to complete the survey during this bus trip, please return it on your next trip. Thank you.

1. What time is it **NOW**? ____ (Hour): ____ (Minute) (**AM** **PM**) (Please circle one)

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



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

- | | | |
|----------------------------|-------------------|---------------------------|
| 1__ Work | 4__ School (K-12) | 7__ Shopping/Errands |
| 2__ Medical | 5__ College/Tech | 8__ Home |
| 3__ Social/Personal/Church | 6__ Recreation | 9__ Other (specify) _____ |

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

Address or Intersection (e.g., 1000 Colonial Boulevard, US 41 & Colonial Boulevard)

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

City State Zip

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

- | | |
|-------------------------------------|----------------------------------|
| 1__ Walked ➡ # blocks? _____ | 4__ Was dropped off |
| 2__ Bicycled ➡ # blocks? _____ | 5__ Rode with someone who parked |
| 3__ Drove & parked ➡ # miles? _____ | 6__ Other (specify) _____ |

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

FIRST Bus Route → **SECOND** Bus Route → **THIRD** Bus Route → **FOURTH** Bus Route

_____ → _____ → _____ → _____

6. 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**)

- | | | |
|----------------------------|-------------------|---------------------------|
| 1__ Work | 4__ School (K-12) | 7__ Shopping/Errands |
| 2__ Medical | 5__ College/Tech | 8__ Home |
| 3__ Social/Personal/Church | 6__ Recreation | 9__ Other (specify) _____ |

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

Address or Intersection (e.g., 1000 Colonial Boulevard, US 41 & Colonial Boulevard)

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

City State Zip

8. 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**)

- | | |
|-------------------------------|----------------------------------|
| 1__ Walk ➡ # blocks? _____ | 4__ Will be picked up |
| 2__ Bicycle ➡ # blocks? _____ | 5__ Ride with someone who parked |
| 3__ Drive ➡ # miles? _____ | 6__ Other (specify) _____ |

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

- | | | |
|---------------|------------------------|---------------------------|
| 1__ Drive | 4__ Wouldn't make trip | 7__ Moped/Scooter |
| 2__ Uber/Lyft | 5__ Bicycle | 8__ Other (specify) _____ |
| 3__ Walk | 6__ Ride with someone | |

10. What type of fare did you pay when you **GOT ON THIS BUS?** (Please ✓ only **ONE**)

- | | |
|---|--|
| 1__ Cash Fare/One-Trip Pass (\$1.50) | 7__ Discount 31-Day Pass (\$23.00/\$25.00) |
| 2__ Discount Cash Fare (\$0.75) | 8__ 12-Trip Pass (\$13.50) |
| 3__ All-Day Pass (\$4.00) | 9__ Discount 12-Trip Pass (\$6.50/\$6.75) |
| 4__ 7-Day Pass (\$15.00) | 10__ Trolley Fare (\$0.75) |
| 5__ Discount 7-Day Pass (\$11.00/\$12.00) | 11__ Discount Trolley Fare (\$0.35) |
| 6__ 31-Day Pass (\$40.00) | 12__ Free |
| | 13__ Other (specify) _____ |

PLEASE CONTINUE ON BACK OF SURVEY →

11. On average, how many days a week do you ride the bus?
 1__ 1 2__ 2 3__ 3 4__ 4 5__ 5 6__ 6 7__ 7
 8__ Once a month or less 9__ First time riding

12. How long have you been using LeeTran bus service?
 1__ Less than 6 months 4__ 1 to 2 years
 2__ 6 months to 1 years 5__ More than 2 years

13. What is the most important reason you ride the bus? (Please ✓ only one)
 1__ I prefer LeeTran to other options 6__ The bus is safer/less stressful
 2__ Car is not available all the time 7__ I do not drive
 3__ Parking is too expensive/difficult 8__ I do not have a car
 4__ LeeTran is more convenient 9__ Other (specify) _____
 5__ LeeTran fits my budget better

14. Are you a resident of any of the following counties?
 1__ Lee 2__ Collier 3__ Hendry 4__ Charlotte 5__ Other _____

15. How many months out of the year do you reside in Lee County?
 1__ Less than one month 2__ 1 to 6 months 3__ 6 to 12 months

16. Which three of the following improvements would make LeeTran better for you to use?
 (Please ✓ THREE (3) ONLY)

- 1__ More frequent service on existing routes
- 2__ Bus stop improvements (shelters and benches)
- 3__ More bike racks at bus stops/on buses
- 4__ More trash cans at bus stops
- 5__ Fewer/easier transfers
- 6__ Earlier service on existing routes
- 7__ Later service on existing routes
- 8__ More weekend service on existing routes
- 9__ More sidewalks connecting bus stops
- 10__ Express/faster service. Where? (Road name) _____
- 11__ Add new route from _____ to _____
- 12__ Other (specify) _____

17. Do you own a cellular phone?
 1__ Yes, it is a smartphone with a data plan/internet
 2__ Yes, but I have no data plan/Wifi capability 3__ No

18. Do you have a valid driver's license? 1__ Yes 2__ No

19. How many working vehicles (cars, motorcycles, trucks, vans) are at your home? (✓ only ONE)
 1__ 1 2__ 2 3__ 3 or more 4__ None

20. Your age is?
 1__ 15 or Under 3__ 25 to 34 5__ 45 to 54 7__ 65 to 74
 2__ 16 to 24 4__ 35 to 44 6__ 55 to 64 8__ Over 74

21. What is your gender? 1__ Male 2__ Female

22. Are you Hispanic, Latino, or Spanish origin? 1__ Yes 2__ No

23. What is your primary language?
 1__ English 2__ Spanish 3__ Creole 4__ Other (specify) _____

24. What is your race or ethnic heritage? (Please ✓ only ONE)
 1__ White 2__ Black/African American 3__ Asian
 4__ American Indian or Alaska Native 6__ Other (specify) _____

25. What was the range of your total household income for 2019?
 1__ Less than \$10,000 4__ \$30,000 to \$39,999
 2__ \$10,000 to \$19,999 5__ \$40,000 to \$49,999
 3__ \$20,000 to \$29,999 6__ \$50,000 or more

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

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

THANK YOU FOR COMPLETING THE SURVEY!

LeeTran Transit Development Plan - Virtual Public Workshops

You're invited to take part in planning the future of transit services in Lee County! Help us prioritize improvements for LeeTran's 10-year Transit Development Plan! Please join one of the following virtual public meetings to provide your feedback to develop a successful plan that will meet the community's transit needs in the next 10 years!

Virtual Public Workshop #1

When: Tuesday, August 11, 5:30—7:00 PM

Register to attend: <https://attendee.gotowebinar.com/register/6703696414747298319>

Virtual Public Workshop #2

When: Thursday, August 13, 5:30—7:00 PM

Register to attend: <https://attendee.gotowebinar.com/register/1807397413423615503>

Once you have registered, you will receive an invitation email with a unique link to participate in this virtual public workshop. This invitation email is unique to each attendee and should not be shared with others.

To register to attend, use one of the links above or, to register via phone or email, please contact Yvonne McClellan at (239) 285-7552 or email Yvonne.McClellan@qcausa.com.

Submit your transit related comments or questions during the meetings or in advance. To submit in advance, contact Yvonne McClellan via email at Yvonne.McClellan@qcausa.com or by phone, (239) 285-7552. Please submit questions via email or phone by 5 p.m. the day before the workshop. Please include #LeeTranTDP1 or #LeeTranTDP2 in the subject line of your email, depending on which virtual public workshop you plan to attend.

LeeTran

NEEDS

YOUR INPUT!

EVOLVE

Rethink. Revitalize. Reinvent.



Public Transit Workshops

Help us prioritize improvements for LeeTran's 10-year Transit Development Plan!

LeeTran is updating its plan for future transit services in Lee County. Please join one of the following virtual public meetings to provide your feedback to develop a successful plan that will meet the community's transit needs in the next 10 years.

Virtual Public Workshop #1

- **When:** Tuesday, August 11, 5:30—7:00 PM
- **Register to attend:** <https://attendee.gotowebinar.com/register/6703696414747298319>

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In accordance with the Americans with Disabilities Act, Lee County will not discriminate against qualified individuals with disabilities in its services, programs, or activities. To request an auxiliary aid or service for effective communication or a reasonable modification to participate, contact Joan LaGuardia, (239) 533- 2314, Florida Relay Service 711, or jlaguardia@leegov.com. Accommodation will be provided at no cost to the requestor. Requests should be made at least five business days in advance.

For questions on the Transit Development Plan project and public workshop, please contact LeeTran project manager, Dawn Huff, at (239)533-0233 or dhuff3@leegov.com.

EVOLVE

Rethink. Revitalize. Reinvent.



PREPARED FOR



LeeTran Transit Development Plan

Public Workshops

August 2020

PREPARED BY



WORKSHOP TODAY

- Before We Start - Housekeeping
- Welcome & Introductions
- LeeTran TDP
- Public Outreach - Direction from the Community
- Developing Transit Needs
- EVOLVE Network
- Next Steps

WORKSHOP PANEL



Levi McCollum
LeeTran



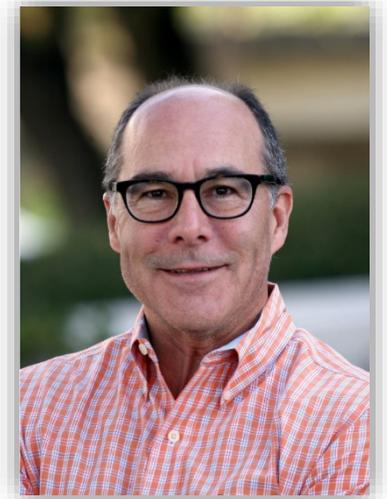
Dawn Huff
LeeTran



Joel Rey
Tindale Oliver



Asela Silva
Tindale Oliver



Randall Farwell
Tindale Oliver

WHAT IS A TDP?

- 10-year strategic plan for transit
 - Evaluates existing conditions
 - Determines future needs
 - Outlines phased service & implementation plans
 - Includes funded & unfunded priorities
 - Updated every 5 years
- FDOT requirement for funding
- What TDP is not
 - Budget, a binding agreement



LEETRAN TDP PROCESS

- Components
 - ✓ Evaluate baseline conditions
 - ✓ Assess existing transit options
 - ✓ Conduct Phase I public outreach
 - ✓ Determine transit needs
 - Conduct Phase II outreach
 - Develop service & implementation plans
 - Develop financial plan
- Final report
 - Due September 1, 2020
 - Covers FY 2021-2030



LEETRAN TDP PROCESS

2020 COA

- Operational efficiency assessment
- Improve current service near-term
- Save/reallocate resources
- Represents initial years of TDP

2020 TDP

- 10-year strategic vision for transit
- Holistic planning process to improve current service over time
- Funded/unfunded priorities & implementation plan

- Ongoing COA's impact on the TDP
 - Integrate specific operational improvements with TDP's larger strategic vision for transit service development
 - Help re-imagine the transit network, mobility solutions, and technological opportunities for Lee County for the next 10 years and beyond

PUBLIC INVOLVEMENT



Direct Involvement Techniques

Activities that directly engage the public and stakeholders in “hands-on” workshops and/or discussion about the project, such as open house public workshops, stakeholder interviews, rider and non-rider surveys in both printed and online media, and presentations to elected officials.

- ✓ Rider Survey
- ✓ Bus Operator Survey
- ✓ Discussion Groups
- ✓ Public Input Survey
- ✓ Stakeholder Interviews
- ✓ Transit Priorities Survey
- Virtual Public Workshops



Information Distribution Techniques

The use of materials or methods to inform the general public and stakeholders about the project, including branding, social media outreach, website content, emails, and other materials such as fact sheets, fliers, presentation boards, and media releases.

- ✓ Branding
- ✓ Email blasts
- ✓ Presentations
- Flyers



PUBLIC INVOLVEMENT SUMMARY

1,285 Total Participants



21
Stakeholders interviewed



22
LeeTran Bus Operator surveys/discussions



23
Participants in the business/growth discussion group



15
Participants in the social service agency discussion group



2
Virtual public workshops (ongoing)



1,098
On-Board survey participants



106
General public input survey participants



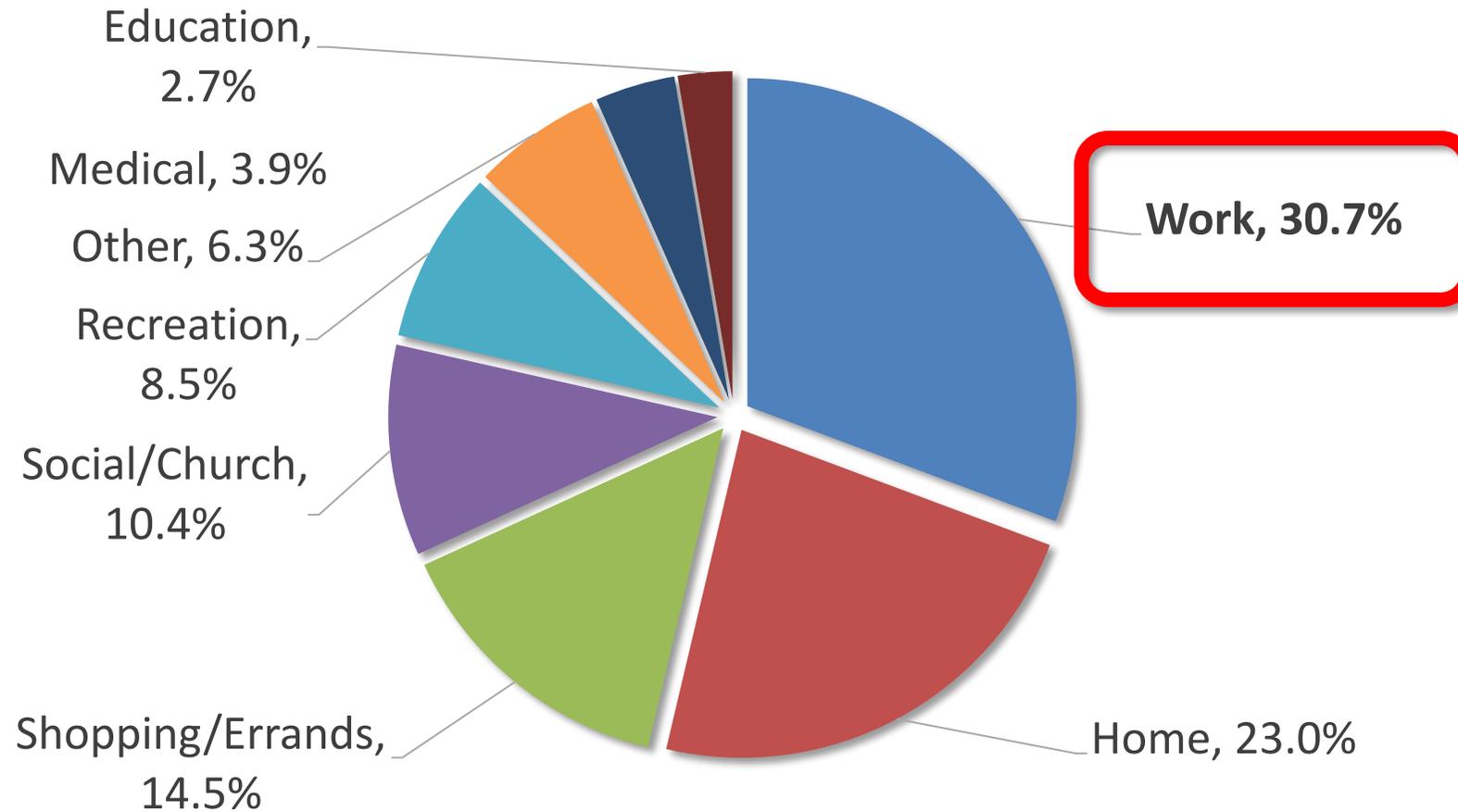
Many participated in email blasts



Many participated in Facebook engagement

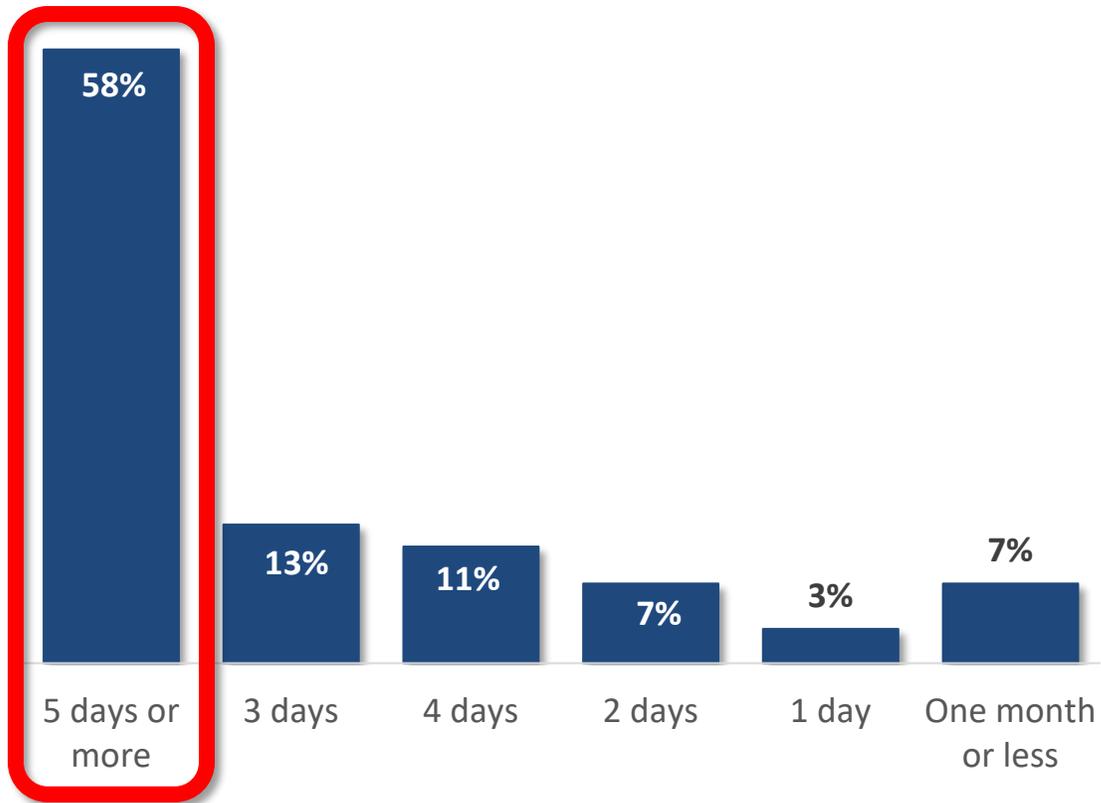
BUS RIDER SURVEY

- Trip Purpose

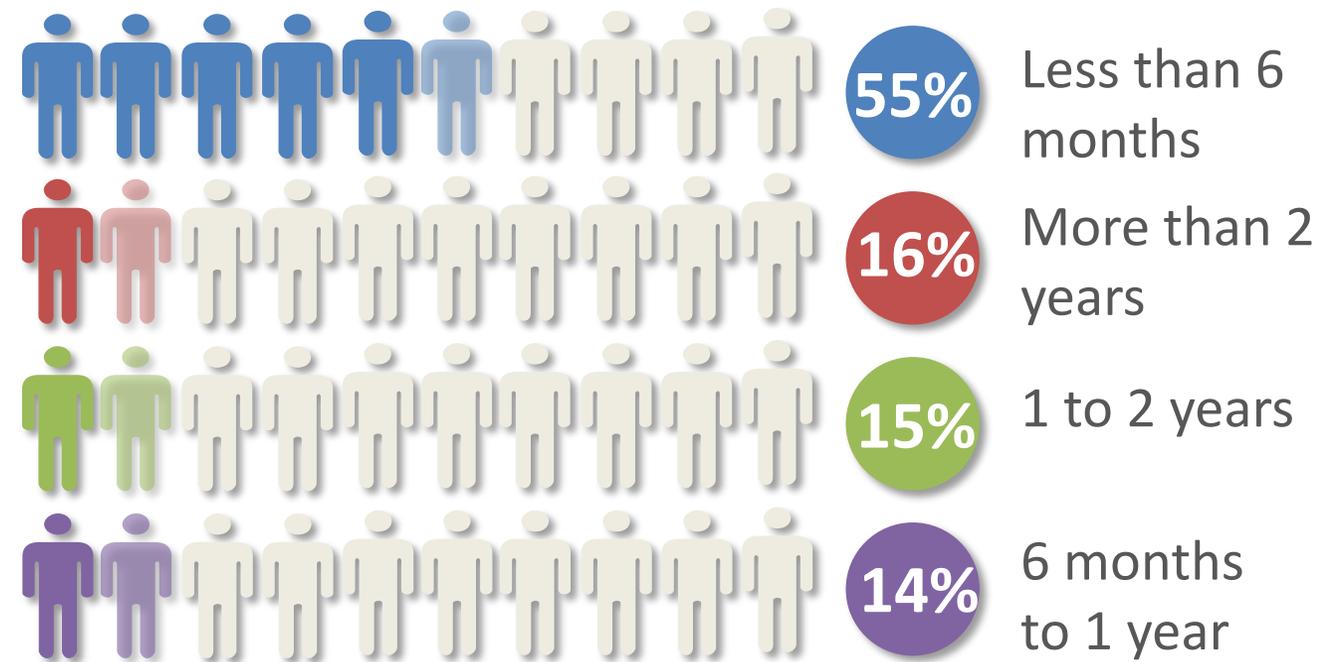


BUS RIDER SURVEY

- Average Use per Week

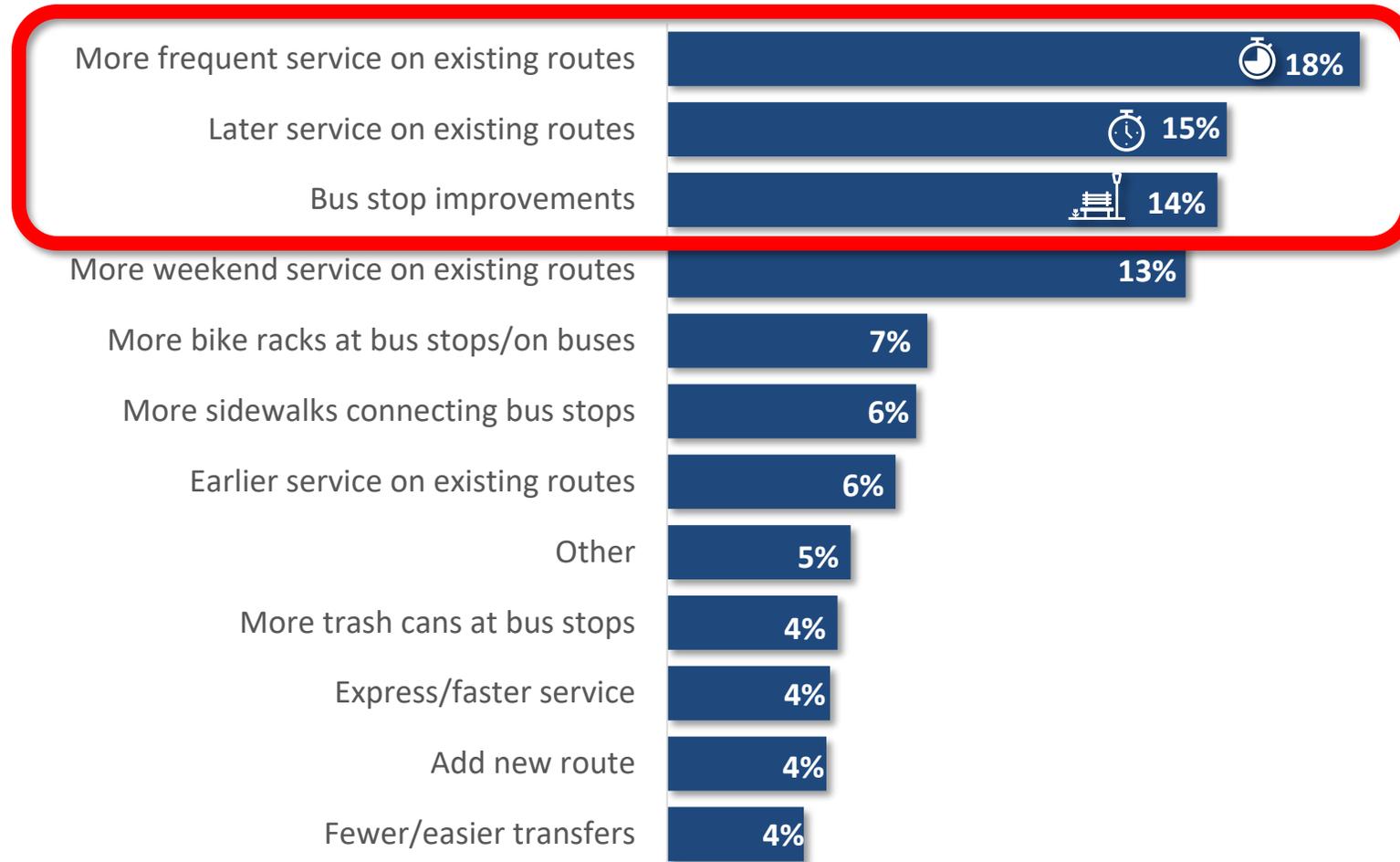


- Duration of Use



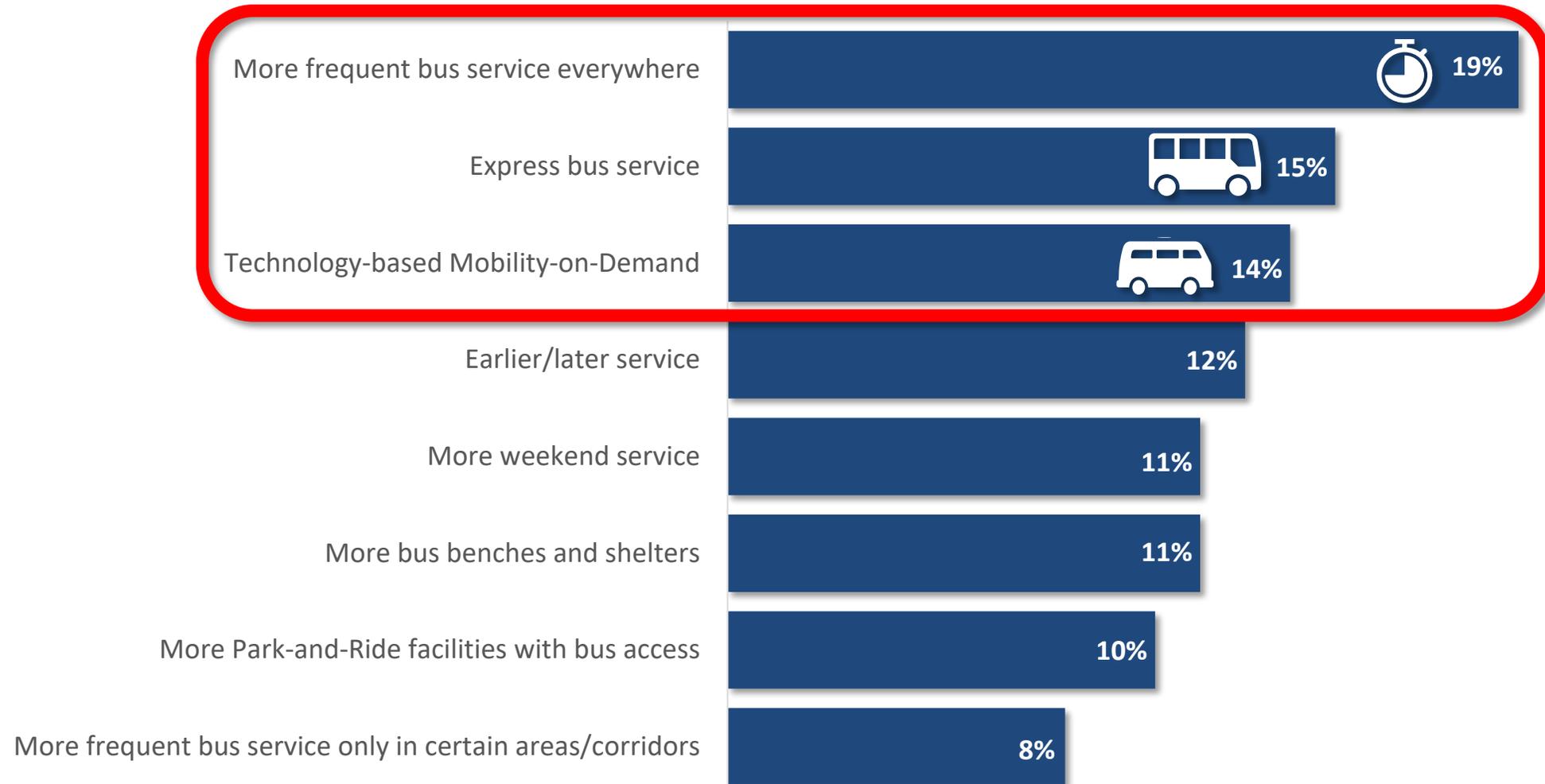
BUS RIDER SURVEY

- Top Three Improvements Needed



PUBLIC INPUT SURVEY

- Top Three Improvements Needed



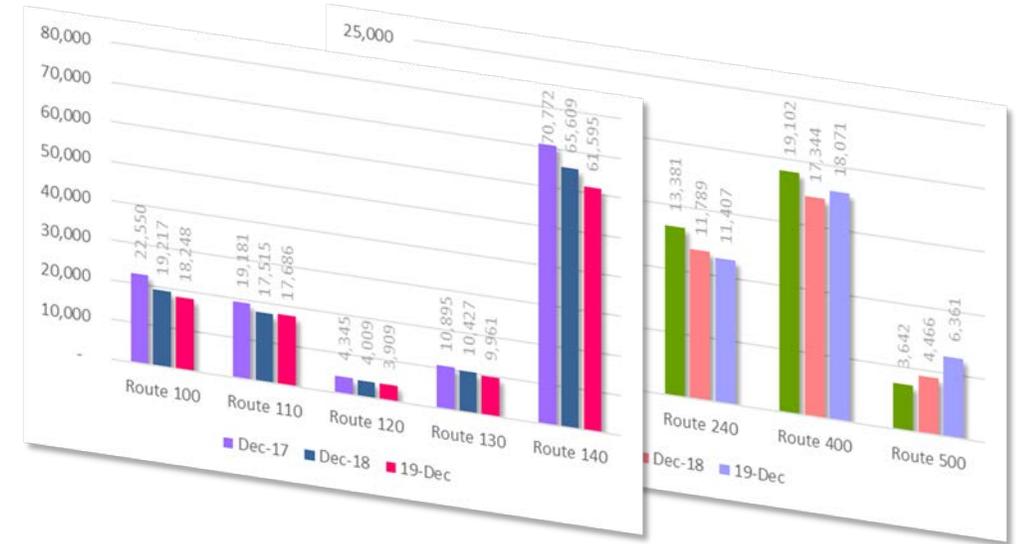
PUBLIC INPUT SUMMARY

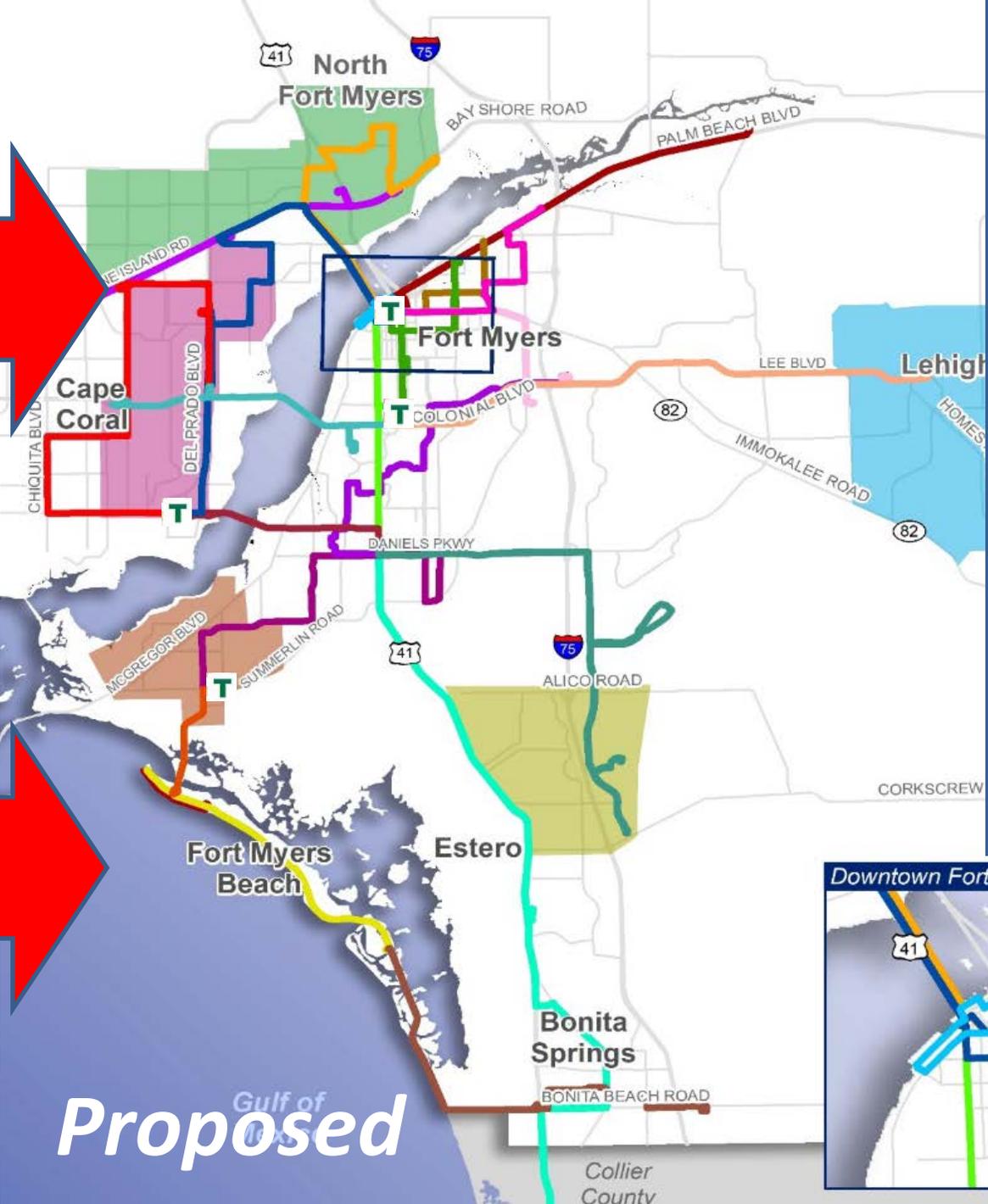
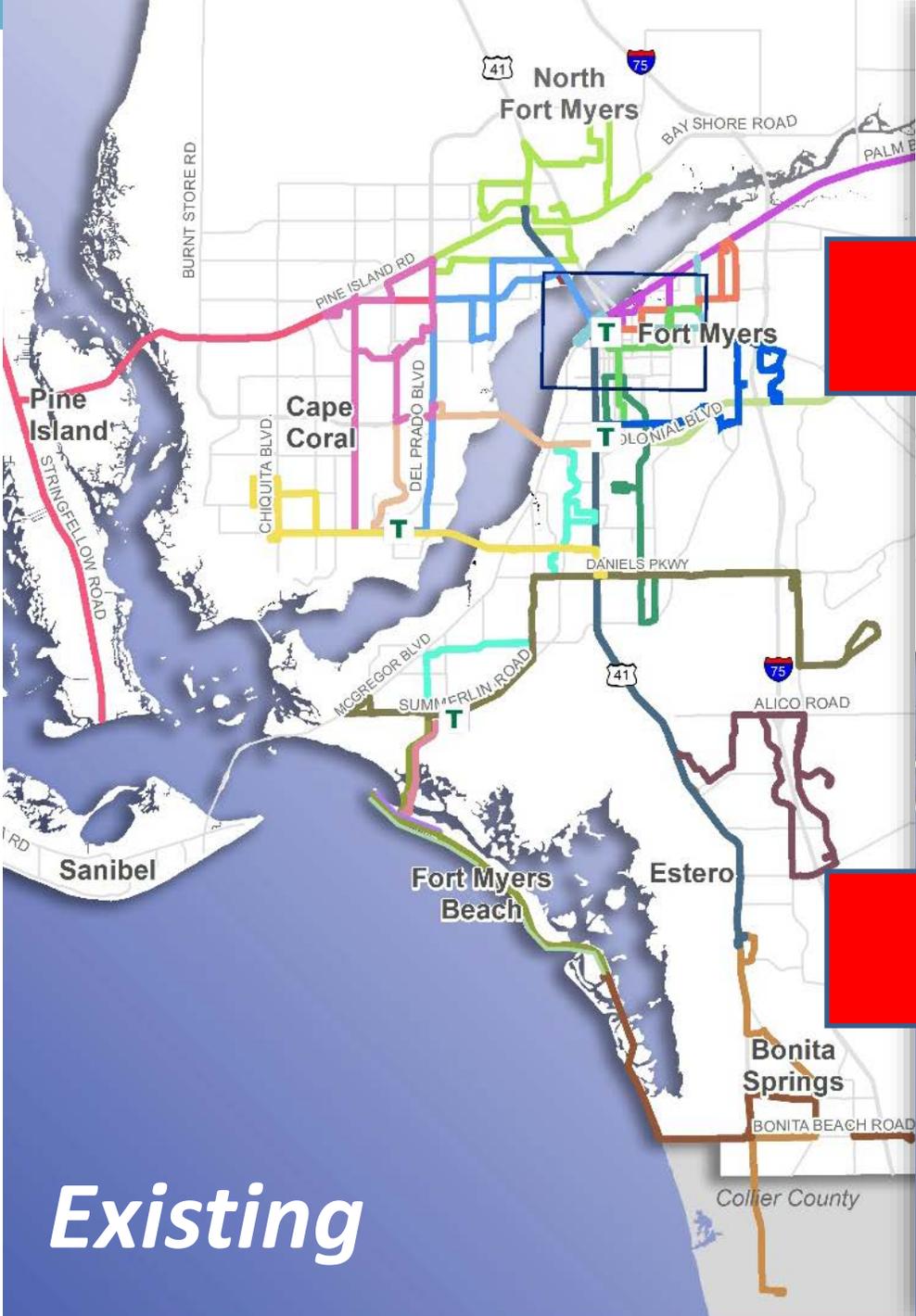
Improvement	Discussion Group	Rider Survey	Public Input Survey	Bus Operator	LeeTran Staff	Stakeholders	Steering Committee
Increased Frequency	1	1	1	1	1	1	1
App-based Mobility-on-Demand	3	4	3	3	2	2	3
Express/Regional Service	2	3	2	2	4	3	2
Early/Later Service	4	2	4	4	3	4	4



SHORT-TERM NEEDS DEVELOPMENT

- COA Guiding Principles
 - Improved travel times
 - More directness of travel/less duplication
 - Encourage more peak-hour ridership
 - Greater efficiency - doing more with less





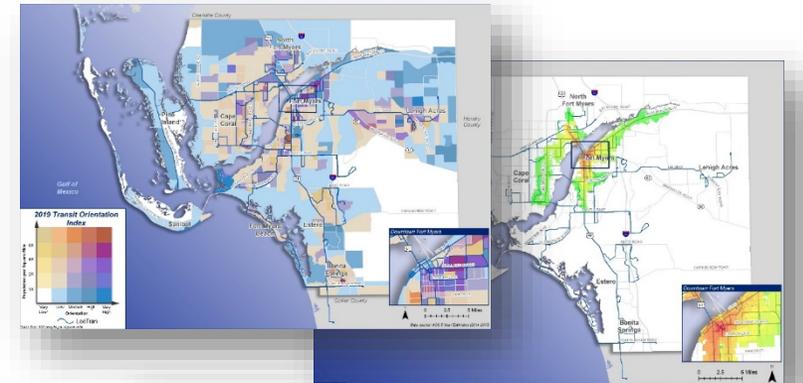
- Restructured service in Cape Coral
- Increased access in Lehigh Acres
- Direct connections from North Fort Myers to Downtown
- Simplified route structure in Downtown
- Enhanced freq. on US 41
- Tech-based Mobility On Demand (MOD) in 5 areas



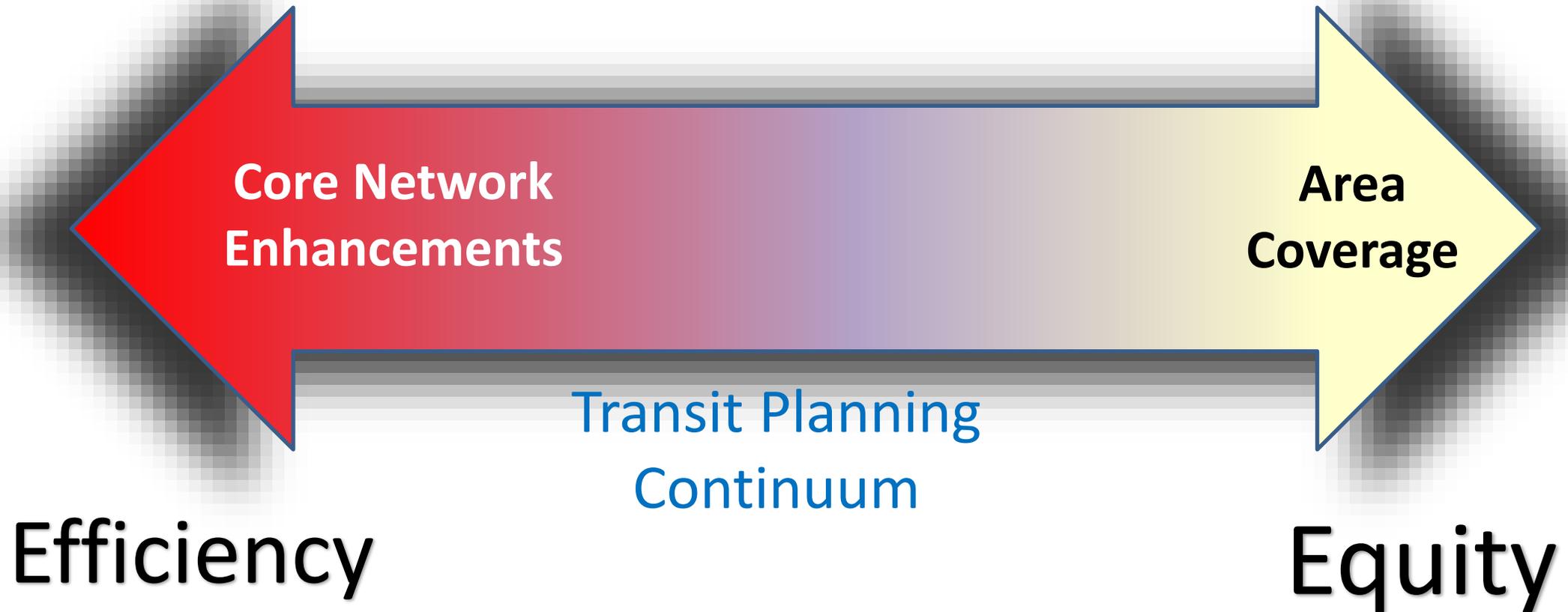
MID-TERM NEEDS DEVELOPMENT



- COA as Base Network
 - Integrate specific operational improvements with TDP’s larger strategic vision for transit service development
- TDP Improvements Focused on
 - High ridership core network
 - Future-ready robust network to make transit a truly viable option
 - Technology-based, diverse mix of mobility solutions for all riders/all areas



TDP FOCUS - BALANCING CORE SERVICE ENHANCEMENT & COVERAGE NEEDS



EVOLVE NETWORK

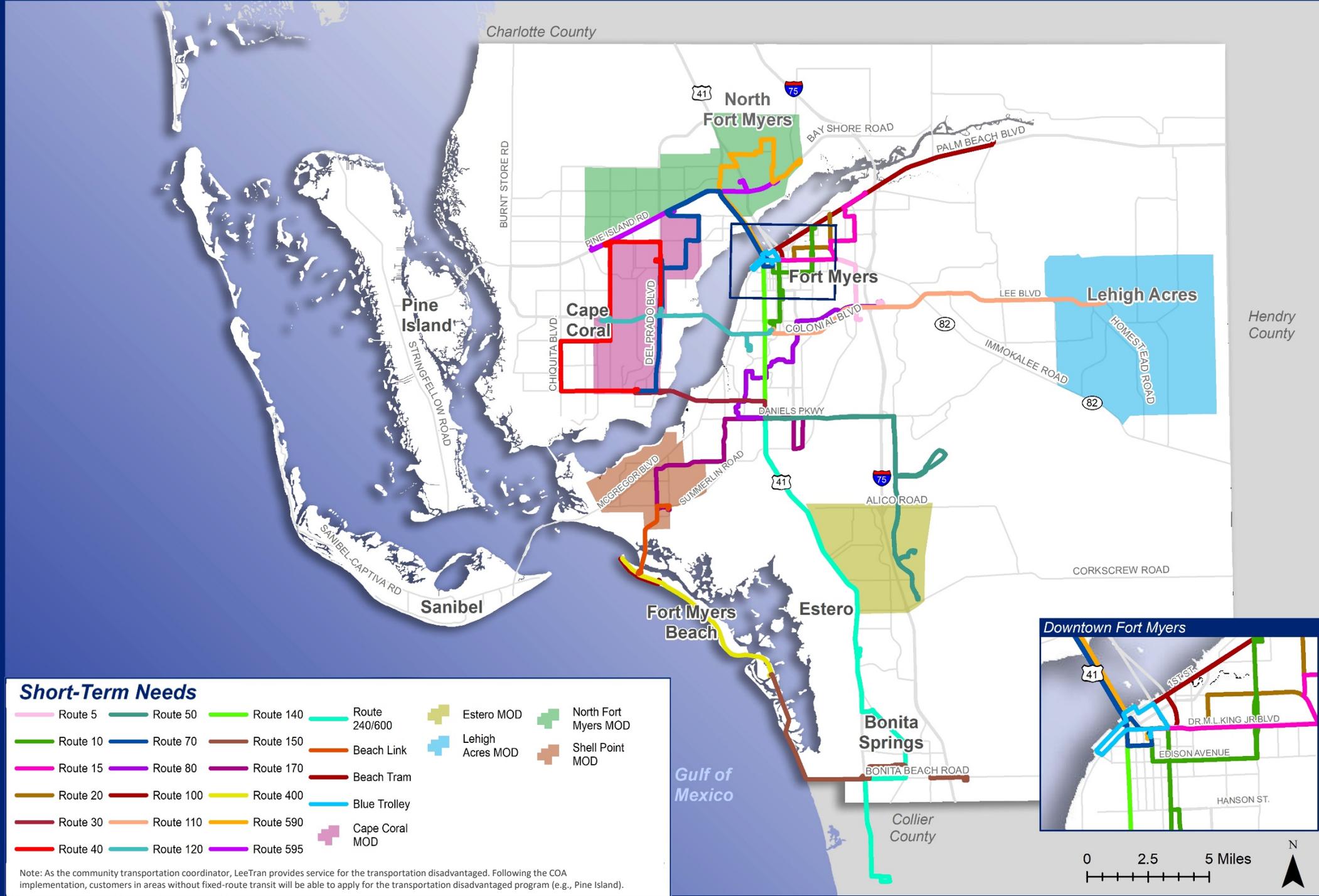
- Short-term Recommendations
 - 0 to 2 years
 - Efficiency & connectivity focus
- Mid-term Recommendations
 - 3 to 10 years
 - Core network/high ridership focus
 - Enhanced transit on high demand corridors

EVOLVE

Rethink. Revitalize. Reinvent.



SHORT-TERM NETWORK (0-2 YEARS)

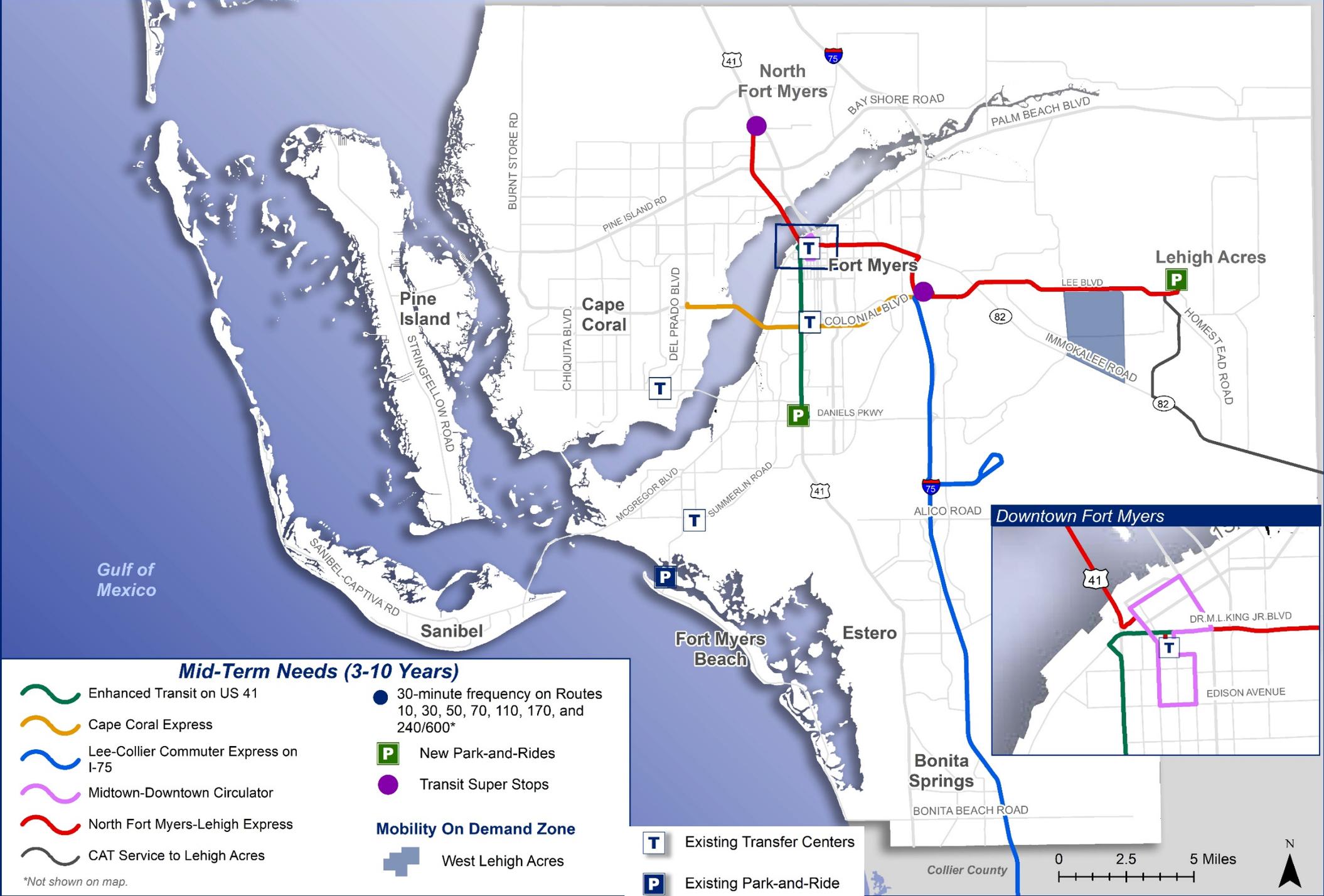


SHORT-TERM IMPROVEMENTS

Route	Current Frequency	New Frequency
5	80	60
10	80	60
40	84	60
70	65	60
80	97	45
120	80	70
140	25	15
150	90	85
240/600	90	60
Blue Trolley	25	12

- **Realigned** - Routes 5, 10, 15, 20, 30, 40, 50, 70, 80, 100, 110, 120, 140, 150, 240/600, 400, 420, 590, 595 & Blue Trolley
- **Repurposed** - Routes 60, 130, 160, 515 & Gold Trolley
- **Technology-based on-demand transit** added in 5 areas

MID-TERM NETWORK (3-10 YEARS)

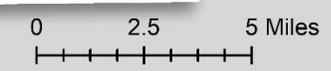


Mid-Term Needs (3-10 Years)

- Enhanced Transit on US 41
- Cape Coral Express
- Lee-Collier Commuter Express on I-75
- Midtown-Downtown Circulator
- North Fort Myers-Lehigh Express
- CAT Service to Lehigh Acres
- 30-minute frequency on Routes 10, 30, 50, 70, 110, 170, and 240/600*
- New Park-and-Rides
- Transit Super Stops
- Mobility On Demand Zone**
- West Lehigh Acres

- Existing Transfer Centers
- Existing Park-and-Ride

*Not shown on map.



MID-TERM IMPROVEMENTS

- Enhancements to Short-term Network

Routes	Existing Frequency (min.)	TDP	
		Short-term Frequency (min.)	Mid-term Frequency (min.)
10	80	80	30
30	60	60	30
50	70	70	30
70	65	60	30
110	60	60	30
170	-	60	30
240/600	90	60	30

MID-TERM IMPROVEMENTS

- New Services

Route	Existing Frequency (min.)	TDP	
		Short-term Frequency (min.)	Mid-term Frequency (min.)
Enhanced Transit Services on US 41 (Route 140)	20	15	8
Midtown-Downtown Circulator	N/a		15
Cape Coral Express			30
North Fort Myers-Lehigh Acres			30
Lee-Collier Commuter Express on I-75			60
West Lehigh Acres MOD			On-Demand

EVOLVE NETWORK (2021-2030)

Short-Term Needs (1-2 Years)

- 15-minute frequency or better on Route 140 and the Blue Trolley*
- 30-minute frequency on the Beach Link*
- 50 to 60-minute frequency on Routes 5, 10, 40, 80, 170, and 240/600*

 Modified LeeTran Network

Mobility On Demand Zones

- | | |
|--|--|
|  Cape Coral |  North Fort Myers |
|  Estero |  Shell Point |
|  Lehigh Acres | |

 Existing Transfer Centers

 Existing Park-and-Ride

Gulf of Mexico

Mid-Term Needs (3-10 Years)

-  Enhanced Transit on US 41
-  Cape Coral Express
-  Lee-Collier Commuter Express on I-75
-  Midtown-Downtown Circulator
-  North Fort Myers-Lehigh Express
-  CAT Service to Lehigh Acres

- 30-minute frequency on Routes 10, 30, 50, 70, 110, 170, and 240/600*

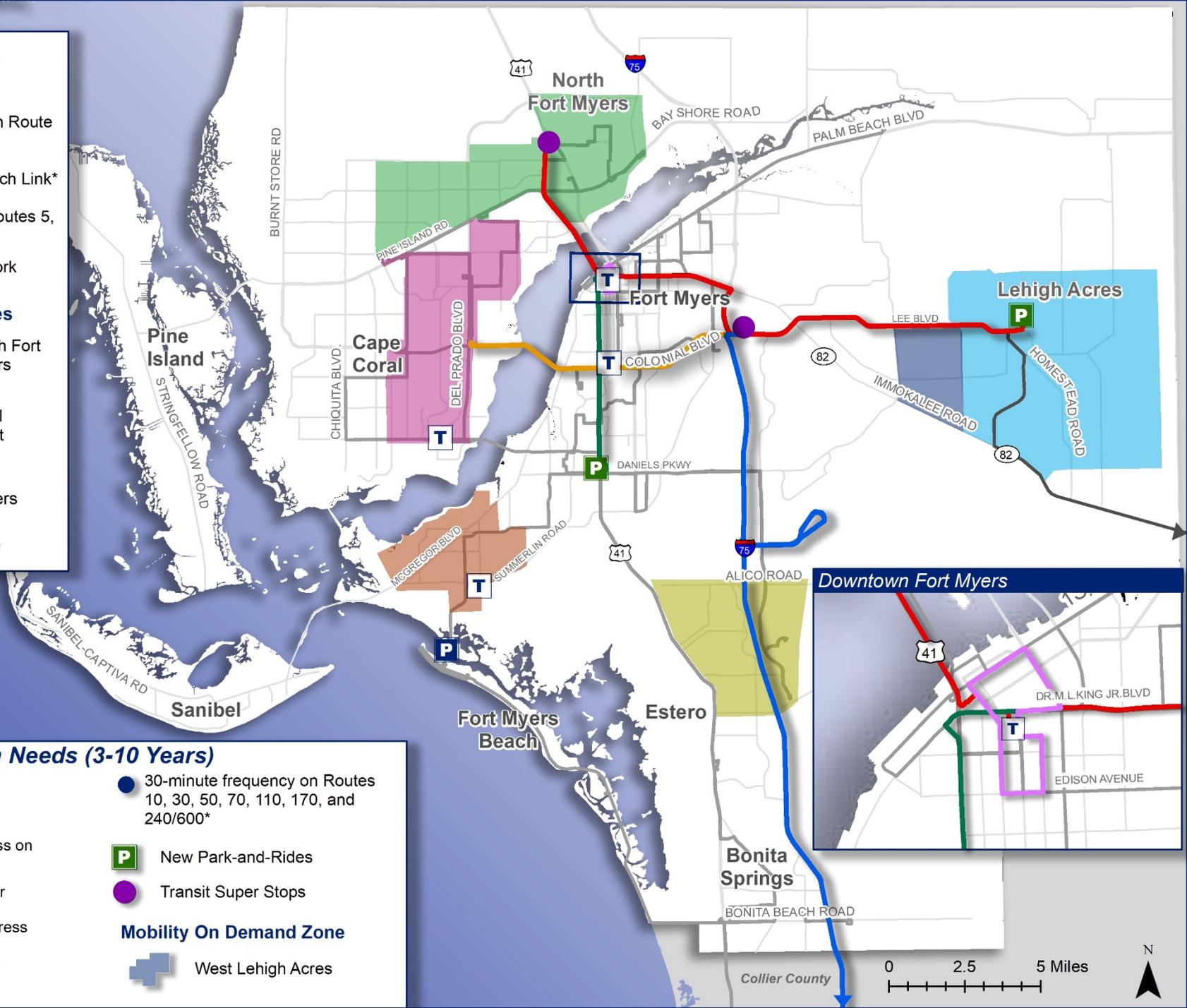
 New Park-and-Rides

 Transit Super Stops

Mobility On Demand Zone

 West Lehigh Acres

*Not shown on map.



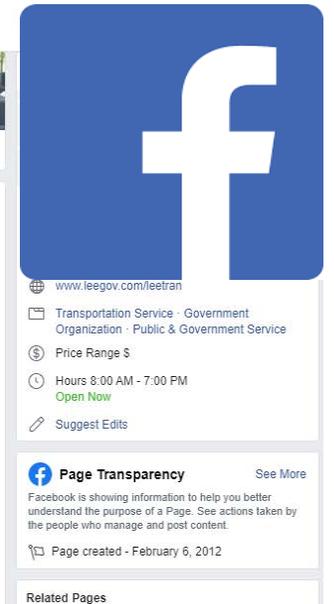
WHAT IS NEXT?

- Conclude Phase II outreach & survey
- Evaluate & prioritize TDP needs
- Develop service implementation & financial plans
- Prepare TDP Major Update report
- Board presentation - October 2020

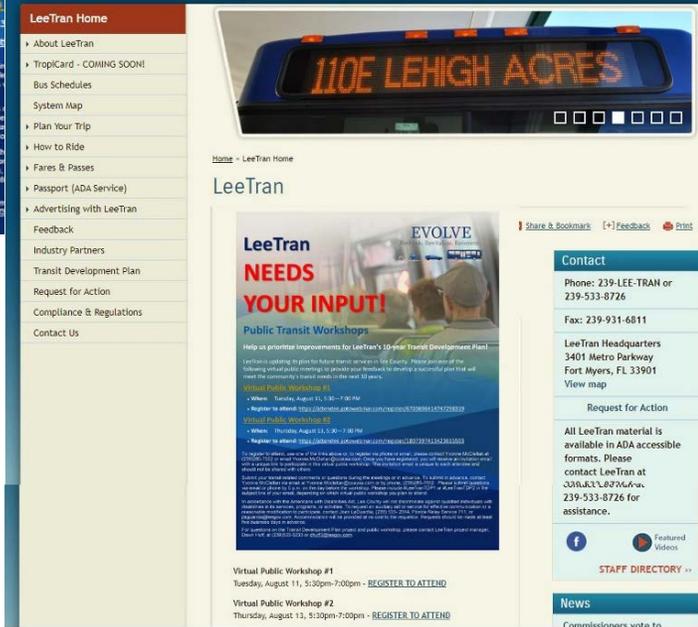


COMMENTS & QUESTIONS

- Comments/questions for the panel
- **Complete the online survey!**
 - Rideleetrans.com/tdp
 - Facebook @LeeTranFL
 - QR Code
- Submit any additional comments or questions by August 21st:
 - Online (web/Facebook)
 - leetranscomment@leegov.com



www.leegov.com/leetrans



LeeTran Transit Development Plan - 2020 Major Update

Public Workshop Questions & Answers

August 2020

Question: What is the best way to measure transit efficiency? Is it how long it takes a passenger to get from Point A to Point B?

Answer: By virtue of all the various data that are generated by the provision of fixed-route bus service, there are many performance metrics that transit agencies can and do use to track the effectiveness and efficiency with which they provide their services. When you think about efficiency in particular, the intent is to measure whether resources are being expended productively. Such measures usually include a ratio of some measure of service utilization (like passenger trips) in comparison to a measure of resource utilization (like operating cost or revenue hours of service).

LeeTran typically measures its transit service efficiency by how many passenger trips its service can provide for every dollar the agency spends on that service, and how many trips are taken per every hour that its buses are in service picking up passengers. Because transit agencies always answer to some sort of policy board, these are the most critical measures that are brought up when discussing how effectively an agency is providing its services over time in comparison to its overall budget requirements.

How long it takes a rider to get from point A to point B is yet another important metric when one looks at transit service, but it is important to keep in mind that its focus is from the perspective of the rider, so it is not typically used by transit agencies as a measure of service efficiency. It generally speaks to the quality of the service being provided by an agency, and often is reliant on the availability of sufficient resources to ensure appropriate service levels that will support shorter travel times. However, it is important to recognize that all of an agency's metrics must be considered when assessing performance as they are usually interconnected and often dependent on local policy decisions. Basically, provision of an effective and efficient bus service typically will lead to an overall better quality of service for riders.

Question: Why are the Routes 240 and 600 not synchronized to enable transfers?

Answer: It is LeeTran's ongoing goal to maximize transfers when the operational conditions are available. Currently, Routes 240 and 600 have different travel lengths, causing their respective schedules to be uncoordinated with one another. Because of this operational difficulty, LeeTran plans to combine these two routes to remove the transfer altogether. Not only will service improve for riders of the combined routing, the new alignment also will enable every third Route 240/600 vehicle to meet with a Route 140 vehicle, thereby facilitating other transfer opportunities. LeeTran recognizes that this realignment affects the connections with Collier Area Transit (CAT) routes with 90-minute headways. However, with this change, LeeTran is listening to public input and striving to achieve its goal of improving frequency. CAT is working on its TDP and the agency's goal is to improve connectivity and frequency of its routes and connection to LeeTran's Route 600.

Question: Would LeeTran extend the Route 110 to E 12th St. and Joel Blvd. every other hour on Sundays?

Answer: While LeeTran could extend the Route 110 to cover the Route 515 service on Sundays without adding vehicles, this operational design would negatively affect the “cycle time” of Route 110, which is the amount of time it takes for the route to make its full round trip. With a longer round trip, the route’s headway (the interval of time between consecutive buses moving in the same direction on a route) would be impacted so that the route could not keep its current frequency of service. The trade-off is that the additional coverage for Route 110 on Sunday would increase the wait time for the route on each trip. Therefore, LeeTran is prioritizing the Route 110’s frequency over the additional coverage for Route 515 on Sundays.

Question: Would LeeTran build a transfer location on Alico Road for the Routes 50, 60, and 515?

Answer: There are changes proposed for all of these routes that will make such a transfer opportunity unnecessary. First, LeeTran is planning to realign the Routes 50 and 60 to remove the need for a transfer. Specifically, the COA recommends combining Route 50 with the Ben Hill Griffin Parkway portion of Route 60. Moreover, LeeTran also has targeted the San Carlos Park area for Mobility-on-Demand (or MOD) service. A key benefit of this proposed realignment is that it will enable customers in the San Carlos Park and Florida Gulf Coast University areas to travel to the Southwest Florida International Airport without going to US 41 first. Additionally, an MOD zone is being considered for Lehigh Acres, which would replace the existing Route 515.

However, even if the Route 515 were to continue to operate as is, extending the route to Alico Road would significantly increase the route’s wait times. The 40-mile round trip from Lehigh Acres to Alico Road would create at least a three-hour wait time for every Route 515 vehicle. Given that a major goal of LeeTran is to reduce wait times and overall travel times, such a change would not be reasonable. It also would require the addition of more resources (i.e., buses) to accommodate the longer alignment and LeeTran does not have the necessary funding to add vehicles at this time.

Question: Can we change the railroad line in Lee County to a local tram service with bike paths on either side? It may be a great way to connect the north and south of the county.

Answer: The rail line in question is most likely the Seminole Gulf Railway, and more specifically its Fort Myers Line, which runs north and south between Arcadia and Naples. This short-line regional railroad is primarily used for freight transport and passenger excursions (like the Murder Mystery Dinner Train out of Fort Myers). This is an interesting question as the rail line has been the subject of study for potential transit use going back at least 15 years. In 2005, as part of its Long-Range Transportation Plan update, the Lee MPO examined the feasibility of a 15-mile segment of the corridor (from Downtown Fort Myers to Corkscrew Road) for transit service. The study examined various rail modes ranging from heavy rail, to commuter rail, to light rail. It also looked at potential bus-oriented services, like BRT and trolley services. Based on the planning-level feasibility analysis that was conducted, in the future (by 2030) it was recommended to pursue implementation of a busway in the rail corridor that would support BRT service.

A subsequent rail study completed by the MPO in 2013 also determined that the rail corridor was feasible for transit service. Even though it concluded that commuter rail, light rail, BRT, and a multi-use pathway would all be viable alternatives, it did not recommend a specific mode and left that for future studies. Instead, this study strongly recommended that the public sector take steps to preserve the corridor for future transportation use. Then, in 2015, the MPO updated its Long-Range Transportation Plan to the 2040 horizon year, and in its transit element, it indicated a need for passenger rail service in the corridor.

Most recently, in 2017, the City of Bonita Springs and Village of Estero lobbied for State funds to turn the rail corridor into a multi-use trail. So, though there are no definite plans in place for the conversion of the rail line, there has been a lot of interest for many years to use this resource to help meet transportation needs in the community. We would expect that, as local growth continues and north-south corridors like US 41 continue to become more congested, at some point, the County and other stakeholders like FDOT may see merit in pursuing such a resource for future transit growth.

Question: Can you address our concern about our veterans riding for such a long time on the bus if they live south of Veterans Parkway in the Cape? It may take 2 hours for them to get to the VA Clinic on Diplomat.

Answer: The proposed changes to the network will provide persons south of Veterans Parkway who are en route to the VA Clinic with new transportation opportunities. The realigned Route 40 will provide access along Chiquita Boulevard between Cape Coral Parkway and 32nd Street, and along 32nd Street from Chiquita Boulevard to Santa Barbara Boulevard, and along Santa Barbara Boulevard from 32nd Street to the Walmart Neighborhood Market on Pine Island Road/Bayshore Road. From here, riders can transfer to an on-demand service directly to the VA Clinic. A Mobility-on-Demand service zone is proposed for North Fort Myers, including the VA Clinic, that will allow the general public to obtain on-demand service within the zone, including connections to the fixed-route bus network. This is an efficient way to extend the coverage of the fixed-route network and provide greater access to mobility, especially for persons who are not close to a bus route. In addition, the new route network proposed adds additional service and connections to Route 70, which provides service to the commercial activities at Pine Island Road and North Cleveland Avenue, and continues into the Rosa Parks Transit Center downtown. Also recommended is an extension of service along Pine Island Road/Bayshore Road from the Walmart Neighborhood Market to the Publix Shopping Center at Eagle Landing. Furthermore, the new network will also provide a direct route connecting Suncoast Estates to the Rosa Parks Transit Center in downtown.

Question: What about service in NW and NE in Cape Coral? The closest bus stop are in Pine Island Road. Also, why only one day of service to Matlacha and Pine Island?

Answer: Generally due to sprawled development patterns and lower densities, the northern areas of Cape Coral and Pine Island have been difficult to serve with fixed-route bus service historically. For example, one analysis in the TDP to determine transit need based on presence of key demographic characteristics within an area showed these areas as having medium to low transit propensity with very low densities (population below 1,000 people per square mile). This is why current service to Pine Island, for example, runs only on Thursdays off a manifest and operates only if a rider requests a ride. Based on LeeTran ridership data, in 2019, the Pine Island route (Route 160) only had nine trips in the month of December.

While this is insufficient ridership to warrant the use of fixed-route bus service, it can support Mobility-on-Demand (MOD) service, which is why a large portion of northern Cape Coral is recommended for an MOD zone that will operate in an area generally bordered by Del Prado Boulevard N to the north, Chiquita Boulevard N to the west, Pine Island Road to the south, and Slater Road to the east. Along with an MOD zone in Cape Coral centered around Del Prado Boulevard, access to transit will increase in this area.

Unfortunately, the level of transit use exhibited by Pine Island over the years makes even the provision of MOD service difficult. Residents in areas such as Pine Island may be eligible for the transportation-disadvantaged program.

Question: Why do the Routes 20 and 100 both travel on Marsh Avenue?

Answer: A transit agency can enhance the density of service it provides along a major corridor by placing two or more routes along that corridor and offsetting the schedules to effectively create a more frequent overall coverage. In the case of LeeTran, by using two routes to cover the same street, the agency is able to reduce the wait times on Marsh Avenue. However, as Lee County has grown, the population has shifted. As a result, both routes do not have the same productivity as when they were originally planned and implemented. Thus, the COA has recommended straightening the Route 100, so that it travels only on Palm Beach Boulevard. Although the Route 100 will remain on Palm Beach Boulevard, modified versions of Routes 10, 15, and 20 will provide service to the area.

Question: Would LeeTran build a transfer location near Michigan Avenue and Marsh Avenue?

Answer: This suggestion makes sense given the number of routes currently serving these corridors. However, the COA suggests reducing the duplicate services that currently operate along Michigan Avenue and Marsh Avenue because the level of resources being used there is not necessary. Nonetheless, with the proposed changes, riders still will be able to expect regular, frequent service on both Michigan and Marsh. So, rather than constructing an additional facility in this area, LeeTran is focusing more attention on its existing Rosa Parks Transportation Center. In fact, LeeTran is adding more bus bays and making significant interior improvements to this facility within the next three years.

Question: Why is Coralwood Mall a major transfer center, but not the Cape Coral Hospital?

Answer: Officially, neither the Coralwood Mall nor the Cape Coral Hospital is a major transfer center for LeeTran service. Rather, both facilities are transfer locations. While multiple LeeTran routes may serve them, neither has sufficient infrastructure to support such a designation. LeeTran's only major transfer center in Cape Coral is the Cape Coral Transfer Center located on SE 47th Terrace.

However, in the future, should another transfer center be warranted on the Cape, it is likely that, of these two locations, Coralwood Mall would better serve this purpose as it is conveniently located near a major intersection with regional significance due to proximity to the Midpoint Bridge. Moreover, LeeTran's objective is to reduce the number of smaller, private parking lots in which it facilitates transfers. So, although it is an attractor for ridership, Cape Coral Hospital would not be a preferred transfer location.

Question: Instead of worrying about 10 years from now would it not be better to improve current service?

Answer: The transit agencies that tend to have the best understanding of their service areas and continuously serve their constituents well over time are those that successfully plan for the future on a regular basis. This is the key benefit of the TDP process as it affords LeeTran an opportunity to adjust its mobility vision every few years as Lee County continues to grow and evolve. However, it also would be shortsighted for a transit agency to ignore the needs of today because it is constantly keeping its eye only on the future. This is why LeeTran recognized the importance of conducting both a COA and TDP concurrently, so the agency's plans would not sacrifice the improvement of current service for future enhancement, and vice versa.

As you have seen in the presentation, LeeTran's TDP proposes two phases of improvements, one immediately within 0 to 2 years and then another to cover years 3 through 10 of the decade-long plan. And, even though there is still some prioritization to do to formulate the final implementation plan, currently the TDP's draft plan recommends all proposed improvements for implementation between the end of this year and 2030, assuming the necessary additional financial resources become available. So, riders and other potential users will not need to wait 10 years to see benefits.

Question: Would microtransit cost more in operations than fixed-route bus? Isn't the 42 square mile area of service originally conceived now considered to be too large of an area to service, even with two buses?

Answer: First, one must consider the issue of zone size. The service area and the specific operating requirements for the MOD service initially proposed in Lehigh Acres have been identified at a high level for the purpose of submitting a service development grant application to the Florida Department of Transportation for this service. The actual service zone delineation will be defined when funding is identified, as will be the actual operating requirements. The service area and the number of vehicles needed by time of day will depend on both the density of demand and the MOD service model (point-to-point, point-to-hub, etc.), the proposed response times, and the algorithms used to manage the operation.

Now, as for cost, based on the high-level planning analysis completed for the grant application, the proposed MOD would cost less than the current Route 515. This is primarily due to the following factors:

1. Creating a better fit between service demand by time of day and service supplied, rather than operating all day long;
2. Being able to use the lower cost paratransit hourly operating cost rate; and
3. Creating optimized shared-ride solutions to maintain high productivity levels.

Question: Does LeeTran favor having all of its routes run on "clocktime," and would it make it easier to synchronize routes if they were in fact on "clocktime?"

Answer: In transit planning, using "clockface" scheduling means having routes run at consistent intervals, so that buses meet up at major transfer locations at the same time and usually in conjunction with the major minute designations of a clock, like at :10 or :15 minute increments. If the routes in a system were to

have 30-minute frequency and clockface scheduling, coordinated routes would connect at transfer centers at times like 9:00 am, 9:30 am, 10:00 am, and so forth. This helps facilitate transferring and makes it much easier for riders to memorize the bus schedules.

The operating improvements recommended in the COA for LeeTran do include shifting a number of routes to more clockface schedules. Since this often requires investment in frequency improvements, this cannot be achieved in most cases within the agency's existing budget. Over the service improvement period, it is proposed that all LeeTran routes eventually will be shifted to clockface. As noted, while the clockface scheduling will help make services and schedules easier for riders and operators, as well as improve connections between routes at key transfer points, it is important to recognize that this does not mean that all routes will meet at precise times at all bus stops where transfers may occur.

Question: Will LeeTran consider adding to Route 60 to better serve the apartments that are being built on Three Oaks between Alico and Corkscrew Roads?

Answer: Because of the growth of FGCU and the numerous retail and commercial establishments in the surrounding area, the residential growth occurring along Ben Hill Griffin Parkway between Alico and Corkscrew is significant. Even though the COA proposes to eliminate Route 60, it recommends replacing it with a refined Route 50 that will serve the airport, FGCU, and the area between Alico Road south to Corkscrew Road. In addition, a Mobility-on-Demand zone overlay has been proposed that will serve the area east of Tamiami Trail to east of FGCU from Alico Road to the north and Corkscrew Road to the south. LeeTran anticipates that this combination of streamlined fixed-route bus service and the MOD service will significantly improve mobility in this area.

Question: How do you decide where to add more bus transit or where you want to improve how many times buses run every hour? Especially in areas like the area east of US 41 in North Fort Myers.

Answer: LeeTran planning staff regularly collect and analyze transit data to identify where public transportation services are needed in Lee County and the level of services that are needed in the different areas. Some more suburban and rural areas may need only limited services, while busier corridors like US 41 in North Fort Myers may need services with a lot more frequency due to high demand for transit.

In addition to regularly assessing where to provide service and at what level, LeeTran also conducts planning studies, like the TDP, and efficiency assessments, like the COA, from time to time to examine its routes and network more in depth. These studies analyze a lot of data and also engage the community to ask riders and other stakeholders where they see that additional demand may warrant service. Hence, it is an ongoing, thorough, and concerted effort so that LeeTran can make sure its services are provided where they will best meet existing demand and need, and at the levels possible given existing resources.

As far as services in the eastern portion of North Fort Myers, this TDP's needs plan proposes to enhance the services in this area. Both current Routes 590 and 595 are proposed for realignment to better serve the area. It also is proposed to have this area served by an app-based Mobility-on-Demand transit. Additionally, the updated Route 590 now will connect the area to the Rosa Parks Transportation Center, instead of only circulating in North Fort Myers.

Question: Will the TropiCard be integrated with Google Pay and Apple Wallet?

Answer: This question is related to LeeTran’s new farebox project that will enable customers to use new smart cards and a mobile app to pay their fares. Unfortunately, the pandemic has delayed the implementation of the new system. The new LeeTran smart card, called TropiCard, will not be integrated with Google Play or Apple Wallet, as it will require a complete reconfiguration of the new smart card software as well as upgraded smart card reader software for each of the new fareboxes. However, Genfare (the farebox system vendor) is working to add open payment capabilities. At that point, the new fareboxes will be able to accept credit cards directly. Google Pay and Apple Wallet are in development and will be available at later phases for mobile passes only.

In the meantime, LeeTran’s new farebox system will include a mobile app, called LeeFare, which customers will be able to use to purchase fare products any time and then use them on the bus via mobile fare payment. Moreover, customers preferring to use the smart card feature will be able to load the TropiCard online and at ticket vending machines that will be conveniently located at the major transfer centers. In addition to TropiCard and the LeeFare mobile fare payment app, passengers desiring to do so still will be able to pay their fare using cash. The new fareboxes will speed up boarding and provide a streamlined, contactless way to pay your fare. LeeTran will offer a 90-day exchange period, allowing customers to trade in their existing fare media for a new TropiCard with the matching fare free.

Question: How are these maps connected with the bicycle/pedestrian networks?

Answer: In terms of the TDP process, early on, what is called a baseline conditions analysis is conducted to examine demographics and other local data to help better understand the area within which LeeTran operates its services. As part of this process, existing bicycle- and pedestrian-related infrastructure in the service area is reviewed to see how current sidewalks and trails correlate with transit routing. Bicycle and pedestrian connectivity to transit is critical as these are the two alternative modes most used by riders to access the bus in Lee County and throughout Florida. Because of this relationship between these modes, LeeTran prioritizes connections to the existing bicycle and pedestrian network. Agency staff clearly understand the importance of this infrastructure for the overall mobility needs of customers. In fact, in LeeTran’s most recent bus stop improvements, staff have built connections to the surrounding shared use paths and sidewalks, as well as provided bicycle storage racks. Moreover, for all new bus purchases, LeeTran is increasing the number of bike rack spots on the bus from two to three.

Question: Do the micro-transit trips to the bus line count as additional trip/mileage that can be reported in the NTD for a future impact of a bigger share of the operational funding?

Answer: The NTD refers to the National Transit Database, a repository for a wide variety of transit data developed and maintained by the Federal Transit Administration (FTA). It was initially set up back in the late 1970s after a Congressional mandate in 1974 to collect and track data about the financial, operating, and asset conditions of transit systems in the US. The NTD is designed specifically to support local, state, and regional planning efforts related to transit and enable governments and other decision-makers to examine transit data over time and across modes and/or agencies. Transit agencies that receive federal funds through FTA grants under the Urbanized Area Formula Program (§5307) or Other than Urbanized Area (Rural) Formula Program (§5311) must submit a prescribed set of data annually to the NTD. FTA then uses specific measures from the current data, like passenger trips, to help determine the following year’s

funding for each agency. Given the importance of this source of revenue to transit agencies, including LeeTran, it is critical for them to regularly submit their data and keep track of how changes in service may impact future year revenues.

This question specifically gets at this last issue and is asking whether a switch to MOD service in some Lee County areas with fixed route will still allow the reporting of passenger tips for NTD purposes. The proposed MOD service will be like other bus services provided by LeeTran, except that it will be provided on demand, so it will be able to be included among LeeTran's NTD statistics each year just as its other bus services. Therefore, the change in the nature of service will not materially change LeeTran's ability to report these data. However, it is believed that MOD service may actually increase demand in the lower density zones where it is being proposed so that ridership will increase, thereby potentially enhancing LeeTran's opportunity for increased grant funding in the future.

Question: Is LeeTran staff involved in the US 41 FDOT FRAME project to provide input in the transit signal priority (you mentioned) and other technology benefits for bus passengers in this corridor?

Answer: To date, LeeTran has not been directly involved in the US 41 FDOT FRAME project. However, the Lee County Department of Transportation (DOT) is currently exploring ways in which LeeTran, Lee County Emergency Medical Services, and Public Safety can partner to bring transit signal priority to all signals located in Lee County. Even though US 41 is a state road, presently, Lee County DOT maintains all signals in Lee County. With that said, LeeTran will coordinate all signal projects on state roads with FDOT to ensure that we are working collaboratively to benefit the public.

Question: What do you have in mind for Enhanced Transit on US 41?

Answer: One of the key focuses in both short- and mid-term TDP plan for LeeTran is the US 41 corridor, especially the portion of the corridor along which Route 140 currently serves. With a very high transit demand currently on that corridor, combined with results from the TDP data analyses and input from the community, LeeTran's goal is to enhance the quality and level of services on US 41 in those areas covered by Route 140. To achieve this, LeeTran is planning to improve frequency to a bus every 8 minutes on Route 140 and add technologies to the corridor such as transit signal priority, or TSP, and queue jumps. As indicated in the TDP presentation, TSP utilizes vehicle location and wireless communication technologies to extend the green phase or shorten the red phase of a traffic signal to allow buses to reduce their delay at intersections. When combined with TSP, queue jump lanes at intersections, which are usually implemented with right-turn lanes, provide buses a head-start over other queued vehicles, letting the buses merge into the regular travel lanes immediately beyond the signal. Another potential component of enhanced transit on US 41 is limited stop service that operates complementary to the local service. The limited stop service would stop less frequently, thereby speeding up the service. Moreover, providing additional passenger amenities at each of the limited stop service's bus stops is yet another way for LeeTran to improve US 41 transit service.

With higher frequency of service and the addition of technologies to help reduce overall travel times and improve on-time performance, LeeTran hopes to attract more riders, including discretionary riders who may opt to use the bus for some or all of their trips, thereby helping to mitigate congestion on this busy corridor.

Question: Any ways that you can extend public input and find creative ways to reach to more people? I have talked to a few people in my community (Fort Myers) and they were not aware of the public input phases.

Answer: Because of strict deadlines for delivery of an approved TDP to FDOT that already have been extended somewhat to accommodate the impact of the pandemic, we are unable to extend the TDP's outreach component. As a result, LeeTran must receive all remaining comments, questions, and input by August 21st.

It is important to recognize, however, that, as indicated in the presentation, LeeTran's TDP process has included two phases of outreach that involved a variety of ways for the public to provide input. The outreach has included an on-board survey for riders, an online survey for the general public, stakeholder interviews, and discussion group workshops, in addition to the project information that has been provided via the study website and through social media releases. The outreach has followed a specific public involvement plan approved by FDOT for the purpose of the TDP, and it is admittedly unfortunate that the pandemic situation has impacted the ability to enhance the process with more face-to-face interaction, as was originally intended for the workshops.

Nonetheless, LeeTran has continued to press forward by switching over to the virtual workshops that were scheduled for this week. Prior to these two public workshops, LeeTran sent multiple media notices to all of the area's major outlets in an effort to reach as many people as possible about the workshops. LeeTran is using email, websites, and social media, like Facebook, to get the word out to people, as well. Their marketing staff have been sending multiple email reminders and re-posting on websites and social media platforms multiple times to ensure that the community would be aware of the events. Given these efforts, it is unfortunate that there still are people in the community with an interest in bettering transit who did not know about them.

Fortunately, though, the opportunity to provide input does not end once these two workshops are over. The narrated workshop presentation, a link to a second online survey for public input, and other pertinent study information will be posted on LeeTran's website for the community to continue to provide feedback. But, as noted, due to the need to finalize and submit this plan to FDOT within the prescribed deadline, it will be necessary to close the comment period on August 21st.

Question: Does this workshop pertain to all modes of transportation?

Answer: As noted in the presentation, the primary purpose of a Transit Development Plan is to set a visionary framework for how a transit agency plans to grow and evolve its various transit services over the next 10 years. Hence, the focus of a TDP is on transit, which is why this workshop primarily discussed recommendations for transit service improvements. However, the planning process for the TDP does consider other modes, like bicycles and walking, since the goal of most transit agencies is to help enhance connectivity among various modes of transportation so that overall mobility in a community can be improved. Additionally, LeeTran also recognizes that its buses share the road with cars and can be impacted by congestion issues just like other vehicles, especially during peak season. This is a key reason why LeeTran also continues to coordinate regularly with FDOT, Lee County MPO, and Lee County DOT, among other community agencies, so that staff can be involved in the development and implementation of other, more wide-ranging mobility solutions, especially on busy corridors like US 41 and Colonial Boulevard.

Question: How does Mobility on Demand (MOD) work?

Answer: Mobility-On-Demand services, also known as MOD, is on-request service that uses a phone app or call-in service for scheduling and connects point-to-point within a defined service zone. The connection can be made to any destination within the zone or to nearby LeeTran bus stops for connecting to routes that travel beyond the zone. On-demand service is like taking a shared-ride service offered by a Transportation Network Company (TNC). It uses a smaller vehicle (9 to 16 passengers) that can negotiate neighborhoods well. It is a viable and attractive service for lower density areas and certain land use patterns that are not readily accessible to larger buses. It also is ADA compliant. The service can be requested immediately through your smart phone and the software will assign a vehicle for your trip, while also optimizing the drop-offs and pickups of other passengers. Because software controls all of the trip scheduling, it is able to maintain an efficient service. For non-smart phone users, a call-center is available to take the request and the ride will be processed in similar fashion. An estimated time of arrival is provided. The rides are short, usually three to five miles, or five to ten minutes. It operates like a rideshare where other passengers may join the ride along the trip. MOD makes it an attractive choice for all riders. The youth/teen market can use it for after-school activities if they do not have a car or their parents are unable to take them. It also is helpful for seniors who may not want to drive each time they need to go to the grocery store. MOD is intended to provide access to mobility for everybody, as needed, to reduce the reliance on driving alone everywhere. As noted, the service is somewhat related to TNC-type service, like Uber or Lyft. The service can be provided through partnerships, as well. However, LeeTran will be operating the service using its own vehicles. It will serve individual trip needs for those trips that, due to capacity constraints or trip length or service area conditions, cannot be accommodated or are difficult to serve.

Question: Any thoughts on a Bonita MOD?

Answer: Initially, to help identify potential areas that may be initially suitable for MOD services, the project team analyzed the county at the Census block group level to identify areas with populations with demographic characteristics that would suggest higher propensity to use transit, areas without current transit service that are projected have high demand, and areas that have higher existing demand for service. Transit propensity characteristics include households with no cars available for use, low-income households, older adult populations, and youth populations. Based on these analyses, Bonita Springs did not stand out as one of the initial areas with existing potential for MOD. However, as the city continues to grow, it is certainly feasible that Bonita Springs, or specific areas of the community, may be a good candidate for an MOD zone in the future.

Question: I live on Gladiolus, near the library, how will I get to Beach Park-and-Ride if the 130 gets eliminated?

Answer: The short-term improvement recommendations resulting from the COA and proposed by this TDP, if implemented, will replace Route 130 with a new Route 170. Those who live near Gladiolus Drive near the library will be able to use the new Route 170 to access the Beach Park-and-Ride or any other adjacent businesses. The new Route 170 will serve the Beach Park-and-Ride, San Carlos Boulevard, Gladiolus Drive, Winkler Road, Daniels Parkway, the Gulf Coast Medical Center, and the South Hub Park-and-Ride.

Question: Will the Bell Tower still be a transfer, or will that be moved to a better area? There are cars that use the road as well. A bus only area would be better.

Answer: The current transfer location at Bell Tower is not really conducive to the service because it does not have the infrastructure to create a transfer or dedicated bus only lane. Since at least 2015, LeeTran has been looking for suitable space for a new facility in that south Fort Myers area. It is a great area to have a facility with a Transfer Center and Park-and-Ride. LeeTran is moving forward with a project across the street at the Supervisor of Elections site on the northwest quadrant of the US 41 and Cypress Trace Drive intersection. Upon completion of the project, the bus stops at Bell Tower will be removed and routed through the new facility. The anticipated time of completion is around 2024.

Question: How do I get on an email list?

Answer: While there is not an official email list of members of the public who have participated in the TDP's outreach process due to privacy concerns, any member of the public can email their questions or comments to the email address for the TDP, leetrانcomment@leegov.com. Additionally, LeeTran's social media and website have updated information about the TDP process and related materials. Please make sure to take the survey that can be found on the LeeTran TDP website (<https://www.leegov.com/leetrان/tdp>) to ensure that your opinion is heard!

Question: Why MOD and not TNC?

Answer: TNC is an acronym for Transportation Network Company, such as Uber or Lyft. TNCs provide a single rider point-to-point service solution that does not serve all members of the general public efficiently. Additionally, employing a TNC zone rather than an MOD zone can present equity issues. For example, if Person A has a higher income, using a TNC will not be a financial burden, but Person B may not be able to afford to use a TNC service and should be afforded the same opportunity by the public transit service provider. Since LeeTran is a public transit service provider, it is necessary for the agency to provide an affordable mobility option that will serve the public efficiently and equitably. LeeTran is confident that the MOD service will allow for the agency to better control the product and ensure that it is equitable.

Please note that LeeTran has held several meetings with TNCs such as Uber and Lyft to better understand their transit service model and partnerships with other transit agencies. LeeTran is always looking to enhance services, which is why staff have continued to have conversations with both entities to see if or how they fit into the agency's strategic plan.

Question: Who or what are stakeholders? What do they do and how are they connected to the LeeTran operations? Do they have a financial stake in LeeTran operations? Who are the stakeholders specifically here in Lee County?

Answer: Generally, stakeholders are representatives of key public and private businesses, organizations, and/or agencies that have an interest in bettering the mobility options within a community. They are not connected in any way to the operations of a local transit agency, nor do they have a financial stake in the agency.

In the case of LeeTran, the transit agency is a department of Lee County and reliant on federal, state, and local sources for its funding. For this TDP, LeeTran staff identified several public and private sector

stakeholders at the start of the study to obtain feedback from them about their perceptions and attitudes toward transit in Lee County. This is a key component of the public involvement effort and helps enhance the understanding of local conditions from the perspectives of the businesses, organizations, and agencies that the stakeholders represent. More information about the specific stakeholders involved in the TDP's outreach process and their thoughts and perceptions about transit will be included in the TDP documentation. Over 50 individuals were identified and asked questions as it pertains to their perception of transit in Lee County.

Question: Will LeeTran try again with electric buses or vans? Technology has improved since Bus 501 and 502.

Answer: Historically, LeeTran has made a concerted effort to employ alternative-powered vehicles in its fleet. In fact, more than half of LeeTran's fixed-route fleet utilizes hybrid diesel-electric technology. Though it is no longer in revenue service, Bus 501 was powered by a gasoline-electric motor. However, Bus 502 is still used in revenue service and has a hybrid diesel-electric motor. Likewise, LeeTran has invested in alternative-powered vehicles for its paratransit fleet. More than half of the paratransit fleet is propane powered.

Question: Any thoughts on a regional fare with Collier?

Answer: LeeTran is amenable to the idea of a regional fare. Other communities in Florida with adjacent transit agencies have been looking into the potential of fare interoperability for several years, so this is indeed a logical evolution in local transit services becoming more regional in scope. However, since such an implementation would require policy action, further direction is required from the two boards of county commissioners. In the meantime, LeeTran will continue to onboard its new farebox technology system to ensure that it is fully operational and able to support a potential regional fare structure in the future.

Question: Running the 100 Bus directly down Palm Beach Boulevard will bypass the Michigan-Marsh neighborhood where the Lee County Health Center and Fort Myers Technical School are located. Furthermore, a Palm Beach route would make it impossible for the 100 Route to make transfers with the 5, 10 and 15 buses at Michigan and Marsh. Doesn't bypassing a neighborhood with such important destinations and where people depend very much on transit to get to and from these important places violate Title VI provisions?

Answer: The COA-recommended changes to the Route 100 still maintain connectivity between this route and Routes 10, 15, and 20 along Palm Beach Boulevard. The proposed Route 10 will travel north-south along Shoemaker Boulevard, which was originally served by Route 100. The change to Route 10 allows LeeTran to serve the same neighborhood with better frequency. The proposed Route 15 also will serve the same neighborhood and maintain connections to Route 100, as well as the intersection of Michigan Avenue and Marsh Avenue. The proposed Route 20 will operate east-west via Michigan Avenue and Marsh Avenue, providing direct access to the Lee County Health Care Center and Fort Myers Technical College, so that these important activity centers still will have service. Additionally, Route 20 also will serve Michigan Avenue and Marsh Avenue, thereby providing additional connections to other routes in the LeeTran network. The proposed changes increase options for residents of this community by providing greater choice of routes, improved service frequency, reduced travel time, and reduced need to transfer. It also is

important to recognize that the equity mandates of the federal Title VI regulations are always an important consideration for transit agencies when there are proposed changes, so the impacts of the proposed COA changes have been examined from this perspective to ensure that no disparate impacts result from them.

Question: During the first TDP Workshop, you said you wanted to run the 50 Route from Bell Tower to the Miromar Mall on Corkscrew Road via Ben Hill Griffin. Will the Airport be serviced on the way? If it takes an hour to make a round-trip between the Bell Tower and Miromar, adding the Airport will make the route more than 60 minutes long. If one of the main objectives of the TDP is to make routes run on clock-time, doesn't the idea of extending the 50 Route down to Corkscrew defeat the idea of running buses on clock time? And won't the headway of the 50 Route be actually greater than it is now?

Answer: The current Route 50 has 70-minute headway on weekdays and Saturday, and 135-minute headway on Sunday. The realigned Route 50 will have 70-minute headway on weekdays, Saturday, and Sunday. In addition, the realigned Route 50 will serve the Southwest Florida International Airport, Florida Gulf Coast University, Gulf Coast Town Center, and Miromar Mall. Currently, Route 60 serves Florida Gulf Coast University, Gulf Coast Town Center, and Miromar Mall on weekdays and Saturday. As of 2019, Route 60 averaged five boardings per hour, which is a low level of utilization and typically not supportive of fixed-route investment. It also operates 85-minute headway on weekdays and Saturday, which is likely a key factor in the low use of the route. Therefore, LeeTran will be able to reallocate the Route 60's resources to other routes.

Question: During the first TDP Workshop, you said neither the Cape Coral Hospital nor Coralwood Mall were major transfer points in Cape Coral -- only Cape Coral Transfer Center. But even at the Transfer Center, only a few buses are able to meet there every few hours. Isn't it better to have more than one transfer area in Cape Coral where all Cape Coral buses could meet regularly throughout the entire day?

Answer: If we examine the response to the original question, we will find that it was said that Cape Coral Hospital and Coralwood Mall are not “major transfer centers.” This is an important distinction as many bus stops can be “transfer points” without being transfer centers. The difference is typically in the level of infrastructure dedicated to transit on the site and the number of concurrent buses that can be served at one time. The major transfer location in Cape Coral is the Cape Coral Transfer Center, which currently has four bus bays. The transfer center also includes parking, park-and-ride, security, real-time transit information, etc.

The COA process made substantial recommendations in Cape Coral that will significantly streamline the network. In addition, as LeeTran transitions over time to clockface schedules, these recommendations will provide more connections in Cape Coral and Fort Myers. More importantly, the recommendations will provide more frequent east-west connections between Fort Myers and Cape Coral via Route 30 and Route 120, which will serve Cape Coral Transfer Center, Coralwood Mall, and the shops at Veterans Parkway and Santa Barbara Boulevard. In addition, though transfers may occur there, the Cape Coral Hospital is not

suitable as an effective transfer location primarily due to the lack of space there for bus layovers and the significant travel time required to loop around the hospital.

Question: At present, Sunsplash Water Park in Cape Coral is not serviced by LeeTran on Sundays, nor is central Cape Coral. Shouldn't public transportation provide access to such recreational facilities on Sunday, and wouldn't it go a long way to helping the City of Cape Coral provide services to the rest of Lee County if LeeTran did provide service to that facility? Isn't it possible to provide that service with a simple restructuring of routes in Lee County on Sunday?

LeeTran aims to provide consistent public transit services throughout Cape Coral. Although LeeTran has modified routes to operate differently on Sundays in the past to provide coverage, it is a practice from which the organization is transitioning away. Instead, LeeTran's goal is to build reliable routes that do not change substantially throughout the week. One example is the addition of Sunday service to the Route 130 in November 2017. This change meant that the Route 50 would no longer deviate from its weekday and Saturday schedule by providing service to Gladiolus Drive and San Carlos Boulevard on Sunday. In addition to consistent routing, LeeTran selected the Route 130 for Sunday service due to its overall ridership trend, communities served, and connections to key activities.

Why is there no bus at the Bell Tower on Sundays that services Cape Coral or travels down Santa Barbara Boulevard?

While the Route 30 operates 60-minute frequency on weekdays and Saturday, passengers can utilize the Routes 140 and 120 to travel from Bell Tower to Cape Coral on Sundays. Though it is not as direct as the Route 30, LeeTran has ensured that the connection between the Fort Myers area and Cape Coral is present seven days a week. As an outcome of the COA, LeeTran is creating a more direct and consistent service throughout the week. Moreover, LeeTran will continue to examine the viability of Sunday services beyond the COA. However, adding Sunday services to the current Routes 30 and 40 is not feasible with LeeTran's current budget.

How many people use the Lehigh bus on Sunday currently?

Due to the effects of COVID-19, current ridership is lower than normal. On Sundays in August 2020, the Route 110 ridership was about 250 trips per day.

It takes LeeTran on average 5.5 hours to get from Lehigh Homestead to FGCU and back. An express route using Daniels Road extension would take less than 1.5 hours to get to FGCU and back from Homestead. If it is the case that it takes so long to get to FGCU and back from Lehigh, why would an FGCU student from Lehigh want to use LeeTran services?

To provide more context around the question, it is important to note that most Route 110 customers are using the route for purposes other than traveling to FGCU. Therefore, it was a strategic move to focus resources on the Route 110 corridor – such as adding Sunday service and reducing the headway from 120 minutes to 60 minutes – rather than diverting already limited resources to a new FGCU route. However,

LeeTran recognizes that traveling from Lehigh Acres to FGCU takes a considerable amount of time and is actively developing solutions to adapt to changing mobility patterns. For example, in the TDP, LeeTran is adding an express service from Lehigh Acres to FGCU as an unfunded need. If additional funding were to become available, LeeTran would consider this express route as a candidate for future service.

EVOLVE

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LeeTran is conducting a public input survey for the 10-Year Transit Development Plan (TDP) Major Update. Based on the data analysis conducted and input received from you, general public, and stakeholders, the study team has developed the following service and capital

recommendations. Please answer the following questions to help us understand how we can better meet the County's transit needs in the next 10 years!

Please indicate **your level of agreement** with the following potential improvements.

Service Recommendations	Strongly Agree		Neutral		Disagree
Enhanced Transit on US 41 (every 8 minutes)	5	4	3	2	1
Cape Coral Express (every 30 minutes)	5	4	3	2	1
Midtown-Downtown Circulator (every 15 minutes)	5	4	3	2	1
North Fort Myers-Lehigh Acres Express (every 30 minutes)	5	4	3	2	1
Lee-Collier Commuter Express on I-75 (every 60 minutes)	5	4	3	2	1
12-min. frequency on Blue Trolley in downtown Fort Myers	5	4	3	2	1
30-min. frequency on high ridership routes (Route 10, 30, 50, 70, 110, 170, 240/600, and Beach Link)	5	4	3	2	1
50 to 60 min. frequency on supporting network (Routes 5, 40, and 80)	5	4	3	2	1
Mobility-On-Demand* Zones (Cape Coral, Estero, Lehigh Acres, North Fort Myers, Shell Point, and West Lehigh Acres)	5	4	3	2	1
Capital/Technology/Other					
Establish new Park-and-Ride facilities (US 41/Cypress Trace Dr. and Lehigh Acres)	5	4	3	2	1
Improve bus stop infrastructure and accessibility	5	4	3	2	1
Add Transit Signal Priority /Queue Jumps on US 41**	5	4	3	2	1
Expand Transit Marketing/Education Campaign	5	4	3	2	1
Establish New Transit Super Stops*** at the Forum/Omni and in North Fort Myers	5	4	3	2	1

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LeeTran está realizando una encuesta de opinión pública para la actualización principal del Plan de Desarrollo de Transito (TDP) de 10 años. Con base en el análisis de datos realizado y los comentarios recibidos de usted, el público en general y las partes interesadas, el equipo de

estudio ha desarrollado las siguientes recomendaciones de servicios y capital. ¡Por favor, responda las siguientes preguntas para ayudarnos a comprender como podemos satisfacer mejor las necesidades de transito del condado en los próximos 10 años!

Indique **su nivel de conformidad** con las siguientes mejoras potenciales.

Recomendaciones de Servicio	Totalmente de Acuerdo	Neutral	Totalmente en Desacuerdo		
 Transito mejorado en US 41 (cada 8 minutos)	5	4	3	2	1
 Cape Coral Express (cada 30 minutos)	5	4	3	2	1
 Midtown-Downtown Circulator (cada 15 minutos)	5	4	3	2	1
 North Fort Myers-Lehigh Acres Express (cada 30 minutos)	5	4	3	2	1
 Lee-Collier Commuter Express en I-75 (cada 60 minutos)	5	4	3	2	1
Frecuencia de 12-min. en Blue Trolley en el centro de Fort Myers	5	4	3	2	1
Frecuencia de 30-min. en rutas con un alto número de pasajeros (Rutas 10, 30, 50, 70, 110, 170, 240/600, y Beach Link)	5	4	3	2	1
Frecuencia de 50 a 60 min. en la red de apoyo (Rutas 5, 40, y 80)	5	4	3	2	1
Zonas de Mobility-On-Demand* (Cape Coral, Estero, Lehigh Acres, North Fort Myers, Shell Point, y West Lehigh Acres)	5	4	3	2	1

Capital/Tecnología/Otro

Establecer nuevas instalaciones de Park-and-Ride (US 41/Cypress Trace Dr. y Lehigh Acres)	5	4	3	2	1
Mejorar la infraestructura y la accesibilidad de las paradas de autobús	5	4	3	2	1
Agregar Transit Signal Priority/Queue Jumps en US 41**	5	4	3	2	1
Expandir el marketing de tránsito/Campaña de educación	5	4	3	2	1
Establecer nuevas Transit Super Stops*** en Forum/Omni y North Fort Myers	5	4	3	2	1

* Mobility-On-Demand (MOD) es un servicio punto-a-punto a pedido (usando una aplicación de teléfono o llamando a un número) dentro de una zona de servicio definida. La conexión se puede hacer a cualquier destino dentro de la zona o a las paradas de autobús de LeeTran para viajes fuera de la zona.

**Transit Signal Priority (TSP) utiliza la ubicación del vehículo y las tecnologías de comunicación inalámbricas para adelantar o extender la luz verde de un semáforo para permitir que un autobús continúe a través de una intersección, lo que ayuda a reducir los tiempos de viaje y garantizar las llegadas a tiempo. Cuando se combinan con TSP, Queue Jump carriles (generalmente carriles para girar a la derecha) en las intersecciones brindan a los autobuses una ventaja sobre otros vehículos en línea, lo que permite que los autobuses se incorporen a los carriles de circulación normales inmediatamente más allá de la señal.

*** Transit Super Stops son paradas de autobús mejoradas que pueden incluir un quiosco de información, pantalla de información de llegada de autobús en tiempo real, iluminación, asientos cubiertos, almacenamiento de bicicletas y otras comodidades que pueden mejorar la comodidad y la facilidad para los pasajeros.

Appendix E: Performance Monitoring Program

PERFORMANCE MONITORING PROGRAM

Performance Measures and Indicators

Once the proposed transit services are implemented, the following performance indicators and measures should be monitored by LeeTran on a quarterly basis for its fixed-route and MoD services as part of the recommended performance monitoring program:

- **Passenger trips** – Annual number of passenger boardings on the transit vehicles.
- **Revenue Hours** – Number of annual hours of vehicle operation while in active service (available to pick up revenue passengers).
- **Revenue Miles** – Number of annual miles of vehicle operation while in active service (available to pick up revenue passengers).
- **Passenger Trips per Revenue Hour** – Ratio of passenger trips to revenue hours of operation.

However, as any new fixed-route-type services typically take up to three years to become established and productive, the performance data up to that point should be reviewed and interpreted cautiously. Furthermore, the MoD services will be a newly implemented service type in Lee County and, therefore, any necessary adjustments to these measures, which are typically used for fixed-route transit services, should be made as data begin to be collected and tracked.

It should be noted that, although fixed-route and MoD service adjustments/modifications are encouraged based on performance with these measures, outright discontinuations of a route or an MoD zone based on performance monitoring data alone are discouraged.

Evaluation, Methodology, and Process

This process is based on two measures, trips per mile and trips per hour, which are weighted equally to derive an overall route score. An individual route's (or an MoD zone'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 two to get a final aggregate score. This final composite performance score is an indication of a route's performance for the two measures when compared to the system average for those measures. A higher score represents better overall performance when compared to other routes.

The noted comparative performance evaluation can be beneficial, but caution should be exercised 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 comparative performance-related issues. These routes can then be singled out for closer observation in future quarters or years to determine specific changes that may help mitigate any performance issues.

Once a route or an MoD zone score is determined, routes or MoD zones can be ranked to show the highest performing and lowest performing routes/zones. The rankings are a useful proxy for determining the comparative performance of any route or zone, as well as highlighting changes in performance over time. To track the performance variation over time, three performance levels have been developed:

- **Level I – Good ($\geq 75\%$)** – Transit routes or MoD zones in this category are performing efficiently compared with the average level of all the agency’s routes.
- **Level II – Monitor (30–74%)** – Routes or MoD zones in this category exhibit varying levels of performance problems and require more detailed analysis (e.g., ride checks, on-board surveys, increased marketing efforts, etc.) to aid in identifying specific changes that can be made to help improve performance.
- **Level III – Requires Attention ($\leq 29\%$)** – Routes or MoD zones in this category exhibit poor performance and low efficiency. Recommendations for these may include truncation of the route/reduction of the MoD area, reduction in the number of revenue hours, or discontinuation of the route/zone.

Figure E-1 illustrates the three evaluation levels and notes the recommended thresholds for each level.

Figure E-1: Performance Evaluation Levels



Appendix F: The Wave, US 41 Enhanced Transit Service Materials



THE WAVE

US 41 Enhanced Transit Service

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Innovation is Key to Success



THE WAVE
US 41 Enhanced Transit Service

LeeTran has identified opportunities to strategically improve the US 41 corridor service. First, The Wave will increase the frequency by traveling fewer miles. Second, The Wave will accelerate travel to and from downtown by stopping less. Third, The Wave will boost reliability by improving boarding times. The goal is to deliver a better transit experience to all who utilize LeeTran for their travels along the US 41 corridor.



THE WAVE

Route will run from the Rosa Park Transportation Center to South Area Transfer Center.

- There will be approximately 30 enhanced bus stops along US 41. The remaining bus stops will receive ADA improvements.
- Service frequency will be every 15 minutes all day on weekdays and Saturdays.

OTHER GREAT FEATURES INCLUDE:

- 15 minute headways
- Streamlined and consistent routing
- Faster boarding with new tap and go fare boxes
- Improved bus stops on the route with amenities
- Traffic signal priority
- Real Time arrival information
- Distinctive branding
- Displays and signage

Improving the US 41 bus stops would be a part of LeeTran's ongoing effort to make all stops ADA compliant.

