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*Miami-Dade County  
Metropolitan Planning Organization (MPO)*

# THE "PUBLICOS" SYSTEM



## A PUERTO RICAN EXPERIENCE

**Prepared by  
the Metropolitan Planning Organization  
March 2002**

**A JITNEY APPROACH FOR MIAMI-DADE COUNTY**

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## BACKGROUND

On January 28, 2002, the MPO Governing Board under Resolution # 10-02 authorized a trip to San Juan, Puerto Rico, for the MPO Board Members and staff to meet with officials of the Puerto Rico Department of Transportation and the Puerto Rico Public Service Commission concerning the regulations and operation of the privately operated San Juan public transportation system known as "publicos".



*The group that attended the trip was composed of (from left to right):*

- Mayor Joe J. Celestin, City of North Miami
- Jose-Luis Mesa, Director, MPO Secretariat
- Senator Gwen Margolis, Chairperson MPO Governing Board
- Danny Alvarez, Director, MDT
- Bill Johnson, Assistant County Manager
- Kate Kyle, Commissioner Katy Sorenson's Office
- Oscar Braynon, Commissioner Barbara Carey-Shuler's Office
- Ronald Krongold, MPO Board Member
- Gary Donn, FDOT District 6

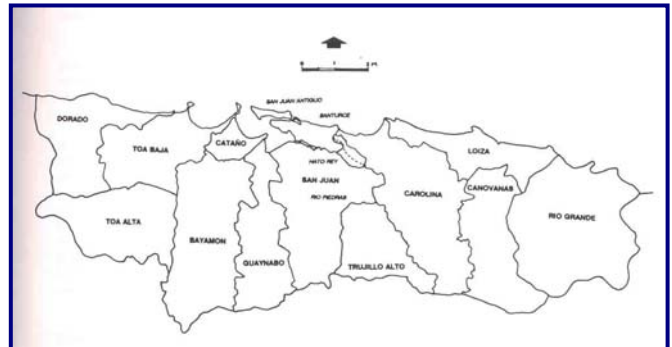
*Additionally, joining the group is Gabriel Rodriguez, Assistant Secretary for Planning from the Puerto Rico Department of Transportation, who served as the host for the group.*

Puerto Rico's fixed-route, semi-scheduled owner-operated and demand responsive "publico" passenger transportation system is unique within the territorial United States. There are similar jitney operations in other U.S. cities, but none larger and with the success that "publicos" have had in Puerto Rico.

### Tale of Two Areas...

#### San Juan Metropolitan Area (SJMA)

The San Juan Metropolitan Area is composed of twelve (12) municipalities: Dorado, Toa Alta, Toa Baja, Cataño, Bayamon, Guaynabo, San Juan, Carolina, Trujillo Alto, Loiza, Canovanas and Rio Grande.



#### Highlights:

- Close to 1.4 million people
- Over 3.2 million total trips per day
- About 4,300 cars per square mile



*The traffic congestion at this toll plaza takes several miles*



In addition to the “publico” system, there are other transportation modes serving the SJMA, including: buses, a ferry system, municipal circulators, special transportation services and the future rail system called “Tren Urbano” which is expected to start operation in late 2003.

### Miami Urbanized Area

- Close to 2.2 million people
- Total registered vehicles is 2.4 M
- About 1,244 vehicles per square mile
- A total of 7.3 million of trips per day



*Traffic along I-95 can be as worst in the morning as in the afternoon peak-periods.*

### Trip Schedule

#### 1. Wednesday, February 20, 2002

Arrival to Puerto Rico.

#### 2. Thursday, February 21, 2002

In the morning the group met with:

- a. Puerto Rico Department of Transportation (PRDOT)
- b. Puerto Rico Highway and Transportation Authority (PRHTA)
- c. Metropolitan Bus Authority (MBA)
- d. Public Service Commission (PSC)

In the afternoon, a field trips was conducted to visit publicos' facilities and operations.

#### 3. Friday, February 22, 2002

Meeting with Tren Urbano Officials  
Visit to Rio Piedras Station (underground)  
Brainstorming Session  
Departure from Puerto Rico



*From left to right: Mr. Jorge Esteban (PSC), Adaline Torres, President MBA, Eng. Fernando Fagundo, Executive Director PRHTA, Hon. Jose Izquierdo, Secretary PRDOT and Gabriel Rodriguez, Assistant secretary for Planning welcoming the visitors.*

## Puerto Rico Department of Transportation (PRDOT)

*By Honorable Jose M. Izquierdo Encarnacion,  
Secretary of Transportation*

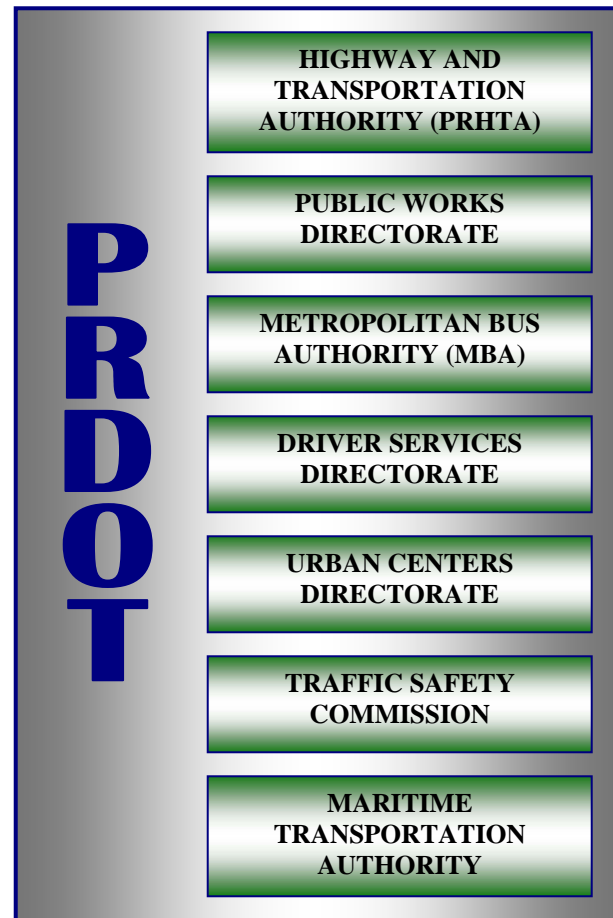
According to the Secretary the goals of the PRDOT are focused on providing:

- A safe, integrated, efficient and reliable system, with a diversity of travel alternatives for the majority of the citizens.
- Social justice for the people that lack adequate transportation alternatives.
- Encourage those people that invest a considerable amount of their income in the operation and maintenance of their automobiles, as their only mode of transportation, to use public transit.



*Hon. Jose M. Izquierdo,  
Secretary PRDOT*

In Puerto Rico, the government is divided in two sectors: central government (State) and local governments (Municipalities. Contrary to Florida, there are not counties as a sub-divisional jurisdiction. As a result, the PRDOT is an "Umbrella Department" with the following organization:



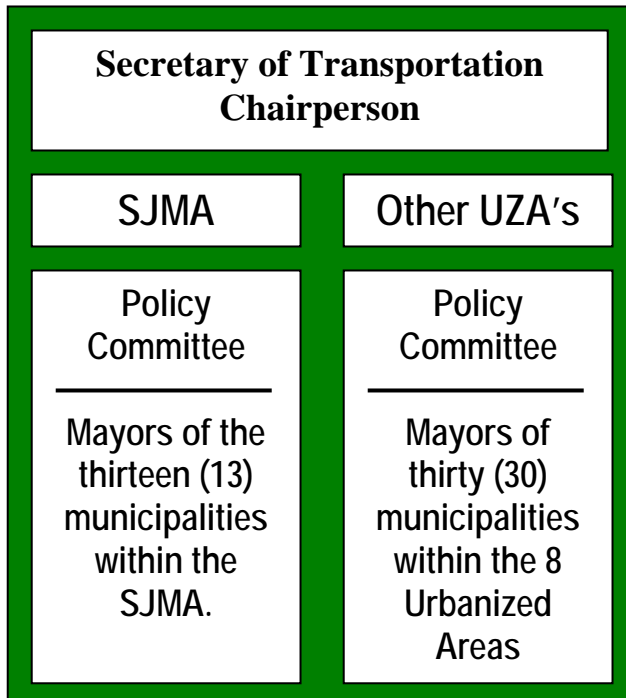
The Secretary is appointed by the Governor. Once appointed, the Secretary appoints the members of the other agencies under the PRDOT. The Maritime Transportation Authority (MTA) includes the seaport and aviation departments.

Under this organization, the Metropolitan Planning Organization (MPO) is a division that responds to the Assistant Secretary for Planning. Basically, the PRDOT is the MPO for the nine (9) urbanized areas in Puerto Rico. The Secretary of the PRDOT is the Chairperson of the Board.

Due to the large area covered by the MPO, this is divided in two groups that have parallel functions.

The San Juan Metropolitan Area (SJMA) and the rest of the other eight (8) urbanized areas. In both groups, the Secretary is the Chairperson.

## MPO



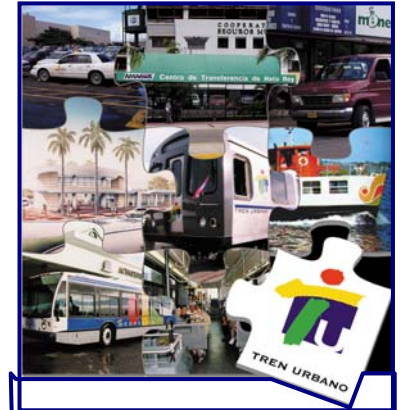
These committees meet once or twice a year as needed. Additionally, there are two (2) Technical Committees composed of representatives of the same municipalities and agencies that meet more frequently.

As indicated by the Secretary, permanent citizens participation committees have not been successfully implemented. However, There is a Transportation Advisory Board that advises the Secretary on policy issues that includes two private citizens appointed by the Governor.

The main goal of the Secretary is to integrate all transportation modes serving the SJMA. The rail system known as "Tren Urbano" will be the spine of this multimodal system. The other modes will provide services in those areas not served by Tren Urbano, and will serve as feeders to the Tren Urbano within its corridor.

These modes includes:

- Buses (public operated)
- Metrobus (bus corridor privately operated)
- Municipal Shuttles
- Paratransit services
- Publicos
- Bicycle
- Pedestrian
- Acuaexpreso (water ferries)



Regarding the "Publicos", the Secretary plans to incorporate them as part of the structured multimodal transit systems. Actually, the "Publicos" do not receive any government financial support. This new approach will totally change the traditional contribution of the "Publicos" to the system.

As the Secretary indicated, this approach is needed to bring the "Publicos" as partners to the proposed "Tren Urbano" system. This will require improvement in the condition of the vehicles, assuring service reliability in terms of schedule and coverage, marketing to improve their public image and service, access to bus rapid transit corridors, market studies, provision of handicap equipment and other incentives, including a potential subsidy, among others.



*"Publicos" waiting for passengers at one of their terminals. This picture shows different "Publicos" vehicle capacity (from 7 to 18 passengers).*



## Puerto Rico Highway and Transportation Authority (PRHTA)

*By Dr. Fernando Fagundo, Executive Director*



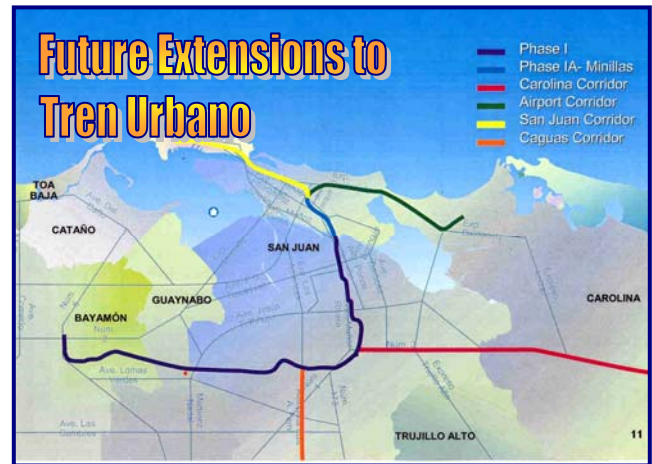
The PRHTA is the implementing arm of the Department of Transportation responsible for the planning, design, construction and maintenance of the

highway system, development of ITS systems, and implementation of the "Tren Urbano", among other functions. Additional responsibilities were added to the agency to provide public transit services within the SJMA. The PRHTA is a designated recipient of both the Federal Transit Administration (FTA) and the Federal Highway Administration (FHWA).

In this regard, the PRHTA has taken the lead in all aspects of the development of the "Tren Urbano". Some facts about the rail system are:

- 10.5 miles in length
- 16 stations and storage and maintenance yard
- Approximately 30 minutes travel time from end to end
- The alignment include elevated, at-grade and underground sections

- Expected ridership 115,000 passengers per day
- Estimated cost \$1.9 Billion

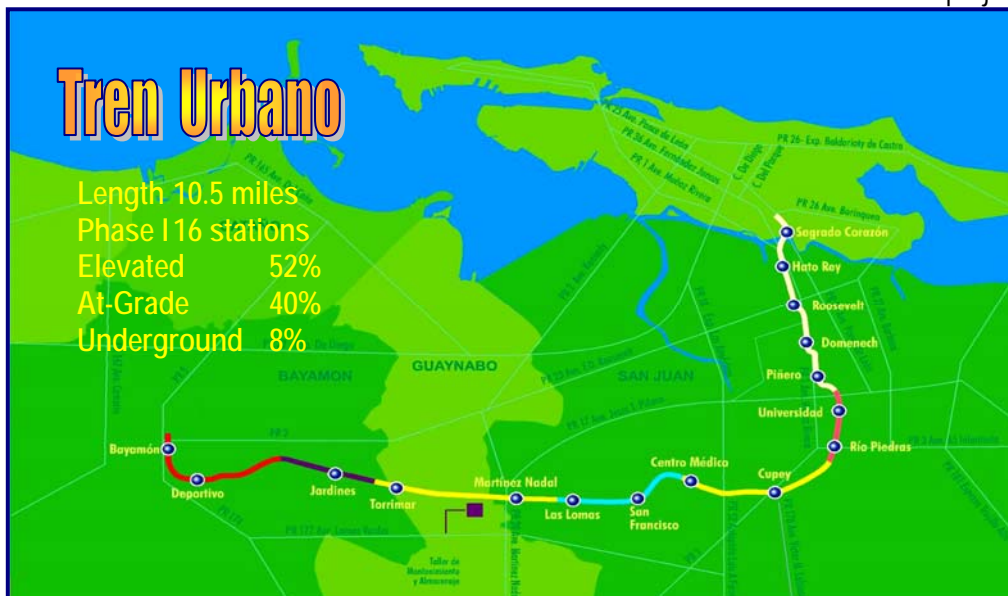


As indicated by the Dr. Fagundo, the PRHTA is willing to pay for the construction and operation of the "Tren Urbano" but also for the additional costs involved in the integration of the Metropolitan Bus Authority, as well as the "Publicos" for the success of the system. This is a combined effort to provide an integrated transportation service for the SJMA.

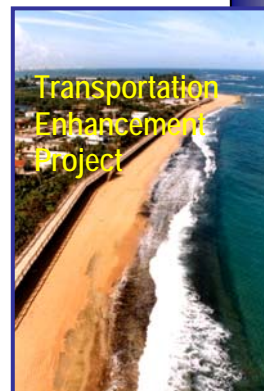
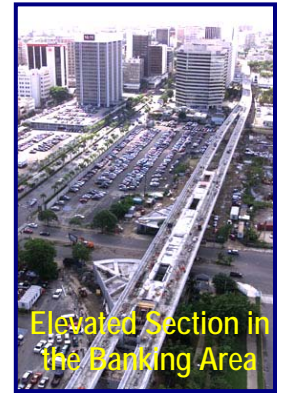
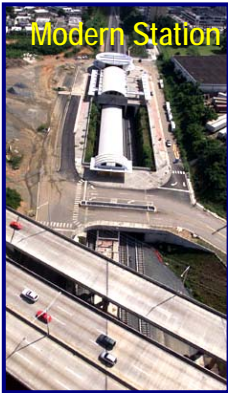
The PRHTA is taking other actions to improve accessibility and connectivity to the "Tren Urbano" and alleviate traffic congestion in the highway system. Construction of over 15 park & ride facilities, expansion of the HOV lanes, promote transportation enhancement projects, implementation of the ITS

network and the establishment of urban policies to promote the revitalization of urban centers and the surrounding areas of the rail stations, are some of the measures that have been taken to guarantee the success of the multimodal transportation system for the SJMA.

Following are some pictures to illustrate the work done in these areas by the PRHTA.









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## Puerto Rico Metropolitan Bus Authority (MBA)

*By Adaline Torres, President and General Manager*

Until 1991, the MBA was the exclusive government agency authorized by law, to provide public transportation services within the San Juan Metropolitan Area (SJMA). In that year, the law was amended and the Puerto Rico Highway Authority, became the Puerto Rico Highway and Transportation Authority (PRHTA) to share that responsibility with the MBA. This change in policy was based on the need to implement the "Tren Urbano" and the privatization of some transit routes, known as Metrobus System.

The PRHTA had the technical and financial capabilities to take that challenge. Currently the MBA is providing operating and maintenance services in one of the corridors of the Metrobus System.

In 1942, the Transportation Authority was created. Then, in 1957 was created the Metropolitan Bus Company as a subsidiary of the Ports Authority. Finally in 1959, the Metropolitan Bus Authority was created and in 1973 was ascribed to the Department of Transportation and Public Works.

The MBA has over 1,242 employees where 83% are grouped in two labor unions. The agency counts with a main garage and administrative facility and 9 bus terminals located with the SJMA. Some of the operational characteristics are:

1. Municipalities served: 7
2. Fleet size: 247 vehicles
3. Buses in service: 188 vehicles
4. Routes served: 30
5. Service: 7 days a week
6. Fare: \$0.50 (Metrobus)  
\$0.25 (other routes)
7. Ridership: 120,000 pass./day
8. Paratransit fleet: 54 vehicles
9. Fare: \$0.50 to \$2.50

Under the new visions and policies established by the PRDOT, the Secretary has assigned the MBA the responsibility to negotiate with the organizations that grouped the "publicos" the integration of this mode to the proposed multimodal system. This is a very difficult task, taken into consideration the fact that for so many years "publicos" operators have seen the MBA as its "public enemy #1". However, negotiations are ongoing and hopefully, by the start of the services of "Tren Urbano", both MBA's buses and "publicos" will be feeding the system.



*Visitors and staff from Miami-Dade County and Puerto Rico during the presentations conducted by Adaline Torres, President and General Manager of the MBA.*



*Senator Gwen Margolis addressed the group appreciating all the attentions during this session.*

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## Puerto Rico Public Service Commission (PSC)

*By Jorge Esteban*

The PSC was created by the USA Congress as part of the Jones Act in March 12, 1917. On June 28, 1962, the PSC Law was changed, today is known as the Public Service Act (Law # 109). The law has gone through several amendments to meet the needs of the progress. The PSC has 25 regulations, including 18 related to transportation services. An authorization or license is required from the PSC for any person or entity who want to do business in the area of transportation, regarding:

- Passengers
  - ✓ Public transit
  - ✓ Tourist/Limousine transportation
  - ✓ Taxis
  - ✓ School transportation
- Cargo (all types)
- Hazardous materials
- Ambulances (all types)
- Boats and rental vehicles, and
- Public warehouses

In reference to "Publicos", the inventory of the PSC indicates a total of 11,466 authorized vehicles (5 to 17 passenger vehicles) islandwide. The first "Publico" franchise was authorized in 1907, between the municipalities of San Juan and Caguas.

Within the SJMA as defined by the MPO, there are over 10,000 "Publicos" serving more than 175 routes. Most of the routes operate as individual entrepreneurs. In the 70's, an amendment was made to create the Fixed Route Law and the Medallion Law. The first one establishes a fix route to "Publicos" with an origin and destination for each trip. Any change to this route must be authorized by the PSC. The Medallion Law provides financial assistance to owners for purchasing vehicles. This assistance acts as a warranty loan by the government.

The PSC has been developing strategies for improving the education of "Publico's" drivers. Federal funds have been allocated for that purposes.

Administratively, "publicos" are divided into two groups as reflected by the license plate. Vehicles assigned "PD" plates indicate that the operator is the owner and sole authorized driver of that vehicle. Based on local tax regulations, "PD" vehicles are exempted from the vehicle taxes. Vehicles assigned with a "P" plates indicate that the owner may lease the vehicle to other authorized drivers. In this case, vehicles are provided with up to 20% tax exemptions.

Most of the "publicos" operators are self-employed, organized in collective units such as associations, cooperatives, unions or federations. The PSC has regulatory authority over "publicos" regarding: permitting, inspection, capacity and fares. "Publicos" routes are established by the initiative of the operators based on market demands.

"Publicos" statistics according to a study conducted in 1992:

1. Over 175,000 daily passengers
2. Average vehicle occupancy is 11.5 pass.
3. More than 15,000 daily vehicletrips within the SJMA
4. Approximately over 2,300 route miles

In Puerto Rico the "Publicos" System is an integral part of the transportation planning process. In the development of the Long-Range Transportation Plan, "publicos" routes are coded in the urban transportation model and results are obtained and used for long-range planning purposes like the others transportation modes. Probably, Puerto Rico is the only place where this condition can be analyzed.

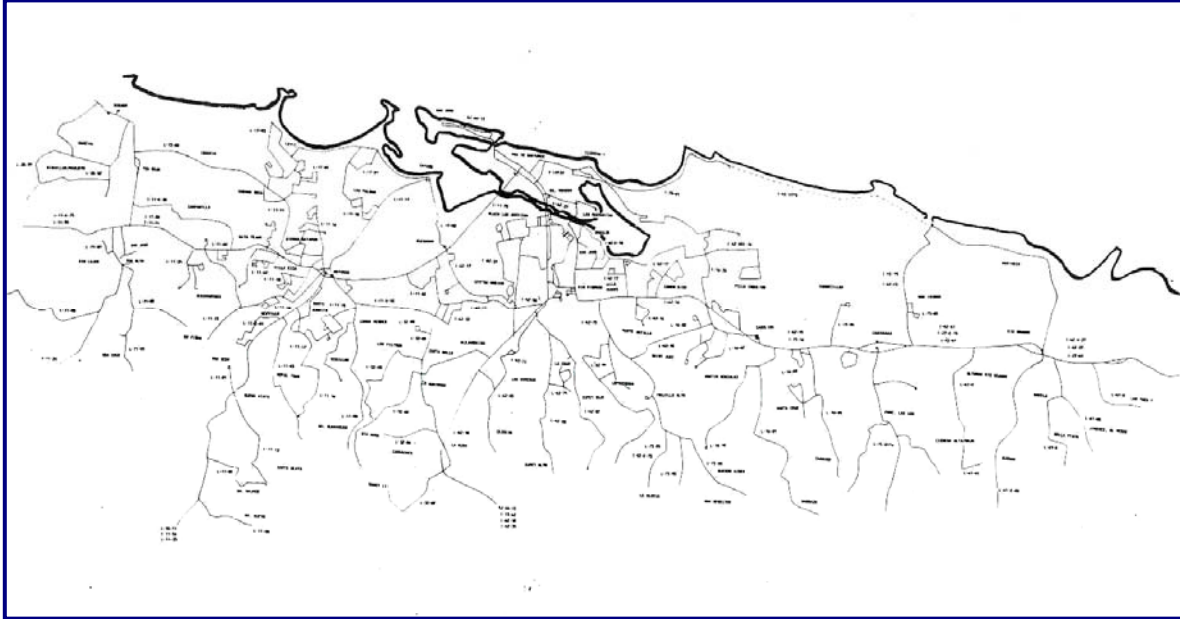
The federal government is aware of the contribution of the "publicos" to the Puerto Rico's economy. "Publicos" qualify for participating in the FTA Section 15 Reporting System.



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## **“PUBLICOS” TRANSPORTATION SYSTEM**

**OVER 40 ROUTES AND 3,000 VEHICLES SERVING THE SJMA**



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## **MIAMI-DADE COUNTY**

### **JITNEY AUTHORIZED OPERATOR**

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1. American Jitney
2. Conchita's Transit Express
3. Dade Jitney
4. Excel Transportation, Inc.
5. Florida Jitney Transportation
6. King Jitney, Inc.
7. Liberty City Jitney
8. Marcello Jitney
9. Metro Mini-Bus
10. Miami Mini-Bus
11. Miami Mini service
12. Sun Jitney
13. Tri-Rail Bus Connection

These authorized operators may have one or more routes in service and over 300 vehicles in operation

- Terminal for each route, among other things

## FIELD TRIPS

### Visiting “Publicos” Facilities

Many of the “Publicos” routes do not have appropriate facilities. Usually, vehicles are parked along a local street waiting for passengers at the end of the routes. These locations known as “stands” are authorized by the appropriate municipality. No physical facilities for drivers or passengers are available.

*Some of these locations have shadows to protect people from weather.*



*However, others do not have that benefit...*

In the 80's, the concept of building “Publicos” Terminals started a new era for “Publicos”. Several municipalities applied for federal funds to provide these facilities for “Publicos”. This not only help to organize them, but eliminated traffic congestion from local streets, provided additional on-street parking and centralized “Publicos” operations in one building.

Additionally, these facilities included:

- Passengers amenities
- Stores
- Rest rooms
- ADA accessibility, and

Today, most of these facilities are integrated with other transportation modes, such as buses, taxis, water ferry and municipal shuttles. In others, the use of the terminals are shared with other activities.

Following is a photo gallery of the visit to some of these facilities...

### ...Rio Piedras Publico Terminal



*Part of the group in the inside of the “Terminal del Este” in Rio Piedras, built in 1988. Notice the green signs directing the passengers to the appropriate route location.*



(1) Danny Alvarez and Ronald Krongold.



(2) Jorge Esteban (PSC) and Oscar Braynon talking while observing Publico's drivers.



(3) M. Ramirez (Administrator of the Terminal), Oscar Braynon, Jorge Esteban (PSC), Mayor Joe J. Celestin and Jose Miranda (PSC) while leaving the Terminal.



For more than 30 years, municipalities in Puerto Rico have been establishing transit circulators to help general public to meet their local transportation needs. These circulators are called "trolleys" and run through local arteries connecting government and major activity centers. The vehicles are purchased using a combination of federal and local funds. Municipalities operate the trolleys at their own cost. The service is free of charge for riders.



- (1) Typical Trolley Vehicle.
- (2) Mayor Joe Celestin, Board Member Ronald Krongold, Bill Johnson and Chairperson Gwen Margolis enjoying the trip.
- (3) Group entering a bus terminal located two blocks from the "Publico" terminal. These two facilities are connected by the Trolley.

## Bayamon Publico Terminal...

Every terminal may have its own characteristics to meet the demand of the public. Locations are very important to determine the capabilities of the terminal. In Bayamon, this terminal integrates "Publico", taxi and buses in the same facility as well as a public market through a pedestrian bridge (1). Facilities are provided at the main entrance to connect buses (2) and taxis (3) to the terminal, while "Publicos" operation is in the back of the building (4). Additionally, this terminal has stores and other amenities for passengers (5). Picture (6) shows the 5-story Bayamon Terminal.



## Cataño Publico Terminal...

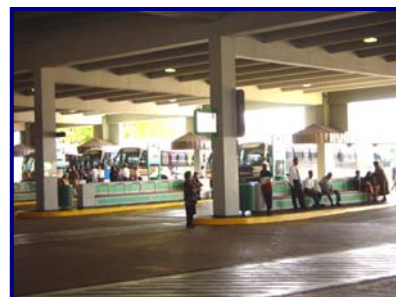
Different from the other two terminals, the Cataño Publico Terminal has some special characteristics that should be mentioned in this report. The project was funded with Federal funds and the local match was provided by the municipality. However, this Terminal has dual functions, during the day is used as a "Publico Terminal" but at night the Municipality uses the facility for special activities. The third floor is used as a convention center with all facilities for meetings and receptions. The spectacular view of the bay provides an additional attraction for visitors and parking is not a problem. The Municipality of Cataño was approved by FTA for this use and paid for the construction saving thousand of dollars in the process.



- (1) Cataño terminal, where the first two levels are for "publicos" and the third level is the facility used by the municipality for special activities.
- (2) One block from the terminal, the water ferry terminal is located, integrating both modes. Public parking is available.
- (3) Ferry boat that cross the San Juan Bay is docking at the terminal.
- (4) Front view of the "Publico" terminal.
- (5) Another view of the terminal showing the location of the bus stop in front of the ferry terminal.
- (6) Parking arrangement inside the terminal.

*This location integrates "publicos", buses, water transportation, taxis, parking facilities and passenger amenities within less than five minutes walking distance.*

On the other side of the bay (San Juan) the ferry terminal is integrated to cruise ships, tourism facilities and a bus terminal that combines public and privately operated transit routes within the same building.





## Tren Urbano...

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*During this visit to Puerto Rico, the group had the opportunity to visit the construction of the Rio Piedras underground station. An explanation was given to the group regarding the different phases of the project and the techniques used for the construction of the underground section.*



*Headed by Sen. Gwen Margolis the group goes down to visit the gallery and platform of the proposed Rio Piedras Station.*

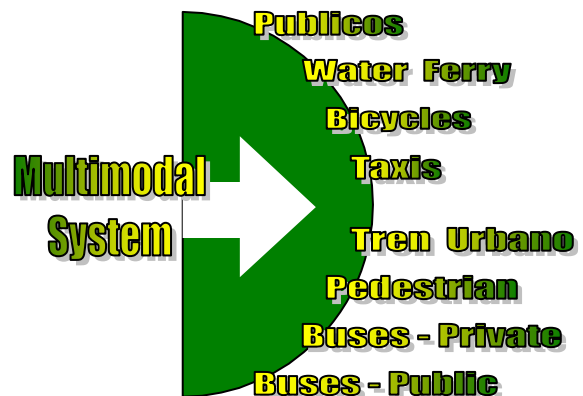


At this station, a future expansion of Tren Urbano is proposed to serve the eastern part of the SJMA. Tunnel extensions were already built as part of this first phase. The tunnel on the right is the westbound direction to be in service by 2003 (tentatively scheduled), while the left tunnel is the eastbound extension for the future expansion.



The time of this visit to Puerto Rico to observe “Publicos” operation was in the middle of a lot of changes. A new government took place last year and new visions and approaches regarding transportation policies are in the implementation process, as indicated by the Secretary of Transportation. The major changes in these areas are as follows:

1. Although the “Tren Urbano” (TU) is the main transportation project under construction, additional actions shall be taken to guarantee the success of the project and continue providing good public transit services in other areas not served by “Tren Urbano”.
2. The Metropolitan Bus Authority (MBA) will feed TU, but needs additional resources (buses) to continue providing good service within the SJMA. Therefore, it’s imperative to bring the “Publicos” to this scenario.
3. Under this situation, the PRDOT created a plan to integrate buses (public and privately operated) and “publicos” to TU. This plan is ongoing and extensive negotiations are being taken with the two organizations that group most of the “publicos” islandwide.
4. A committee was created to initiate this process, and the MBA is taking the lead in this contacting and negotiating with the “publicos”. In addition to the MBA, this committee includes representatives from the PRDOT, the Puerto Rico Highway and Transportation Authority (PRHTA) and the Public Service Commission (PSC).
5. The PRDOT is willing to provide incentives to “publicos” to incorporate them along TU service area. These incentives should include some kind of operating subsidy. However, if this is agreed, they have to comply with other service requirements, such as:
  - a. Provide service at night and weekends.
  - b. Implement a fix schedule.
  - c. Improve quality of the vehicles.
  - d. Comply with ADA requirements, as appropriate.
6. Among the incentives proposed by the government are:
  - a. Low interest loan for purchasing vehicles
  - b. Monthly flat rate subsidy for A/C vehicles
  - c. Tax exemption
  - d. Operating subsidy
7. Currently, the PRHTA is providing public transit services through the Metrobus System. These are high frequency corridors (5-minutes headway) where the agency establishes minimum service requirements and opens a bidding process. There are two contracts in place separately operated by a private contractor (first phase) and MBA (second phase). The PRHTA purchases the vehicles and the contractor operates them on a fixed route. Based on the success of these projects, the Executive Director of the PRHTA indicated, that they are also willing to provide the operational subsidy to those “publicos” organizations that will join this integrated effort.



## OBSERVATIONS

The “Publicos” in Puerto Rico have been serving the island for more than 90 years. Although the system has changed through the years, and the law has been amended to improve service and working conditions, in essence its operating characteristics have not changed in concept. They are the major public transportation carrier regarding number of vehicles and movement of passengers.

Miami-Dade County can benefit and learn from Puerto Rico’s experience in managing “publicos” and improve existing public transit services within the County. This is not easy work, and it will require additional actions before considering the establishment of new jitney’s routes or expand the actual services provided by the private sector.

No matter the changes that Puerto Rico is actually considering to improve the service provided by the “Publicos”, for more than 90 years they have been operating without any government subsidy. No other mode has survived for so many years under these conditions. Definitively, the system has shown its capabilities to succeed.

### Facts to know...

Before proceeding with recommendations, it is necessary to clarify several issues regarding the “publicos” operation in Puerto Rico.

1. Actually, “publicos” are not receiving any operating subsidy from the government.
2. In addition to the “Medallion Law” mentioned before, there are two indirect benefits associated with its operation:
  - a. When the vehicle is purchase by the owner and he will be the only authorized driver, vehicle tax is not included.
  - b. “Publicos” Terminals are financed through a combination of funds that include

3. Since the 70s when the Fixed Route Law was created, the PSC has been very active in expediting new permits and authorizing the number of vehicles per route. Unfortunately, due to the lack of personnel and technical capabilities, the inspection of vehicles and monitoring of service have been poor.

This situation has created a vehicle overcrowding of some routes. As a result, the balance established by the supply-demand relationship is not working, and many operators have had to look for another source of funding.

4. Additionally, there are two other factors that have contributed to this situation:
  - a. First, purchasing a private car, has become less burdensome.
  - b. Second, the improvements made to the highway system that encourages the use of private cars.
5. The fact that the “publicos” are not continue growing as in the past, does not means that the system is “dying” or that they are not providing a good service. As previously indicated, the “publicos” system is still the most used transportation mode in the island.
6. For many years, “publico’s” operators have been looking for an opportunity to obtain some kind of government subsidy. Now, this opportunity has come to a reality. The construction and operation of “Tren Urbano” (TU) require an integration with other transportation modes. “Publicos” are needed because the MBA does not have the resources (vehicles) to exclusively provide the feeder service to TU.



7. As indicated, “publicos” operate on a fixed route, therefore, changing the existing routes to serve TU may create additional problems, such as: losing patronage, increasing operating costs and uncertainty regarding future services. All these factors have come to a point that negotiation is the best solution.

As indicated during the visit to Puerto Rico, this process was recently initiated and detailed results have not been produced.

### More pictures of the trip...



*At the terminals, each route has its own stand duly assigned by the municipality. Appropriate signs are located to identify the routes. Publico's driver needs training to understand the importance of their services to the community.*



*Although mentioned that transit is the enemy #1 for “publicos”, this scene can be seen at every transit terminal (buses and “publicos”), passengers go from one mode to other without any problem. Integration is done by providing adequate transfer facilities.*



*One of the supervisors at “Tren Urbano” explains to participants of the trip details about the construction of the tunnel*



### Developing a Plan...

After more than 90 years and over 11,000 authorized vehicles, Puerto Rico is facing now a new approach to integrate the “publicos” to the “Tren Urbano” (TU). Basically, this integration is being forced by the needs of the government due to the actual conditions of the proposed multimodal transportation system. The TU is a rail system that is being built in its first phase with future extensions to the northern and eastern regions of the SJMA. In order to be successful, the MBA and the “publicos” have to feed TU. However, the benefits of the negotiations conducted between the MBA and the “publicos” is just for those operators that will be integrated to the system.

Based on these experiences, Miami-Dade County should consider the implementation of a pilot or a demonstration project to test the capabilities of an expanded jitney system. We can start from scratch and develop several scenarios, including different operating options.

A scope of work is attached as Appendix “A” with the purpose to provide a mechanism for implementing the demonstration project. Although different scenarios could be considered, a basic work must be conducted to determine the areas and/or routes more appropriate for implementing this demonstration project.

Following are three potential scenarios:

### Scenario #1...

Miami-Dade Transit (MDT) will develop a Request for Proposal (RFP) for contracting jitney's services for specific routes.

### Scenario #2...

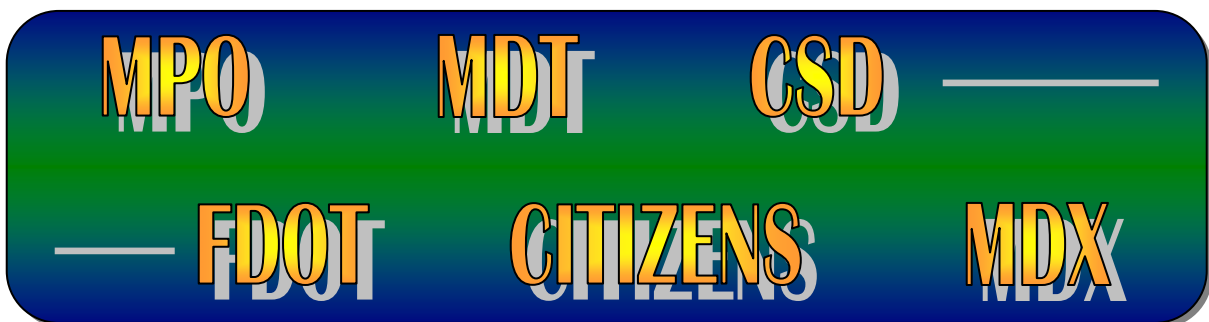
Miami-Dade Consumer Services Department (CSD) will coordinate with authorized operators to provide public transit services within the areas and/or routes determined to be served as part of this demonstration project.

### Scenario #3...

Miami-Dade Consumer Services Department (CSD) will issue temporary permits for potential individuals interested in participating in this demonstration project.

A detailed evaluation should be conducted to define the advantages and disadvantages for each scenario. Long and short terms plans should be developed to create a well balanced system where all players involved in this partnership can benefit from this initiative.

### Potential players to be involved in the development of this plan...



- "A"... "PUBLICOS" STUDY - Scope of Work
- "B"... Trip Agenda
- "C"... List of Participants in the Meetings
- "D"... PRDOT's Publicos Perspective



*Miami-Dade County*  
*Metropolitan Planning Organization (MPO)*

## Expansion of Public Transit: A Jitney Approach

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### **OBJECTIVE:**

To develop detailed scenarios to increase participation of the private sector in providing transit services within Miami-Dade County. These services will supplement existing services provided by Miami-Dade Transit (MDT). Demonstration projects will be identified for short-term implementation.

### **PREVIOUS WORK:**

Several policy-oriented studies have been conducted in the past. However, this study is directed towards operational planning and implementation of solutions and is not intended to engage in extended research.

### **HIGHLIGHTS OF THE PROJECT:**

- Participation of the private sector
- Cost feasibility of proposals
- Focus on high travel volume areas
- Maximization of resources to serve a given area
- Compliance with federal requirements, such as ADA and Environmental Justice
- Provide the traveling public with additional transportation services
- Incorporating extensive public participation and creating high exposure
- Improving wider accessibility to Metrorail and to major activity centers

### **TIME SCHEDULE:**

This study is to be completed 60 to 90 days after the issuance of the Notice to Proceed.

### **METHODOLOGY:**

#### **1. Provide Study Coordination**

A Study Advisory Committee (SAC) will be composed of representatives from:

- a. Metropolitan Planning Organization (The MPO will provide the Project Manager)
- b. Miami-Dade Transit (MDT)
- c. Florida Department of Transportation (FDOT)
- d. Miami-Dade County Consumer Services Department (CSD)
- e. Citizens' Transportation Advisory Committee (CTAC)

## 2. Develop Conceptual Plan

The purpose of this task is to define a conceptual plan for expanding transit services using jitneys or minibuses in areas that require improving existing public transportation services. These improvements will be considered in terms of transit level of service improvements: providing service where none exists and a need exists/has been demonstrated, increasing frequencies by decreasing headways, and increasing service spans will be the primary approaches pursued.

Specific factors including but not limited to accessibility to Metrorail stations and major activity centers, productivity (probable costs incurred vs. prospective patronage), feasibility of implementation, integration with other transportation providers (Metrobus, Tri-Rail, jitneys, shuttles/circulators, etc...) and implementation costs will be considered.

For the purpose of facilitating the implementation of a demonstration/pilot project at the end of the study, two different scenarios will be considered:

- a. Contracting services
- b. Providing temporary passenger motor carriers permits to individuals interested in participating of this process

During this process, other strategies may also be proposed and considered.

To obtain input for more fully developing this conceptual plan, planning sessions will be conducted at different levels of participation:

### **TECHNICAL LEVEL**

CSD  
MDT  
FDOT  
Planning Department

### **SERVICE LEVEL**

CTAC  
Jitneys Representatives  
Jitneys Operators  
Other Authorized Providers

Other groups and departments will be contacted as appropriate.

With the input of these groups, the consultant will develop a transit service integration proposal that includes consideration of concerns and recommendations obtained during this process.

## 3. Develop Criteria

Based on the plan, the consultant will recommend criteria to identify potential areas and/or routes suitable for expanding public transit services using jitneys or minibuses. This task shall take into consideration the data required and analytical tools needed to implement the proposed plan.

#### **4. Data Development**

##### **a. *Institutional Information***

Information regarding County procedures for permitting and licensing transportation services, as well as ordinances, resolutions, and major state and federal requirements will also be researched for discussion of institutional issues.

##### **b. *Operations and Performance Data***

The consultant will compile and collect the necessary data to proceed with the required analyses. The MPO, MDT and CSD will play a major role in this task by providing available data to the consultant to conduct the technical analyses.

This data should include, but not be limited to:

- Jitneys: authorized providers, description of routes, number of vehicles/route, fare, ridership, trip length, hours of operation, number of trips, etc...
- MDT: description of routes, number of vehicles/route, fare, ridership, trip length, hours of operation, number of trips, headways, etc...

##### **c. *Other Area Experiences***

Finally, the consultant will also obtain brief information from other cities where jitneys currently operate or have been operated in the past to compare and implement similar measures in Miami-Dade County.

#### **5. Analysis**

##### **a. *Institutional***

In this subtask, the consultant will analyze and evaluate existing procedures for authorizing transportation services and will prepare a matrix table of the benefits and limitations, including but not limited to: technical process, legal considerations, compliance with county, state and federal requirements, contracting labor, third party contracting, and any issue or implications that may be included in the CDMP that may affect this process. The consultant will prepare a set of recommendations to improve and/or facilitate the expedition of permits for providing these services and/or develop another set of recommendations to enter into a contract with an authorized provider. This approach does not prohibit the consultant to recommend other options that may arise during analysis.

##### **b. *Operations and Performance Analysis***

Using the criteria previously developed and established, the consultant will analyze socioeconomic, travel, and transit data to determine and identify the potential areas and/or routes for introducing supplementary jitney services. Consideration will also be given to



compliance with ADA requirements, as well as Environmental Justice.

c. ***Other Area Experience Analysis***

While information and data will have been collected from other areas that may provide appropriate guidance and useful lessons learned, they will only be summarized here. The most applicable information will be incorporated into analyses conducted in the two preceding tasks.

**6. Develop Implementation Plan**

Based on the previous tasks, the consultant will develop three scenarios to test different possibilities. These scenarios may include enhancing established routes, implementing new routes and/or services within a specific area, or various combinations of both, using jitneys. For each scenario, the plan shall include:

- a. Operational requirements
- b. Advantages and Disadvantages (Opportunities and Constraints)
- c. Implementation Costs

**7. Develop an Evaluation Program**

The consultant will prepare an evaluation program to be conducted during the demonstration period to measure the effectiveness of each scenario.

**END PRODUCTS**

- 1. Executive Summary Report (100 copies)
- 2. Final Report (50 copies)
- 3. Power Point Presentation

Copies of the Executive Summary, the Final Report, and the PowerPoint presentation shall be made available in electronic format on CDs. The Executive Summary and Final Report will be provided in a popularly used word processing format. Graphics used in the report shall be made separately available on disk as well. An unbound copy of the Final Report will also be provided for further reproduction.

**FUNDING:**

To be determined.

**PROJECT MANAGEMENT:**

The MPO will take the lead, and will keep a close coordination with representatives of the FDOT, MDT, CSD and CTAC.

*Miami-Dade County  
Metropolitan Planning Organization (MPO)*

## Visit to Puerto Rico

*Tentative Agenda*  
*February 20 through 22, 2002*

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**Agenda - Agenda - Agenda - Agenda - Agenda - Agenda - Agenda - Agenda - Agenda**

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### 1. Wednesday, February 20, 2002

Arrival to Puerto Rico

### 2. Thursday, February 21, 2002

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|-----------|---|
| 8:30 A.M. | Pick up at the Lobby of the Hotel   |
| 9:00 A.M. | Welcome at the Metropolitan Bus Authority (MBA)   |
| 9:30 A.M. | Meeting with Officials from the: <ul style="list-style-type: none"> <li>- Hon. Jose E. Izquierdo Encarnacion, Secretary<br/>Puerto Rico Department of Transportation (PRDOT)</li> <li>- Dr. Fernando Fagundo, Executive Director<br/>Puerto Rico Highway Authority (PRHA)</li> <li>- Adaline Torres, President and General Manager<br/>Metropolitan Bus Authority (MBA)</li> <li>- Jorge Esteban<br/>Public Service Commission (PSC)</li> </ul> |
| 12:30     | Lunch (to be provided)  |
| 2:00 P.M. | Visit to: <ul style="list-style-type: none"> <li>- Publico's terminals</li> <li>- Publico's operation</li> <li>- Local Intermodal Facilities</li> <li>- Movable Barriers</li> <li>- Private Bus System Operation</li> </ul>   |

### **3. Friday, February 22, 2002**

8:30 A.M.	Pick up at the Lobby of the Hotel
9:00 A.M.	Brief presentation: “Tren Urbano” Visit to the Rio Piedras Underground Station
11:00 A.M.	Brainstorming session with Officials from the: - DTOP - Public Service Commission (PSC) - Metropolitan Bus Authority (MBA) - Puerto Rico Highway Authority (PRHA)
12:00	Adjourn



## **LIST OF PARTICIPANTS**

### **Miami-Dade County**

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1. **Senator Gwen Margolis, Chairperson**  
MPO Governing Board  
Board of County Commission
2. **Joe J. Celestine, Mayor**  
City of North Miami
3. **Ronald Krongold, Member**  
MPO Governing Board
4. **Bill Johnson**  
Assistant County Manager
5. **Oscar Braynon, Staff**  
Comm. Dr. Barbara M. Carey Schuler's Office
6. **Kate Kyle, Staff**  
Comm. Katy Sorenson's Office
7. **Danny Alvarez, Director**  
Miami-Dade Transit
8. **Gary Donn, Director**  
FDOT 6 – Planning & Programming Area
9. **Dr. Jose-Luis Mesa, Director**  
MPO Secretariat

## **San Juan, Puerto Rico**

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### **1. Puerto Rico Department of Transportation**

a. *Hon. Jose M. Izquierdo Encarnacion, Secretary*  
*Minillas Government Center*  
*PO Box 41269*  
*San Juan, PR 00940*  
*Tel. (787) 721-8787*

b. *Gabriel Rodríguez, Assistant Secretary for Planning*  
  
*Tel. (787) 723-3760*

c. *Luis Molina, Inter-Agency Coordinator*  
  
*Tel. (787) 723-3245*

### **2. Puerto Rico Highway and Transportation Authority**

a. *Dr. Fernando Fagundo, Executive Director*  
*PO Box 42007*  
*San Juan, PR 00940*  
*Tel. (787) 721-8787 Ext. 1005*

### **3. Puerto Rico Metropolitan Bus Authority**

a. *Plan. Adaline Torres, President and General Manager*  
*PO Box 195349*  
*San Juan, PR 00919*  
*Tel. (787) 767-0115*

b. *Luis Cruz, Special Assistant to the President*  
  
*Tel. (787) 764-3255*

#### **4. Puerto Rico Public Service Commission**

**a. *Jorge Esteban***

*PO Box 190870*

*San Juan, PR 00919*

*Tel. (787) 756-1447*

**b. *Jose M. Miranda***

*Tel. (787) 756-1418*

#### **5. Municipality of San Juan**

**a. *Carmen Gonzalez, Transportation Program Coordinator***

*PO Box 90224100*

*San Juan, PR 00902*

*Tel. (787) 721-8300 Ext. 4147*

#### **6. Tren Urbano**

**a. *Edwin Ramos***

*1110 Ponce de Leon Avenue*

*Rio Piedras, PR 00925*

*Tel. (787) 763-4135*





# Goal for the Público System

The PRDTPW plans to incorporate the Público as part of the structured multimodal transit system by means of various programs to help the service become more attractive to potential users and profitable to operators in areas such as vehicle conditions, schedule compliance, market studies and development, and multimodal integration.





# Puerto Rico's Público System

- Fixed-route and fares regulated by the Public Service Commission





# Puerto Rico's Público System

- Interested operators request permission to serve a route that he perceives as profitable
- Extent of their service depends mainly upon actual demand and service lines







# Puerto Rico's Público System

- Do not receive any government financial support





# Integration of Públicos into the Intermodal System



- Provide incentives to upgrade service standards
- Require vehicle improvement
- Assure service reliability in terms of schedule and coverage
- Develop Publico route maps and system information
- Access to Bus





# MBA and Public Integrated System

- MBA and Public will share transportation market
- Riders will have alternatives
- MBA and Públicos will complement each other

