

**Lee County Board Of County Commissioners
Agenda Item Summary**

Blue Sheet No. 20020472

1. REQUESTED MOTION:

ACTION REQUESTED: Adopt the annual update to the Five Year Lee County Transit Development Plan.

WHY ACTION IS NECESSARY: F. S. 341.052 requires the Transit Development Plan be updated annually in order to receive the Florida Public Transit Block Grant Program.

WHAT ACTION ACCOMPLISHES: Provides an update of the progress toward goals and initiatives for the first year of the major plan update adopted by the BoCC on May 29, 2001.

2. DEPARTMENTAL CATEGORY:
COMMISSION DISTRICT # ALL C6D

3. MEETING DATE:
05-14-2002

4 AGENDA:

CONSENT
ADMINISTRATIVE
APPEALS

PUBLIC
WALK ON
TIME REQUIRED:

5. REQUIREMENT/PURPOSE:
(Specify)

STATUTE 341.052

ORDINANCE

ADMIN.
CODE

OTHER

6. REQUESTOR OF INFORMATION:

A. COMMISSIONER _____

B. DEPARTMENT INDEPENDENT

C. DIVISION TRANSIT

BY: STEVE MYERS

7. BACKGROUND:

LeeTran is required by Florida Statute to develop and maintain a long-range operational and financial plan with a five-year outlook. This Transit Development Plan requires annual updates towards the progress of the goals and initiatives, additional of a new fifth year financial estimate and past performance indicators. It is required to have this plan adopted and submitted to the Florida Department of Transportation to remain eligible for state funding assistance.

8. MANAGEMENT RECOMMENDATIONS:

9. RECOMMENDED APPROVAL:

A Department Director	B Purchasing or Contracts	C Human Resources	D Other	E County Attorney	F Budget Services			G County Manager	
<i>Steven Myers</i> 4/30/02				<i>Scott Lewis</i> 4/30/02	<i>OA</i> 5/1/02	<i>OM</i> 5/2/02	<i>Risk</i> 5/1/02	<i>GC</i> 5/1/02	<i>[Signature]</i>

10. COMMISSION ACTION:

APPROVED

DENIED

DEFERRED

OTHER

REC'D.
by CO. ATTY.
4/30/02
450 CC
CO. ATTY.
FORWARDED TO:
ADMIN
4/30/02 ML

RECEIVED BY
COUNTY ADMIN. *PMC*
5/1 830 *AM*
COUNTY ADMIN.
FORWARDED TO: *BL*
5/2 10

LEE COUNTY TRANSIT

TRANSIT DEVELOPMENT PLAN

2001 ANNUAL UPDATE

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Section II	Financial Plans
Section III	Performance Measures

SECTION I

UPDATE OF GOALS

Goal #1: Make transit a catalyst for community livability, economic development and accessibility with transit products and services that respond to mobility needs of residents and visitors.

Initiatives

- A. *Make network-level bus routing changes to improve system connectivity based on the Comprehensive Operations Analysis (COA).*

Strategic Initiative

Continue vehicle replacement program and purchase new expansion vehicles. For Lee Tran's fixed-route service, a total of 34 transit coaches are needed for replacement and expansion. The proposed five-year budget in the following section assumes bus replacement on an ongoing basis. In addition, six trolleys, 18 support vehicles and 45 minivans will be purchased to support the fixed routes, beach trolleys, road supervision, maintenance road calls, paratransit, and commuter assistance. *(Years One through Six, implementing Goal 1)*

Action Taken:

Completed year one of replacement vehicles. Ten 29' low floor Gillig buses were put into service; one in January of 2001, eight in May of 2001, and one in June 2001. Seven cutaway vans for demand response were put into service in May of 2000 and eight more were put into service in July of 2000. Finally, seven support vehicles were also put into service during this fiscal year.

- B. *Increase frequency on heaviest customer use routes.*

Strategic Initiative

Apply for additional FDOT Corridor Funds – This initiative, if funded by FDOT, will create greater frequencies on the U.S. 41 corridor based on the extension of the Route 100 from the Downtown Intermodal Center to Bell Tower. This will provide the FDOT with greater means to manage congestion on the corridor with even more intensive bus services. *(Years One through Six, implementing Goal 1, Initiative B)*

Action Taken:

Planned route 100 extension on US 41 corridor included in FY'02 budget draft, for implementation during fall, 2001. The TDP was adopted by the Lee County Board of County Commissioners, and endorsed by the Metropolitan Planning Organization on 5/29/01.

- C. *Increase service levels for the seasonal demands of the tourist market and employment opportunities during high season.*

Action Taken:

Season improvements by means of increased service to beach scheduled for year two.

- D. *Develop alternative services for residents of the southeast and northeast urban areas.*

Strategic Initiative

Implement Alternative Services for residents of the southeast and northeast urban areas. Since Lee Tran's ADA responsibility extends to the southeast area with the Bonita Springs Trolley and to Lehigh Acres with the revised Route 110, the agency is well positioned to offer general public dial-a-ride to those residents. General public dial-a-ride should have strict eligibility requirements and should be directly related to service reductions or eliminations based on the recommended mobility network. The service should only provide connections to one of the seven major regional transit centers as well as San Carlos Plaza where the Routes 140 and 60 terminate in south county. Other alternatives to be considered include ridesharing, vanpooling, subscription van service in special cases, and a voucher program for taxis. This project is a candidate FDOT Service Development project. *(Years One through Six, implementing Goal 1, Initiative D)*

Action Taken:

Bonita Springs Dial-A-Ride service is included in the FY'02 operating budget for implementation during FY'02. This DAR will provide service anywhere within

the city limits of Bonita Springs and will connect to the linehaul service via Route 140 in San Carlos Park. In addition, two vanpooling programs have been established in this year. The Shell Point Village vanpool began in August of 2000, and the Bonita Bay Group vanpool began in February of 2001.

E. Focus on partnerships to fund transit service improvements.

Strategic Initiatives

Develop one partnership annually with a private sector or public sector entity. As indicated earlier, conditions on Estero Boulevard are a regional issue and not just a county issue. Therefore, Lee Tran's partnership with Ft. Myers Beach should be expanded to stage increases in trolley service levels on the beaches in order to accommodate growth in tourism and vehicular traffic. Potential partnerships also include the hospitality industry, which has a vital interest in continuing to attract visitors to the area during the high season.

Correspondingly, the Recommended Mobility Network greatly enhances service provided in Ft. Myers and Cape Coral, the two major cities in the region. Lee County, through LeeTran, should stress to the City governments the benefits that residents of their communities are receiving from the enhanced service and should work with them to increase investment in transit over the five year period.

Finally, LeeTran should expand its own definition of the term "partnership" to include the private sector and other community resources. Efforts should be geared toward promoting the interests of the community and having those interests in turn promote transit. Great flexibility exists for building partnerships and seizing opportunities for the purposes of funding transit service improvements, generating new revenues from bus advertising, media trades, placing passenger amenities, expanding retail outlets for bus passes and other fare media, conducting a joint sponsorship or promotional event, and developing new markets and/or new products. *(Years One through Five, implementing Goal 1, Initiative E and Goal 3, Initiative F)*

Establish LeeTran in the wayfinding system at the Ft. Myers International Airport – In an airport, wayfinding directs incoming passengers to rental cars and other ground transportation locations within the airport. Work with the airport management to establish LeeTran in the wayfinding system to direct incoming passengers to the Route 85, which connects to the beaches via Summerlin Square. *(Year One, implementing Goal 1, Initiative E and Goal 4, Initiative A)*

Action Taken:

Lee Tran has had an existing partnership with Florida Gulf Coast University (FGCU) since 1997 and a proposal to extend the partnership for an additional five years has been submitted during this fiscal year. Route 60 services FGCU and San Carlos Park, connecting with linehaul service via route 140. Lee Tran and FGCU each provide 50% of the funding for this service. Lee Tran has also had a

partnership with TECO Arena and the Florida Everblades since 1998. East County Regional Library executed a partnership with Lee Tran in April of 2001. This shuttle express provides service to the library from Homestead Plaza in Lehigh Acres every 40 minutes for 12 hours Monday through Thursday and for 9 hours on Fridays and Saturdays. The Bonita Springs Dial-A-Ride partnership was included in the operating budget for next year.

Lee Tran also participated in the Fort Myers Beach Access and Traffic Circulation Study. This study examined various alternatives to relieving traffic congestion on Estero Island in Fort Myers Beach, including adding trolley service and using real-time technology such as "NextBus". Nextbus uses GPS units on each vehicle to determine the vehicle's location and expected time of arrival at stops equipped with information posts that display the real-time data to waiting passengers.

- F. Establish a continuous service performance assessment based on relevant performance measures and standards for all fixed-routes.*

Action Taken:

After implementation of the TDP, route improvements were completed. Mileage and hours need to be updated in the database, and maintained on an on-going basis for year 2. The open Transit Planner position has been filled to assist with database management, route tracking, and route on-time performance evaluation.

- G. Establish a service planning process consisting of Lee Tran staff and bus operators.*

Action Taken:

In year one, the Organization Improvement Project took place. This project was done to ensure that staff at all levels are motivated and are working together to deliver quality service to those who depend on the transit system. Committees made-up of various employees within the organization were formed to address issues together such as route changes, farebox improvements, and employee suggestions.

Goal #2: Communicate the Role of Transit in the Lee County Community

Initiatives

A. *Implement a Communications Program.*

Strategic Initiative

Apply for a three-year Service Development Grant with FDOT for a “Marketing and Communications Program” for LeeTran. In the transit industry, marketing has two fundamental roles: the first is to position the transit system and its products in the marketplace and the second is to sell those products and services. A solid marketing program that targets multiple audiences with different messages utilizing a variety of media is necessary to build a positive transit image, establish community support, increase ridership, and increase customer satisfaction. It is recommended that LeeTran increase investments in the marketing of services and develop a communications program designed to improve image and build public support for continued expansion of mobility services. As the programs recommended in the TDP are implemented, progress should be communicated to the public to demonstrate action and build support. Similarly, a higher level of marketing of community transportation options should occur that targets the community-at-large, potential business partners, customers, potential customers, and public officials. At a minimum, the marketing and communications program should address the following elements:

- Potential business to business relationships
- Target markets (seniors, one-vehicle households, tourist market)
- Promotions (e.g., tourists, frequent rider program, targeted mail-out information)
- Event sponsorship
- School education program
- Transit logos and packaging
- Corporate Communications
- Community Relations
- Transit Alliances
- Marketing
- Media/Advertising

(Years Two through Five, implementing Goal 2, Initiatives A, D, F, G)

Action Taken:

Lee Tran has implemented an overall communications program utilizing a unified theme of logos and slogans. We have actively sought good press coverage through contacts at Print and TV media, and utilized Print, Radio, and direct mail advertising. We have also conducted special promotions including “Free Ride Days” when implementing our new route system, and sought out alliances with libraries and other private companies through our Commuter Assistance Program

B. Create a unified theme for transit.

Strategic Initiative

Create a Unified Transit Theme. In conjunction with the above, LeeTran should engage a firm to create a unified theme, including a logo, color scheme and slogan that is continuous on buses, printed materials, bus stop signs, shelters, support vehicles, trolleys, and advertisements. A consistent, unified transit theme that includes the logo and system name on all public materials will contribute to greater visibility and recognition for the transit service. *(Year Two, implementing Goal 2, Initiative B)*

Action Taken:

A unified theme has begun by means of a logo and a slogan. Completion of implementing this theme, including a system color scheme for all vehicles, is scheduled for year two.

C. Establish a Community Relations and Outreach Program.

Strategic Initiative

Conduct 30 Community Outreach presentations annually. LeeTran staff should proactively seek community groups and organizations to conduct speaking engagements about the vision, improvements, and needs for transit in the Lee County community. *(Years One through Five, implementing Goal 2, Initiative C)*

Action Taken:

Lee Tran conducts about 15 – 20 presentations annually to various community groups and organizations. With the additional marketing staff slated for October 2002, we will double the amount of public presentations per year.

D. Intensify marketing efforts to seniors.

Strategic Initiative

Apply for a three-year Service Development Grant with FDOT for a “Marketing and Communications Program” for LeeTran. In the transit industry, marketing has two fundamental roles: the first is to position the transit system and its products in the marketplace and the second is to sell those products and services. A solid marketing program that targets multiple audiences with different messages utilizing a variety of media is necessary to build a positive transit image, establish community support, increase ridership, and increase customer satisfaction. It is recommended that LeeTran increase investments in the marketing of services and develop a communications program designed to improve image and build public support for continued expansion of mobility services. As the programs recommended in the TDP are implemented, progress should be communicated to the public to demonstrate action and build support. Similarly, a higher level of marketing of community transportation options should occur that targets the community-at-large, potential business partners, customers, potential customers, and public officials. At a minimum, the marketing and communications program should address the following elements:

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- Transit logos and packaging
- Corporate Communications
- Community Relations
- Transit Alliances
- Marketing
- Media/Advertising

(Years Two through Five, implementing Goal 2, Initiatives A, D, F, G)

Action Taken:

Year one has consisted of creating a unified image based campaign for general marketing. A targeted focus on seniors and making application for a Service Development Grant is planned for subsequent years.

E. Intensify marketing efforts to employers and employees.

Strategic Initiative

Expand Commuter Assistance Program. LeeTran should implement the recommendations of the “Evaluation of LeeTran Commuter Assistance Program” conducted by CUTR for FDOT. Included in the recommendations are expansion of carpools and vanpools, employer outreach, establishment of employee transportation coordinators, and target marketing. With the

Recommended Mobility Network, there are opportunities to expand the use of the seven transit centers as meeting locations for ridesharing and vanpooling. Also, traffic conditions on the beaches are ripe for hotel/resort employees to form vanpools. When conducting employer outreach for TDM activities, LeeTran should also determine ways in which the business interests of the employer can be promoted, such as exterior and interior bus advertisements, advertisements on printed materials, shelter advertising, and joint promotions. *(Years One through Six, implementing Goal 2, Initiative E)*

Action Taken:

Lee Tran successfully switched the program's lone vanpool from a paid Lee Tran driver to a volunteer driver. This changed from an expense program to a self-funded program. Various print and radio advertising has been completed.

F. Intensify marketing efforts to one-vehicle households.

Strategic Initiative

Apply for a three-year Service Development Grant with FDOT for a "Marketing and Communications Program" for LeeTran. In the transit industry, marketing has two fundamental roles: the first is to position the transit system and its products in the marketplace and the second is to sell those products and services. A solid marketing program that targets multiple audiences with different messages utilizing a variety of media is necessary to build a positive transit image, establish community support, increase ridership, and increase customer satisfaction. It is recommended that LeeTran increase investments in the marketing of services and develop a communications program designed to improve image and build public support for continued expansion of mobility services. As the programs recommended in the TDP are implemented, progress should be communicated to the public to demonstrate action and build support. Similarly, a higher level of marketing of community transportation options should occur that targets the community-at-large, potential business partners, customers, potential customers, and public officials. At a minimum, the marketing and communications program should address the following elements:

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- Event sponsorship
- School education program
- Transit logos and packaging
- Corporate Communications
- Community Relations
- Transit Alliances
- Marketing
- Media/Advertising

(Years Two through Five, implementing Goal 2, Initiatives A, D, F, G)

Action Taken:

Lee Tran has not been able to concentrate on this strategic initiative as of yet, but anticipates more target marketing in years three and four of the TDP. This target marketing will include one-vehicle households.

G. *Intensify marketing efforts to the tourist market.*

Strategic Initiative

Apply for a three-year Service Development Grant with FDOT for a “Marketing and Communications Program” for LeeTran. In the transit industry, marketing has two fundamental roles: the first is to position the transit system and its products in the marketplace and the second is to sell those products and services. A solid marketing program that targets multiple audiences with different messages utilizing a variety of media is necessary to build a positive transit image, establish community support, increase ridership, and increase customer satisfaction. It is recommended that LeeTran increase investments in the marketing of services and develop a communications program designed to improve image and build public support for continued expansion of mobility services. As the programs recommended in the TDP are implemented, progress should be communicated to the public to demonstrate action and build support. Similarly, a higher level of marketing of community transportation options should occur that targets the community-at-large, potential business partners, customers, potential customers, and public officials. At a minimum, the marketing and communications program should address the following elements:

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- Corporate Communications
- Community Relations
- Transit Alliances
- Marketing
- Media/Advertising

(Years Two through Five, implementing Goal 2, Initiatives A, D, F, G)

Action Taken:

Lee Tran has not incorporated marketing specifically to tourists as of yet. We have implemented an advertising/marketing campaign focused on improving our image with a unified theme. We anticipate working closely with the Visitor and

Convention Bureau and the Tourist Development Council in a strategic alliance to reach the tourist market in years three and four of the TDP.

H. *Conduct Focus Groups.*

Strategic Initiative

Conduct Focus Groups – In conjunction with the above, LeeTran should develop different creative schemes for the unified theme. Focus groups provide reactions to creative schemes and give valuable feedback as to whether they have meaning, convey desired messages, and provide the level of continuity that LeeTran desires. *(Year Two, implementing Goal 2, Initiative H)*

Action Taken:

Lee Tran incorporates input from non-marketing Lee Tran staff into its creative schemes and campaigns. A public art contest was conducted for a wrap design of the route 140, corridor buses. The judging panel was comprised of individuals inside and outside of Lee Tran.

Goal #3: *Exceed Customer expectations with quality customer service, information and technology improvements.*

Initiatives

A. *Revise printed bus schedules and system map.*

Strategic Initiative

Revise printed bus schedules and system map – In conjunction with the above, develop route schedules and a system map that incorporate the unified theme as well as provide for a more graphically pleasing appearance. Schedules should have maps that are geographically accurate and timetables that reflect the timepoints indicated on the route map. *(Year One, implementing Goal 3, Initiative A)*

Action Taken:

Newly redesigned route schedules were created for use with the next route change, scheduled for 12/13/01. A new system map will be created in year two, after the route changes have been made.

B. Initiate a Telephone Information Unit.

Strategic Initiative

Initiate a telephone information unit and create a complaint processing and resolution process. Whereas a Marketing and Communications program facilitates *public* trust and confidence in the transit system, telephone information and complaint resolution play a major role in creating *customer* trust and confidence in the transit system. These two improvements should be the beginning of long-term commitments from LeeTran to improve its customer-orientation efforts by taking the telephone information function out of the hands of dispatchers and creating a separate unit devoted to this purpose. *(Year Two, implementing Goal 3, Initiative B and Goal 4, Initiative A)*

Action Taken:

A new customer service group was created with the opening of the Intermodal Transfer Center in downtown Fort Myers. This new service unit handles telephone inquiries and face-to-face inquiries.

C. Incorporate transit design and amenities into new residential and commercial developments.

Strategic Initiative

Establish LeeTran as a partner in the Comprehensive Planning and Land Development Code updates of Ft. Myers, Cape Coral, Ft. Myers Beach and Bonita Springs. Although Lee County incorporates transit improvements as part of its land use and rezoning process, LeeTran should also seek to have transit improvements as part of the development process in all of the major jurisdictions in which it operates. This includes incorporating transit circulation, urban design, transit stops, shelters and other amenities into the new development process. LeeTran should review existing regulations, propose modifications to those regulations, and become a

partner in the review of individual rezoning petitions. These actions establish a "jurisdictional" role for LeeTran during the development proposal stage as well as establish standards for new development when building permits are issued. *(Years Two through Five, implementing Goal 3, Initiative C)*

Action Taken:

Lee Tran has made an initial request with the city of Fort Myers to be involved in the early stages of plan review and zoning petitions. Further plan review and recommend implementation will take place in year three of the TDP.

D. Incorporate transit design and amenities into road improvements.

Strategic Initiative

Continue to work with the MPO to incorporate transit design and amenities when road improvements are made to state, county, and local road segments. When road improvements are considered in the TIP process, transit improvements should also be considered as part of an overall solution to traffic congestion in a particular project. LeeTran should review the annual TIP to determine opportunities for physical improvements when road projects in the service area are scheduled for design and construction. *(Years One through Six, implementing Goal 3, Initiative D)*

Action Taken:

Lee Tran worked with the FDOT this year in the redesign and rebuild of SR 82, Dr. Martin Luther King, Jr. Boulevard, specifically with the placement of new passenger shelters throughout this reconstructed section. We plan to continue working in the future with planned road improvements as spelled out in the TIP.

E. Establish a Passenger Amenities Program with design elements that promote community identity, accommodate new development, and incorporate public participation in the design process.

Strategic Initiative

Establish and implement an integrated passenger amenities program. A major piece of the transit experience is safe, accessible, attractive, and comfortable waiting areas for customers. This applies to bus stops, transfer centers, and at major points of origin/destination such as shopping malls. Passenger amenities include passenger shelters, information kiosks, street furniture, trash cans, telephones, water fountains, and in some cases, restrooms. In addition, amenities such as planted trees, bike racks, and bike lockers can be placed at bus stops. An amenities program has the objective of being flexible enough to incorporate different design features based on compatibility with surrounding land uses, customer demand, artistic and creative elements, and community values. Therefore, it is recommended that LeeTran establish and implement a passenger amenities program that seeks to create an aesthetically pleasant, convenient, safe and comfortable transit experience. First to be targeted for improvements are the six transit centers in the region that experience heavy daily traffic of customers (Downtown Intermodal Center is new). *(Years One through Six, implementing Goal 3, Initiative E)*

Action Taken:

In December 2001, Lee Tran opened the new Intermodal Center in downtown Fort Myers, across from the Fort Myers Police Department. The facility includes an indoor waiting area, restrooms, water fountain, and service counter as well as service to the Greyhound system. The outdoor bus bay area has benches for waiting as well as information kiosks, bike racks, trashcans, and telephones. The area has been professionally landscaped, and to assist with security, the area is well lit and is equipped with approximately 14 security cameras. For year two of the TDP, Lee Tran is planning on opening a second transfer center in Cape Coral, with an anticipated opening of spring of 2002. A new shelter was also installed near a multi-unit retirement center with heavy passenger use on West First Street.

A study has been conducted in Fort Myers Beach that Lee Tran participated in. The study addressed how to curb congestion and improve traffic circulation in the town. One suggestion was to use "Nextbus" technology on the Lee Tran trolleys that service the area. Nextbus uses GPS units on each vehicle to determine the vehicle's location and expected time of arrival at stops equipped with information posts that display the real-time data to waiting passengers.

F. Expand retail outlets for purchasing fare media.

Strategic Initiatives

Develop one partnership annually with a private sector or public sector entity. As indicated earlier, conditions on Estero Boulevard are a regional issue and not just a county issue. Therefore, Lee Tran's partnership with Ft. Myers Beach should be expanded to stage increases in trolley service levels on the beaches in order to accommodate growth in tourism and vehicular traffic.

Potential partnerships also include the hospitality industry, which has a vital interest in continuing to attract visitors to the area during the high season.

Correspondingly, the Recommended Mobility Network greatly enhances service provided in Ft. Myers and Cape Coral, the two major cities in the region. Lee County, through LeeTran, should stress to the City governments the benefits that residents of their communities are receiving from the enhanced service and should work with them to increase investment in transit over the five-year period.

Finally, LeeTran should expand its own definition of the term "partnership" to include the private sector and other community resources. Efforts should be geared toward promoting the interests of the community and having those interests in turn promote transit. Great flexibility exists for building partnerships and seizing opportunities for the purposes of funding transit service improvements, generating new revenues from bus advertising, media trades, placing passenger amenities, expanding retail outlets for bus passes and other fare media, conducting a joint sponsorship or promotional event, and developing new markets and/or new products. *(Years One through Five, implementing Goal 1, Initiative E and Goal 3, Initiative F)*

Action Taken:

The Downtown Intermodal Center that was opened in November 2000 has a new customer service unit located inside the building. This unit does sell passenger tickets and passes, and also has vending and restroom amenities.

- G. *Utilize technology/intelligent transportation systems (ITS) to improve LeeTran operations and customer services.*

Strategic Initiatives

Complete an ITS/APTS Master Plan and implement plan with technological improvements – The Master Plan will assess Lee Tran's current operations and services to determine those areas where improvements can be made to increase customer satisfaction and improve operational functions. LeeTran should implement improvements as federal capital funds are available. (Years Two through Six, implementing Goal 3, Initiative G).

Action Taken:

New farebox ticket and magnetic reading units are scheduled for implementation in the spring of 2002. These units will automate the process of passengers paying fare with passes and transfers, as well as the issuing of transfers from the bus operators. In FY 2001 Lee Tran began participating in the Lee County MPO ITS Planning Stakeholders group. This established the groundwork for connectivity

to the Florida Statewide ITS Architecture. Future development of the master plan will be designed to fit into this network.

Goal #4: *Improve the Organizational Culture of LeeTran.*

Initiatives

- A. *Develop a customer-orientation approach to transit by becoming more customer-friendly in printed transit information materials, customer relations, customer complaints, employee courtesy, and service reliability.*

Strategic Initiatives

Initiate a telephone information unit and create a complaint processing and resolution process. Whereas a Marketing and Communications program facilitates *public* trust and confidence in the transit system, telephone information and complaint resolution play a major role in creating *customer* trust and confidence in the transit system. These two improvements should be the beginning of long-term commitments from LeeTran to improve its customer-orientation efforts by taking the telephone information function out of the hands of dispatchers and creating a separate unit devoted to this purpose. *(Year Two, implementing Goal 3, Initiative B and Goal 4, Initiative A)*

Establish LeeTran in the wayfinding system at the Ft. Myers International Airport – In an airport, wayfinding directs incoming passengers to rental cars and other ground transportation locations within the airport. Work with the airport management to establish LeeTran in the wayfinding system to direct incoming passengers to the Route 85, which connects to the beaches via Summerlin Square. *(Year One, implementing Goal 1, Initiative E and Goal 4, Initiative A)*

Action Taken:

A new customer service group was created with the opening of the Intermodal Transfer Center in downtown Fort Myers. This new service unit handles telephone inquiries and face-to-face inquiries.

Improved route schedules were produced and are scheduled to be implemented with route changes on December 13, 2001.

- B. *Create mechanisms for employee communications to promote buy-in to the vision and mission for public transit.*

Action Taken:

In year one, the Organization Improvement Project took place. This project was done to ensure that staff at all levels are motivated and are working together to deliver quality service to those who depend on the transit system. Committees made-up of various employees within the organization were formed to address issues together such as route changes, farebox improvements, and employee suggestions.

- C. *Acquire land for operations base expansion and rehabilitate the existing maintenance/administration center.*

Action Taken:

An offer is pending on the purchase of land adjacent to existing Lee Tran property for expansion. This parcel is currently owned by the Lee County Port Authority and is part of Page Field. The Port Authority needs to finalize its Master Concept Plan for Page Field before negotiations can continue.

Goal #5: Add value to the community beyond core mission.

Initiatives

- A. *Provide transportation services to community events.*

Establish connections between LeeTran and the new start systems in Collier and Charlotte County Dial-a-Ride system. Charlotte County is in the planning stage of the development of a general public dial-a-ride (DAR) service operating in the urban service areas of the county. Collier County is also conducting a Transit Operations Plan to implement services in Naples. It is recommended that LeeTran work with Charlotte and Collier Counties to establish an arrangement to establish connecting points between LeeTran fixed-route bus service or paratransit service at the north and south ends of Lee County. Connections could be made on a pre-arranged schedule to provide short wait times on the part of passengers and allow for greater efficiencies. The costs associated with this program should be shared between both counties. *(Initiative to be implemented as other systems commence, implementing Goal 5, Initiative B)*

Action Taken:

A transfer was established with the new transit system to our south in Collier County. The transfer was at Bonita Beach Road and US 41, and began on February 1. This connection service proved not to be very productive and was discontinued. Service to Bonita Springs was changed to a dial-a-ride service and is anticipated to begin December 13, 2001.

SECTION II

FINANCIAL PLAN

The major update completed May 2001 contained the new fifth year (FY 2006) required with this update. Please reference Chapter 5, Tables 5-8 through 5-12 of the Transit Development Plan adopted by the Lee County Board of County Commissioners May 29, 2001.

SECTION III

PERFORMANCE MEASURES

**LEE COUNTY TRANSIT
 PERFORMANCE MEASURES
 FIXED ROUTE**

PERFORMANCE INDICATOR	FY1998/99	FY1999/00
COUNTY POPULATION	415,270	426,463
PASSENGER TRIPS	1,930,598	2,356,501
PASSENGER MILES	10,912,904	13,279,315
VEHICLES AVAILABLE FOR MAX. SERVICE	69	77
VEHICLES OPERATED IN MAX. SERVICE	54	59
SPARE RATIO	27.78%	30.51%
VEHICLE MILES	3,614,442	3,769,061
REVENUE MILES	3,387,079	3,529,590
VEHICLE HOURS	220,619	240,554
REVENUE HOURS	204,991	225,324
ROUTE MILES (FIXED ROUTE ONLY)	421	437
TOTAL OPERATING EXPENSE	6,995,951	8,123,469
TOTAL MAINTENANCE EXPENSE	1,088,543	1,287,061
TOTAL CAPITAL EXPENSE	1,320,916	3,132,667
TOTAL LOCAL REVENUE	3,614,598	3,465,733
OPERATING REVENUE	1,590,600	1,600,339
PASSENGER FARE REVENUE	1,308,451	1,370,373
TOTAL EMPLOYEES	130.1	128.9
TRANSPORTATION OPERATING EMPLOYEES	109.0	106.4
MAINTENANCE EMPLOYEES	15.0	14.3
ADMINISTRATION EMPLOYEES	6.1	7.1
GALLONS OF DIESEL CONSUMED	609,689	663,099
GALLONS OF GASOLINE CONSUMED	1,403	0

**LEE COUNTY TRANSIT
 PERFORMANCE MEASURES
 FIXED ROUTE**

PERFORMANCE INDICATOR	FY1998/99	FY1999/00
EFFECTIVENESS MEASURES		
VEHICLE MILES PER CAPITA	8.70	8.84
REVENUE MILES PER ROUTE MILE	8,045.32	8,076.86
Fixed Route Bus Service		
MONDAY - FRIDAY	5:30AM - 10:00PM	5:30AM - 10:00PM
SATURDAY	5:30AM - 10:00PM	5:30AM - 10:00PM
Fixed Route Trolley Service - Beaches		
MONDAY - FRIDAY	6:05AM - 9:30PM	6:05AM - 9:30PM
MONDAY - FRIDAY (DEC - APR)	6:10AM - 9:45PM	6:10AM - 9:45PM
SATURDAY	6:05AM - 9:30PM	6:05AM - 9:30PM
SATURDAY (DEC - APR)	6:10AM - 9:45PM	6:10AM - 9:45PM
SUNDAY	6:05AM - 9:30PM	6:05AM - 9:30PM
SUNDAY (DEC-APR)	6:10AM - 9:45PM	6:10AM - 9:45PM
PASSENGER TRIPS PER REVENUE MILE	0.57	0.67
PASSENGER TRIPS PER REVENUE HOUR	9.42	10.46
PASSENGER TRIPS PER CAPITA	4.65	5.53
AVERAGE SPEED	16.52	15.66
AVERAGE AGE OF FLEET	4.88	5.60
NUMBER OF SAFETY INCIDENTS	43	37
TOTAL NUMBER OF REVENUE VEHICLE SYSTEM FAILURES	365	982
REVENUE MILES BETWEEN SAFETY INCIDENTS	78,769	95,394
REVENUE MILES BETWEEN VEHICLE SYSTEM FAILURES	9,280	3,594

**LEE COUNTY TRANSIT
PERFORMANCE MEASURES
FIXED ROUTE**

PERFORMANCE INDICATOR	FY1998/99	FY1999/00
EFFICIENCY MEASURES		
AVERAGE FARE	\$0.67774	\$0.58153
VEHICLE MILES PER GALLON	5.91	5.68
FAREBOX RECOVERY	18.70%	16.87%
LOCAL REVENUE PER OPERATING EXPENSE	51.67%	42.66%
OPERATING REVENUE PER OPERATING EXPENSE	22.74%	19.70%
OPERATING EXPENSE PER CAPITA	\$16.85	\$19.05
MAINTENANCE EXPENSE PER OPERATING EXPENSE	15.56%	15.84%
OPERATING EXPENSE PER PEAK VEHICLE	\$129,554.65	\$137,685.92
OPERATING EXPENSE PER PASSENGER TRIP	\$3.62	\$3.45
OPERATING EXPENSE PER PASSENGER MILE	\$0.64	\$0.61
OPERATING EXPENSE PER REVENUE MILE	\$2.07	\$2.30
OPERATING EXPENSE PER ACTUAL VEHICLE MILE	\$1.94	\$2.16
OPERATING EXPENSE PER REVENUE HOUR	\$34.13	\$36.05
OPERATING EXPENSE PER ACTUAL HOUR	\$31.71	\$33.77
MAINTENANCE EXPENSE PER REVENUE MILE	\$0.32	\$0.36
VEHICLE MILES PER PEAK VEHICLE	66,934.11	63,882.39
VEHICLE HOUR PER PEAK VEHICLE	4,085.54	4,077.19
REVENUE MILES PER VEHICLE MILES	0.93710	0.93646
REVENUE MILES PER TOTAL VEHICLES	49,088.10	45,838.83
REVENUE HOURS PER TOTAL VEHICLES	2,970.88	2,926.29
REVENUE HOURS PER EMPLOYEE	1,575.48	1,748.30
REVENUE HOURS PER OPERATING EMPLOYEE	1,880.93	2,118.48
REVENUE HOURS PER MAINTENANCE EMPLOYEE	13,626.76	15,727.84
REVENUE HOURS PER ADMINISTRATIVE EMPLOYEE	33,679.41	31,737.92
VEHICLE MILES PER MAINTENANCE EMPLOYEE	240,269.71	263,084.23
PASSENGER TRIPS PER EMPLOYEE	14,837.80	18,284.21
TOTAL VEHICLES PER MAINTENANCE EMPLOYEE	4.59	5.37