



MEMORANDUM

TC

Agenda Item No. 1(E)3

TO: Honorable Chairperson Barbara Carey Shuler, Ed. D
and Members Board of County Commissioners

FROM: George Burgess
County Manager

SUBJECT: Draft Executive Summary for
Implementation
Recommendations for the
Jitney Pilot Program

The attached Draft Executive Summary for the Implementation Recommendations for the Jitney Pilot Program, Phase II, has been prepared as a "rough draft" progress report to suggest possible policies that Miami-Dade County may wish to adopt to "test" the effectiveness of providing some transit services using jitneys.

Pursuant to the direction given at the Transportation Committee meeting of February 13, 2003, it was requested that Miami-Dade Transit (MDT), in conjunction with the Consumer Services Department (CSD) and jitney providers, review the initial Jitney Services Study initiated by the Metropolitan Planning Organization (MPO) and develop an implementation program. Accordingly, MDT and CSD have met with all parties involved, including the County Attorney, jitney providers and appropriate staff. On May 28, 2003, MDT and CSD held a publicly noticed meeting informing all existing jitney providers of the second phase of the study and requesting their input. At this meeting, six (6) jitney providers currently holding certificates were present and there was consensus among them to proceed with this project.

At this time, Conchita Transit Express and the Miami Minibus proposals suggest a possible phased approach for two concurrent jitney pilot projects.

There are a number of implementation details and issues that will need to be further addressed in Phase II before the Pilot Program could be implemented. These include, but are not limited to:

- Address the benefits and disbenefits of conducting two possible pilot projects simultaneously:
 1. Pilot Project I: A jitney company completely taking over the operation of a bus route.
 2. Pilot Project II: Reducing existing MDT service and increasing existing jitney service where MDT and a jitney company operate in the same corridor.
- Address American Disabilities Act (ADA) compliance issues.
- Address legal issues with respect to leasing, insurance, and operator liability.
- Develop a pilot project contract for jitney providers.
- Evaluate funding options as they relate to the use of federal, local, or People's Transportation Plan funds to purchase vehicles.

This Draft Executive Summary provides a brief discussion regarding these issues. As we move through the implementation phases, we will keep the Committee apprised of the study's developments and request the Committee's policy guidance on implementation issues as enumerated above.

The study effort for both phases of this project (Phase I & II) has been fully funded by the Florida Department of Transportation (FDOT District VI).

Attachment

Surface Transportation Manager:

 11/19/03

Carlos F. Bonzon, Ph.D., P.E.

**ROUGH "PROGRESS" 2nd DRAFT - 11/12/03
Implementation Recommendations**

MIAMI-DADE COUNTY

JITNEY PILOT PROGRAM

PHASE 2



Prepared by



**TRANSIT SYSTEMS
GROUP**

Prepared for

MIAMI-DADE



**ROUGH "PROGRESS" 2nd DRAFT - 11/12/03
Implementation Recommendations**

MIAMI-DADE COUNTY

**JITNEY PILOT
PROGRAM
PHASE 2**



Prepared by



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"This report is intended to serve as a work-in-progress report."

FOREWORD

These services were provided on behalf of Miami-Dade County/Miami-Dade Transit, via an on-going General Planning Consultant contract with the Florida Department of Transportation (DOT). This study begins the second phase or the implementation phase, of the Jitney Services Pilot Program Project. This phase involves the process of overcoming impediments and resolving start-up issues associated with implementation. Final conclusions were still incomplete at the time of this writing. This report is intended to serve as a "mockup", or work-in-progress report with significant policy-making yet to be accomplished. Additional recommendations will be brought forward in the coming days and weeks based, in part, on policymaker direction and guidance. Policy guidance is sought for the issues addressed herein.

INTRODUCTION

This report is a preliminary draft of a "Phase 2" implementation planning effort. "Phase 1" was a Jitney Pilot Program Study that was prepared to analyze policy issues and suggest broad direction for a Jitney Pilot Program. A "Pilot Program" is intended to be a 12 to 24 month "test" of expanded jitney services on selected MDT transit routes in Miami-Dade County. The core hypothesis in these "tests" is to determine whether or not privately-delivered transit services can be provided in a way that 1) improves the quality and quantity of service in an acceptable manner, and 2) reduces net costs to the county.

The Phase 1 Jitney Pilot Program Study provided broad policy guidance relative to the decision to proceed (or not proceed) with a Jitney Pilot Program. Detailed implementation planning was not appropriate until such time as a "decision to proceed" was made. Policy guidance is sought for the implementation issues and preliminary suggestions, herein. Nothing in this document should be considered final, as of this writing.

Two possible pilot projects are currently under consideration for possible implementation. One of these involves abandonment of Route 29 and providing much more frequent wheelchair-accessible jitney/minibus service. The second project involves the possible reduction of MDT services coupled with increases in privatized minibus service on Routes 9 and 10.

At this time, the Conchita Transit Express proposal on Route 29 has been accepted, in broad terms. Discussions with Miami Mini Bus have also suggested a pilot project involving this jitney operator and, possibly, a reduction of MDT services and an increase in jitney services on Routes 9 and 10.

However, there are a number of implementation details and issues that must be addressed, before implementation of these, and/or other pilot projects can proceed.

These issues include:

1. **ADA Issues** - How do we best achieve Americans with Disabilities Act (ADA) compliance in the Jitney Pilot Program? (Existing jitney vehicles are not ADA-compliant.)
2. **Lease Issues** - Is it possible, legally, to lease Miami-Dade Transit (MDT) vehicles to jitney providers? How? How did New Jersey Transit lease buses to the Atlantic City Jitney Association (ACJA)? Can the County do the same? How should possible lease arrangements be structured?
3. **County Code Issues** - Should route "overlap rules" be modified for the Jitney Pilot Program? Should jitney pilot project drivers be required to take MDT training and/or drug testing?
4. **Action Plans & Funding Issues** - What are the "next steps" necessary to implement the pilot projects? Which funding source(s) should be used?

"This analysis represents Phase 2 of the Jitney Pilot Program Study."

miami-dade
Jitneys

"...implementation planning was not appropriate until such time as a "go" decision was made."



MDT currently has a number of minibuses in operation.

"The Jitney Study recommended that all vehicles involved in the Pilot Program be ADA-compliant."



"20-passenger 'Challenger' coaches can be leased for about \$1000 per month with a \$5000 down payment."

5. **Number of Pilot Projects** - Will only one or two pilot projects give us the cross-section of "before-and-after" opinions we need to formulate countywide public policy? Do we need more pilot projects to achieve a "representative sample" of riders for research purposes? If so, how do we get more jitney operators involved?
6. **Research and Evaluation** - When should the "Before-and-After" studies begin? What could they involve? What performance variables should be analyzed?
7. **Schedule Issues**- What kind of overall program schedule is being considered?
8. **Future Policy Issues** - What happens after the Pilot Projects are complete? What should the County's policies be, in the future, relative to Jitneys, particularly if the Pilot Projects prove to be successful?
9. **People's Transportation Plan** - How does this jitney pilot program affect the People's Transportation Plan (PTP)? Can or should Jitney providers deliver a portion of the PTP?
10. **Jitney Assistance Issues** - How, and to what extent should the county extend assistance to Jitney operators, if at all?

A preliminary assessment and analysis of these issues follows:

ADA Policy

The County Code, and State and Federal regulations require that all vehicles involved in the pilot program be ADA - compliant. To accomplish this, Conchita's Transit Express would have to retrofit about 20 or more jitneys with a wheelchair lift at a approximate probable cost of about \$10,000 each, and/or lease minibuses, or a combination of the two options. Unfortunately, a wheelchair lift eliminates four passenger seats, reducing the existing jitney's capacity from 15 to 11. Due to the lack of available MDT minibuses for lease, additional cost-effective fleet purchases should be considered.

Transit Plus is the low-bidder and has the state contract for lower-capacity bus fleet purchases. An attractive option is their 20-passenger "Challenger" minibus which costs about \$55,000 with a wheelchair lift. (compared to \$93,000+ for a 26-passenger "Bluebird", or \$230,000+ for a MDT minibus). If desired, the Challengers can be leased for, say about, \$5,000 down, and about \$1,000 per month. The total first year cost of the bus would be \$17,000 for a new 20-passenger vehicle. After the jitney sub-lesers pay, say, \$3000 per year for their sub-leases, the net cost to the county could be about \$14,000 for the first two years. Compare this to a \$10,000 investment in a used retrofitted jitney with a capacity of 11 persons. The one-year lease cost of a new mini-bus, in the second year, would be roughly comparable to retrofitting wheelchair lifts. This would result in better vehicles and better service than retrofitted 11-passenger jitneys.

The "Challenger" option is a "better-buy", when quality, capacity and cost are considered.

In New Jersey, the jitney buses were leased on a four-year amortization schedule with no interest imputed into the lease and based on 20% of actual costs. The county could consider leasing

Table 1 ADA Options & Costs		
Criteria	Vehicle Options	
	Retrofit Jitney	Challenger Minibus
Capital Cost	\$10,000 ±	—
Annual Depreciation Cost (Net)	\$0	\$6,000
1 st Year Net Cost	\$10,000	\$6,000
2 nd Year Net Cost	\$0	\$6,000
Total 2-Year Cost	\$10,000	\$12,000
Net Seats	11	20
Cost Per Seat	\$909	\$600

Note: Assumes \$3000 lease revenue per year to MDT.

"A meeting was held with the county attorney's office to discuss leasing..."



"Additional meetings with the jitney operators are suggested."

20-passenger "Challenger" vehicles to jitney operators for about \$250 per month, based on the Atlantic City model.

In addition to wheelchair lifts, stop announcements would also need to be provided and electronic lighted stop announcement boards would be required, for ADA purposes. Therefore, MDT driver training and drug-testing are suggested for all pilot project drivers.

Leasing and Insurance Coverage

A meeting was held with the county attorney's office to discuss leasing of MDT equipment to the jitney operators. Conferences were also held with Transit Plus and their lease-financing provider. As a result of these conferences, the following steps are suggested for consideration:

1. MDT could seek approval from the County Commission and the Citizen's Independent Transportation Trust (CITT) to purchase 20-passenger Challenger minibuses from Transit Plus, the state's low bid provider for about \$55,000 each. Alternatively, the vehicles could be leased. The terms could be about \$5,000 down, and about \$1,000 per month, per vehicle. The lease would probably be year-to-year up to five years, with a buy-out option at the end of the lease.
2. The county attorney could draft a lease agreement that provides for leasing of these minibuses to licensed jitney providers that serve areas in which the county wishes to increase transit services. The county could hold the titles, unless the county leases the vehicles from a leasing company, who would hold the title. The jitney license-holders could lease the vehicles from the county.
3. The county could, possibly, lease the vehicles to jitney providers at a discount rate of about \$250 per month. This would result in a nominal cost to the county when compared to the operational cost of the current service. Straight-line depreciation of the Challenger would amount to about \$750 per month, assuming a \$10,000 residual value over 5 years.

At the time of this writing, a method to lease MDT minibuses to Jitney operators was "in process" at the county attorney's office. In Atlantic City, the buses were leased by New Jersey Transit to the Atlantic City Jitney Association, Inc., a not-for-profit entity, which, in turn, leased them to private operators. At the end of a four-year lease, the Atlantic City vehicles became the property of the private operators. Lease costs were based on 20% of actual costs with no interest imputed into the lease.

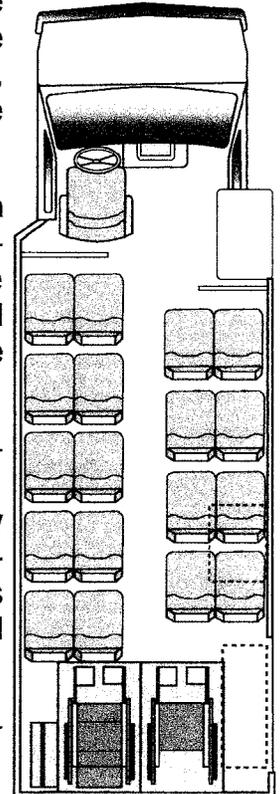
As long as vehicles do not exceed 26 passengers, insurance rates appear to be attainable by the private sector, at the time of this writing.

How Many Pilot Projects?

The Jitney Pilot Program Study recommended four or more pilot projects geographically dispersed through the county in order to obtain a broad



The 20-passenger "Challenger" minibus costs about \$55,000 with a wheelchair lift.



This shows the 20-passenger, 25-foot Challenger minibus seating arrangement with 2 wheelchair positions. Fold-down seats provide for 2 additional seats in the wheelchair tie-down area.

"The Jitney Pilot Program Study recommended four or more pilot projects..."



"The county could provide capital assistance and/or lease assistance..."

cross-section of public opinion from riders on a "before-and-after" basis. This would help the county formulate policy decisions relative to future expansion or contraction of privatized minibus services, on a countywide basis, and based on a countywide survey of public opinions from the pilot program. In addition, the Conchita/Route 29 Pilot Project involves removal of two MDT buses from a route already "dominated", to a degree, by jitney services. Other forms of insertion of jitney services should also be explored, if possible and practical. For example, a pilot project that involves decreasing (not eliminating) MDT service, and dramatically increasing jitney pilot project services could be tested, perhaps as part of the Peoples Transportation Plan initiative.



Existing Conchita's Transit Express Jitney.

Additional meetings with the jitney operators are recommended to determine which operators have the enthusiasm and desire to be incorporated into the pilot program, and to determine the best options for their incorporation into the pilot program plan. A request-for-proposal (RFP) approach is another option that should be considered.

Before-and-After Studies

The purpose of a "pilot" program is to test, on a "demonstration" basis, the worthiness of a new policy or operation. To perform such a "test", studies of the "before" and "after" conditions are necessary. These studies should examine the performance of the services, public opinions, the costs, and the quality of the services provided. Before-and-after studies could include field observations, research and periodic on-board rider surveys, in both the "before" and "after" conditions. The goals and objectives of these studies should be designed to respond to a comprehensive set of possible issues. The best way to define research goals and objectives is to define the questions that need to be answered. These should include, but not be limited to:



Atlantic City Jitneys were leased by New Jersey Transit to the Atlantic City Jitney Association.

- 1) Did the frequency of service change? How much?
- 2) How "lumpy" was the new schedule of bus arrivals, (bus arrival frequency distribution)?
- 3) Were the drivers courteous? Did they honor all "stop" requests?
- 4) Was the vehicle clean and air-conditioned?
- 5) Were the vehicle seats comfortable? Was the vehicle overloaded?
- 6) Was the service, route and schedule comprehensible? Was information marketed well?
- 7) Was the ride comfortable?
- 8) Were all passes and transfers honored?
- 9) Was the wheelchair lift operational?

“What should the long-range role of jitneys be?”

- 10) Were the departure destinations announced over the PA and on the electric message board?
- 11) Did the pilot project service make economic sense? To what extent?
- 12) What can be done to improve the pilot project service?
- 13) Should the pilot project service be continued, discontinued, expanded, reduced, or stay the same?
- 14) What were the days and hours of service in the “before” and “after” conditions?
- 15) Did ridership change? How much?
- 16) Are the jitney license-holders and operators satisfied? What is needed to improve the system.

Future Policies

After the first phase “Before-and-After” studies are complete, the question then becomes: “Should the pilot project be extended for another year?” “What should happen after that?” What should the long-range role of jitneys be? Should they receive public assistance? What kind and how much? Should Jitney services continue to expand in step with expanded MDT services, or not? To what extent? What are the upsides/downsides? What did we learn from the Pilot projects? An evaluation of future policy options could be performed at the conclusion of the pilot program studies.



Conchita’s Transit Express : Next Steps

“If Route 29 is turned over to Conchita’s Transit Express, better service plus a net savings to MDT could result...”

This pilot project is almost ready to proceed, except for fine-tuning the operating plan, acquiring the minibuses and making all pilot project vehicles on Route 29 ADA-compliant. This project should evaluate the feasibility of the following plan: Twenty (20) Challenger minibuses could be purchased by MDT then subleased to the operator, at a discounted lease rate of about \$250 per month. (\$3,000 per year per vehicle.) If MDT elects to lease the vehicles, the initiation of annual net lease fee would be about \$5,000 per vehicle and could be paid by the county. Monthly lease costs would be about \$1000, or \$12,000 per year. To maintain an apples-to-apples comparison, depreciation, not leasing, was used as the basis of cost-comparison, since MDT buses are not leased. With a realistic

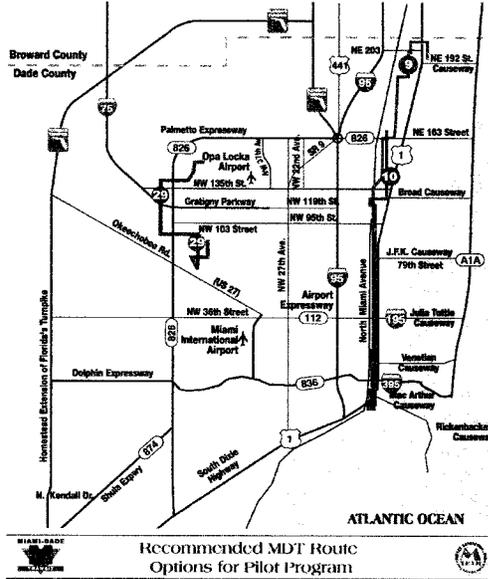
MDT Statistics	MDT Costs Without Pilot Program	MDT Costs With Pilot Program
Direct Operating Cost Per Day	\$791	\$0
Revenue Per Day	\$172	\$0
Annual Revenue	\$44,000	\$0
Net Operating Loss Per Day	(\$619)	\$0
Annual Direct Operating Loss (x255)	(\$157,845)	\$0
Cost Per Boarding	\$2.75	\$0
Cost Per Mile	41¢	\$0
Depreciation	\$45,000	\$120,000
Total Cost	\$202,845	\$120,000
Cost Variance	---	\$82,845

* Assumes \$250/month Jitney lease payments.

“depreciation cost” of about \$750 per month for each Challenger minibus, and lease revenue of \$250 per month from the jitney operator, the net cost to MDT would be about \$500 per month. All fuel, drivers compensation, maintenance and insurance would be funded by the jitney operator. With 20 vehicles¹, the total monthly depreciation cost to MDT becomes about \$10,000 per

¹ 20 buses would provide a higher “spare ratio” than normal industry standards. However, these vehicles are not as durable as their more expensive counterparts, and the Jitney industry typically “overbooks” service to insure adequate frequencies. These factors help justify a higher spare ratio.

Jitney Services Pilot Program



“The MDT, the jitney operator, and most importantly, the public could all, possibly, receive benefits from this pilot project.”



month, or \$120,000 per year. Table 2 shows that the net deficit on route 29 is \$157,845 per year, at present, which provides for one bus every 70 minutes in the peak periods. The proposed jitney service calls for one jitney minibus every ten (10) minutes, a sevenfold increase in service, with, potentially, less cost to MDT, per year. The proposed 10-minute headways are also better-than-promised in the Peoples Transportation Plan (PTP), which shows 15-minute headways.

Table 4 shows a comparison of the existing MDT service, the proposed jitney minibus service, and the proposed PTP service. The proposed jitney service could and should provide better service, at less cost. The monthly depreciation of the Challenger vehicle over 5 years would be \$750 per month, assuming a reasonable \$10,000 residual value after five years. During peak periods Conchita's Transit Express has proffered to operate service on 10-minute headways vs. 70-minute headways at present. Accounting for the reduced seats per bus, the “seats per hour” would still be triple current-day MDT service. A public hearing is also required prior to MDT abandonment of Route 29.

The MDT, the jitney operator, and most importantly, the public could all, possibly, receive benefits from this pilot project. The “Before-and-After” studies would confirm or deny this.

**Table 3
Conchita's / Route 29 Proposal**

Measures	Existing MDT Peak Services	Proposed Jitney Peak Service	Improvement
Headways	70 min.	10 min.	7-fold improvement
Hours of Operation	6A-7P	5A-10P	+4 hrs/day (over 1000 hrs per year)
Seats/Hour (peak)	38	140	+102 seats/hr.
Buses Per Hour	1	7	7-fold increase

Miami Mini Bus Pilot Program—Routes 9 & 10

Miami Mini Bus is currently pending approval for a service expansion along the West Dixie Highway corridor. This service extension will involve new service between the Skylake Mall and downtown North Miami, mainly along West Dixie Highway. This service was calculated to have a 28% duplication of existing MDT service, and it would partially fulfill the 2005 service expansion on West Dixie Highway as planned in the People's Transportation Plan (PTP). Miami Mini Bus will begin this service within a few months with surplus vehicles already owned. By contrast, MDT would not begin providing this service until 2005.¹

**Table 4
Existing vs. Proposed
Route 29 Performance Analysis**

Measures	Existing	Proposed	PTP
Headways	70 min.	10 min.	15 min.
No. Vehicles	2	14 (+6 spares)	10
Annual MDT Cost ¹	\$200,000±	\$120,000	\$900,000± ²
Annual Cost Variance vs. Proposed	(\$80,000)	-	(\$780,000±)
Benefit Analysis	7x improvement in service plus cost savings		

It has been suggested that a jitney plan for this service area be divided into two (2) stages as follows: 1) stage one would involve an evaluation of the already-approved service expansion to review the operation, overall performance and adequacy in fulfilling the goals of the People's Transportation Plan improvements proposed in the area; 2) stage two would involve making adjustments and/or improvements to the West Dixie services, and, possibly, implementing a second jitney pilot

“The county could provide capital assistance”

1. October 15, 2003 MDT memorandum from Cathy Grimes-Peele to Roosevelt Bradley.

program demonstration, which is described below.

Miami Mini Bus currently operates on approved jitney routes that overlap, to some degree, routes 9 and 10. This makes these routes logical candidates for a possible pilot project involving Miami Mini Bus. Routes 9 and 10 generally operate from the Aventura and 163rd Street Malls to downtown Miami, mostly using NE 2nd Avenue as the primary north-south roadway. These routes currently operate at a daily net loss to MDT of about \$3,000 per day which equates to about \$768,000 in annual net losses per year. Since all MDT buses are proposed to be removed from Route 29, it is suggested that *reduced* MDT service (not eliminated service) be augmented with more frequent Miami Mini Bus Services on Routes 9 and 10. Since routes 9 and 10 overlap, a one-hour (60 minutes) MDT headway on each route would result in a 30 minute headway on the overlapping "spine" section of the two routes (NE 2nd Avenue). By providing 20 Challenger mini-buses, operating on 15 minute headways (peak), the number of seats per hour can be matched and exceeded, and the frequency of service can be improved to the levels stipulated in the People's Transportation Plan, or even better, as shown in Table 5. Table 6 shows that the routes 9 & 10 pilot program service should be able to improve on the existing service while saving MDT money.



Atlantic City has recently purchased several 26 passenger "Bluebirds" at about \$93,000 each.

"...the routes 9 & 10 pilot program service should be able to improve on the existing service while saving MDT money."



Factors	Existing	Proposed	PTP
No. MDT Buses	16	5	22 [†]
MDT Headways (Routes 9/10)	15/30	60/60	12/15
No. Jitneys	-	20	-
Jitney Headways (Routes 9/10)	-	15/15	-
Combined Headways (Routes 9/10)	-	12/12	-
Total Jitneys + MDT Buses	-	25	-
Total Seats Per Hour	228	236	342

County Code Changes

It has been suggested that the County's Code be modified to allow for advertising on Jitneys. This additional revenue can help compensate for additional insurance costs for larger vehicles. Also, pilot program jitneys should carry bicycle racks on their front grille area and should have working air-conditioning. The 15-passenger limit on jitneys is currently proposed to be removed in a draft ordinance by the Consumer's Service Department (CSD).

	Existing	Proposed	PTP
MDT Bus Annual Depreciation	\$360,000	\$112,500	\$495,000
Net Operating MDT Deficits	\$768,000	\$240,000 ¹	\$1,056,000 ²
Jitney Minibus Depreciation ³	-	\$150,000	-
Total Cost to MDT	\$1,128,000	\$502,500	\$1,551,000
Net Variance from Proposed	(\$625,500)	-	(\$1,048,500)

additional insurance costs for larger vehicles. Also, pilot program jitneys should carry bicycle racks on their front grille area and should have working air-conditioning. The 15-passenger limit on jitneys is currently proposed to be removed in a draft ordinance by the Consumer's Service Department (CSD).

Jitney Assistance

The Jitney Pilot Program Study recommended the creation of an Office of Transit Privatization (within an existing department of county government.) to provide assistance to jitney operators. Some of the Jitney operators require assistance with paperwork and regulatory issues. Flyers, for example, should be handed out to MDT riders on routes 9, 10 and 29, to inform them of upcoming jitney pilot program changes. Until such time as this occurs, the MDT staff and/or the MDT's jitney consultant can assist the jitney operators with technical issues and paperwork that will need to be provided. The possibility of creating a not-for-profit Jitney Association, modeled, in part, on the Atlantic City Jitney Association could be reviewed with the jitney operators and, if feasible, advanced, for the purpose of providing an entity for bulk

1. Assumes pro rata reduction in losses for MDT vehicles; there are no operating deficits for the Jitneys.
 2. Assumes 37.5% increase in total route ridership.
 3. Assumes total fleet of 25 Challenger minibuses @ net \$6,000/bus after lease revenue received.

"...the County's Code could be modified to allow for advertising on Jitneys"

"The Phase 1 Jitney Pilot Program Study recommended the creation of an Office of Transit Privatization."



"The 'Before' study of services on Route 29 should begin as soon as possible."

purchase of insurance, fuel, etc.

Program Schedule and Evaluation Costs

The Pilot Program could generally follow the following schedule:

- **Implementation Planning:** 4 to 6 months.
- **First Pilot Project:** starts in 6 to 8 months; operates 12 to 24 months.
- **Second Pilot Project:** starts in 8 to 10 months; operates 12 to 24 months.
- **Additional Pilot Projects (if any):** starts in 12 months; operate 12 to 24 months.
- **"Before" and "After" Studies** for each Pilot Project: "Before" studies should start in 6 to 8 months; "After" studies are executed in 2 or more possible phases: 6 months after each pilot project's initiation, and 12 months after each project's initiation.
- **Future Policy Study:** After all Pilot Projects are complete, and, if authorized, a "future policies" study could be initiated between months 22 and 24.

Budget - Evaluation Phase

The Florida DOT has already contributed financial assistance for Phase I with \$90,000 and the current implementation planning (phase II) for \$45,000. The budget for future research and evaluation studies would be dependent on how many pilot projects are implemented and how many unforeseen issues require analysis. Detailed workplans have not yet been prepared, therefore, it is difficult to estimate, with certainty, the cost of the research and evaluation efforts. Future research (data collection) and evaluation phases could possibly cost between \$250,000 and \$450,000. This will be refined when a detailed workplan is prepared. Again, this would depend on the final number of pilot projects and the number of "after" study phases. Costs would also be affected by the quantity of data collected, the number of issues that must be addressed, and the quantity of consulting assistance rendered to the jitney operators, if any. The Florida DOT might, possibly, be convinced to participate in some of these costs because of the potential statewide application of the research data and evaluation results. A conference with senior DOT officials is suggested to explore this possibility.

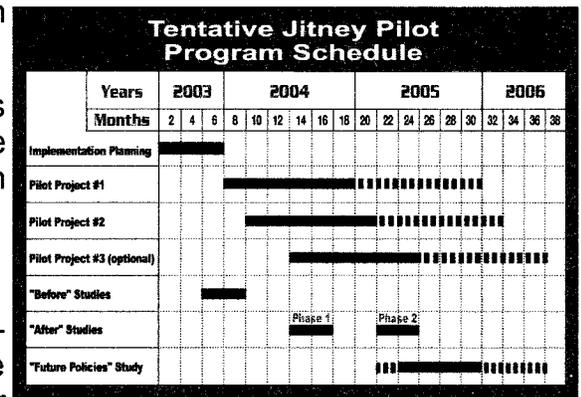
Summary

In summary, policy-guidance is sought relative to the following implementation policy recommendations:

1. **Financial Assistance** - The county could provide capital assistance and lease assistance in order to provide ADA-compliant minibuses for use in the Pilot Projects. Leasing of "Challenger" minibuses to jitney operators for \$250 per month is suggested for consideration.

Operator	No. of Licenses	No. of Vehicles	Operating Area
Dade Jitney	1	2	Liberty City
King Jitney	1	2	Liberty City
Liberty City Jitney *	8	9	Opa-Locka/ Liberty City
Sun Jitney	1	17	Carol City/ Opa-Locka/ Liberty City
Miami Mini Service	1	1	North Miami
Conchita's Transit Express	1	20	Hialeah area and MDT Route 29
Excel Transportation	1	4	Northwest Miami
American Jitney	1	3	Southwest Miami
Metro Miami Bus	1	5	Florida City/ Naranja/Perine/ Kendall
Tri-Rail Bus Connection	1	14	North Miami/ Opa-Locka/ Liberty City
Miami Mini Bus	1	59**	Little Haiti

* one route-grand fathered
 ** may only operate 40 vehicles at one time



"The Pilot Program could be beneficial, if it can be proven that jitney operators can provide improved bus services in a cost-effective manner."



"Federal funds bring multiple impediments to an immediate-action program, therefore, transit surtax funding of the Jitney Pilot Program should be explored."

2. **Possible Lease Contract Provisions** - A legal mechanism could be developed to allow the county to "partner" with jitney providers when it is economically advantageous to the county, and beneficial to the public. A vehicle leasing policy for jitney services could be developed and implemented. If mini-buses are leased to the jitney operators, provisions could be included that provide certain "protections" to the county. These provisions could include, but not be limited to: 1) driver drug and alcohol testing; 2) driver training similar to MDT driver requirements; 3) vehicle inspections by MDT every six months; 4) reversion of the vehicle to MDT if the project is terminated; 5) regular vehicle maintenance requirements and certification; 6) insurance requirements, and 7) cooperation with the project evaluation process.
3. **County Code Changes** - The county code could be amended to permit advertising on jitneys in the Pilot Program, subject to certain limits. Bicycle racks and working air conditioning should be required on all Pilot Program vehicles. The 15-passenger limit on Jitneys is currently proposed to be removed.
4. **"Before" Studies** - The "before" study of services on Route 29 should begin as soon as possible. The pilot project could operate for 12 to 24 months, unless serious, uncorrectable problems are encountered.
5. **Additional Pilot Projects** - Additional meetings with the jitney operators could be held to keep them apprised of the Pilot Program, and to invite their suggestions. An RFP for one, or more, additional Pilot Projects could be issued.
6. **Future Policy Options Study** - Once the pilot projects are complete, a thorough evaluation of the county's future jitney policy options could be undertaken.
7. **Technical Assistance** - Assistance in the form of technical/consulting assistance could be provided to the jitney operators, by the county or by the county's jitney consultant. (Some operators do not have enthusiasm or patience for paperwork.) The possibility of creating an Office of Private Transit Assistance within an agency of county government could be studied further and possibly implemented during or after the pilot program evaluations. The possibility of creating a private, not-for-profit "jitney association" could also be explored with the jitney operators and implemented if feasible.
8. **People's Transportation Plan** - While the PTP calls for improved transit services, it does not state whether those services should be provided via public or private providers. The Citizen's Independent Transportation Trust (CITT) was created to help protect and ensure that taxpayer dollars are invested wisely. In this respect, the Pilot Program could be beneficial, if it can be proven that jitney operators can provide some portion of the improved bus services in a cost-effective manner. Therefore, the Jitney Pilot Program can be viewed as one possible means to improve transit services on one or more MDT routes, if desired and approved by the CITT and the County.
9. **Funding** - Due to the fact that federal funds bring multiple impediments to an immediate-action program, transit surtax funding of the Jitney Pilot Program should be explored. Each Pilot Project recommendation should contain sufficient potential MDT operating cost savings to more-than-offset MDT's financial outlays.



Jitney advertising could be limited.

Policy guidance is solicited for each of these issues.