

Figure 19: Franjo Triangle Commercial Development (red)

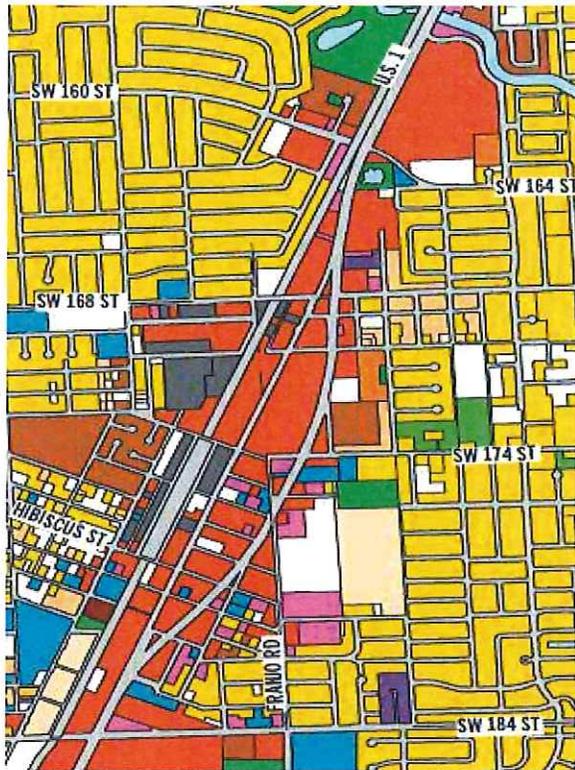


Figure 27. Existing Land Use in the Study Area, 2003

Source: Franjo Triangle Commercial Island – Charrette Report

would however, still benefit from access provided by a circulator.

Local infrastructure improvements such as sidewalk development would enable the iBus system to become a better tool to develop the area. Sidewalks are now discontinuous or absent. The “Franjo Triangle Commercial Island – Charrette Report” (2004) addressed this limitation as shown in Figure 20.

A more Complete Streets approach, including provisions for bus stops and bus pull-outs, would improve the non-motorized environment and enhance transit.

Figure 20: Block Frontages Lacking Sidewalks

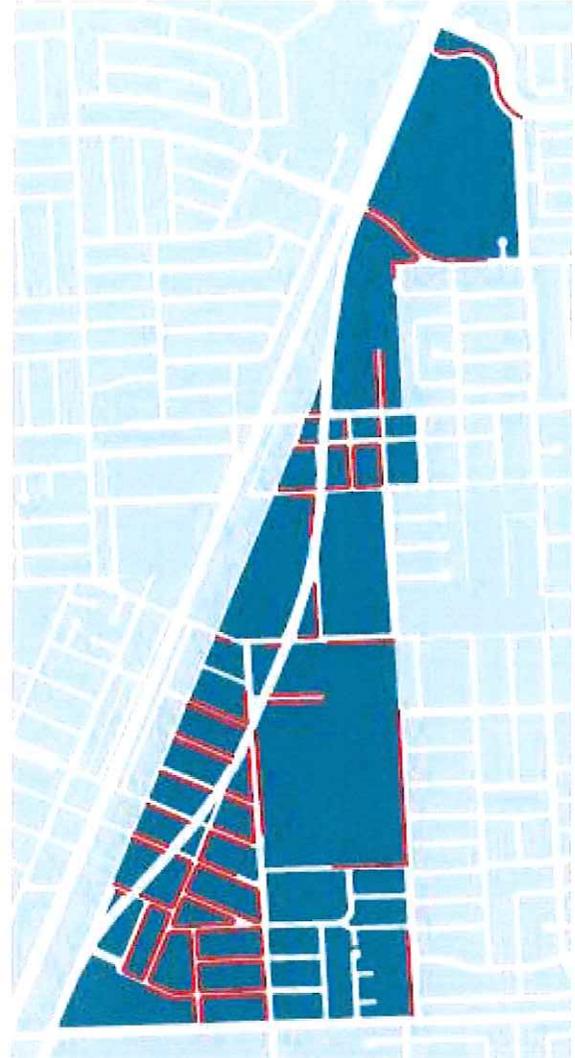


Figure 35. Block frontages lacking sidewalks

Source: Franjo Triangle Commercial Island – Charrette Report

A reconfigured Route B and the opportunity to transfer to Route A would enhance access to the Franjo Triangle area to the public library and various parks within Palmetto Bay. Route B as reconfigured would enable residents of the east side of town to take transit to the market and stores on US 1 without driving and free of charge. To prepare for this



change, the Village may consider purchasing a slightly larger bus for Route B route, or an additional bus, to add capacity and reduce headways, to support Downtown Area redevelopment.

From a long range system planning standpoint, the retention of the Circulator not only is in line with the development plans for the Triangle, but provides additional support for the viability of future development.

### Intersystem Transfers

Figure 21 shows Routes A and B in the context of the MDT route coverage in south Pinecrest, Palmetto Bay and Cutler Bay. Route A riders could transfer to/from MDT along US 1, SW 136<sup>th</sup> Street (MDT Rte. 136), at iBUS stop 21 on SW 152<sup>nd</sup> Street (MDT Rte. 57), and along SW 168<sup>th</sup> Street (MDT Rte. 287).

Route B riders could transfer to/from MDT along US 1, along SW 168<sup>th</sup> Street (MDT Rte. 287), at iBUS stops 10 and 23 along SW 87<sup>th</sup> Avenue (MDT Rte. 287), along SW 184<sup>th</sup> Street (MDT Rte. 200 serving Cutler Bay), and at iBUS stop 27 (MDT Rte. 1).

As Pinecrest has only service to schools there is really no opportunity for coordination with the Pinecrest system. If Palmetto Bay remains a two-bus system, Palmetto Bay could subsidize Pinecrest to serve Palmetto Bay students who go to Palmetto Bay Middle School. This will require a new interlocal agreement.

### Park and Ride

MDT Park and Ride facilities servicing Palmetto Bay include lots at SW 152<sup>nd</sup> Street and at SW 168<sup>th</sup> Street. Based on MDT Monthly Ridership Reports, since November 2014, the lot at SW 168<sup>th</sup> Street has been operating at a 100 percent occupancy monthly;

the lot at SW 152<sup>nd</sup> Street has been at 97 percent. Both lots service more than just Palmetto Bay, and generally, a 95% lot threshold indicates that additional spaces are necessary and may result in increased transit ridership. For Palmetto Bay, the location and utilization of the Park and Ride poses two key issues.

First, a Palmetto Bay iBUS commuter can reach the Busway in the morning and return in the evening on only a very limited number of bus runs. To say that these transit riders/commuters do not choose transit is thus misleading. Rather, it is more accurate to note that a viable option does not exist for choice riders.

Second, those that wish to use the transit service provided by the Busway may find the Park and Ride lots full, which forces them to stay in their car and drive the rest of the way instead of uses transit. Those who drive to the Park and Ride also add to the intra-Village traffic.

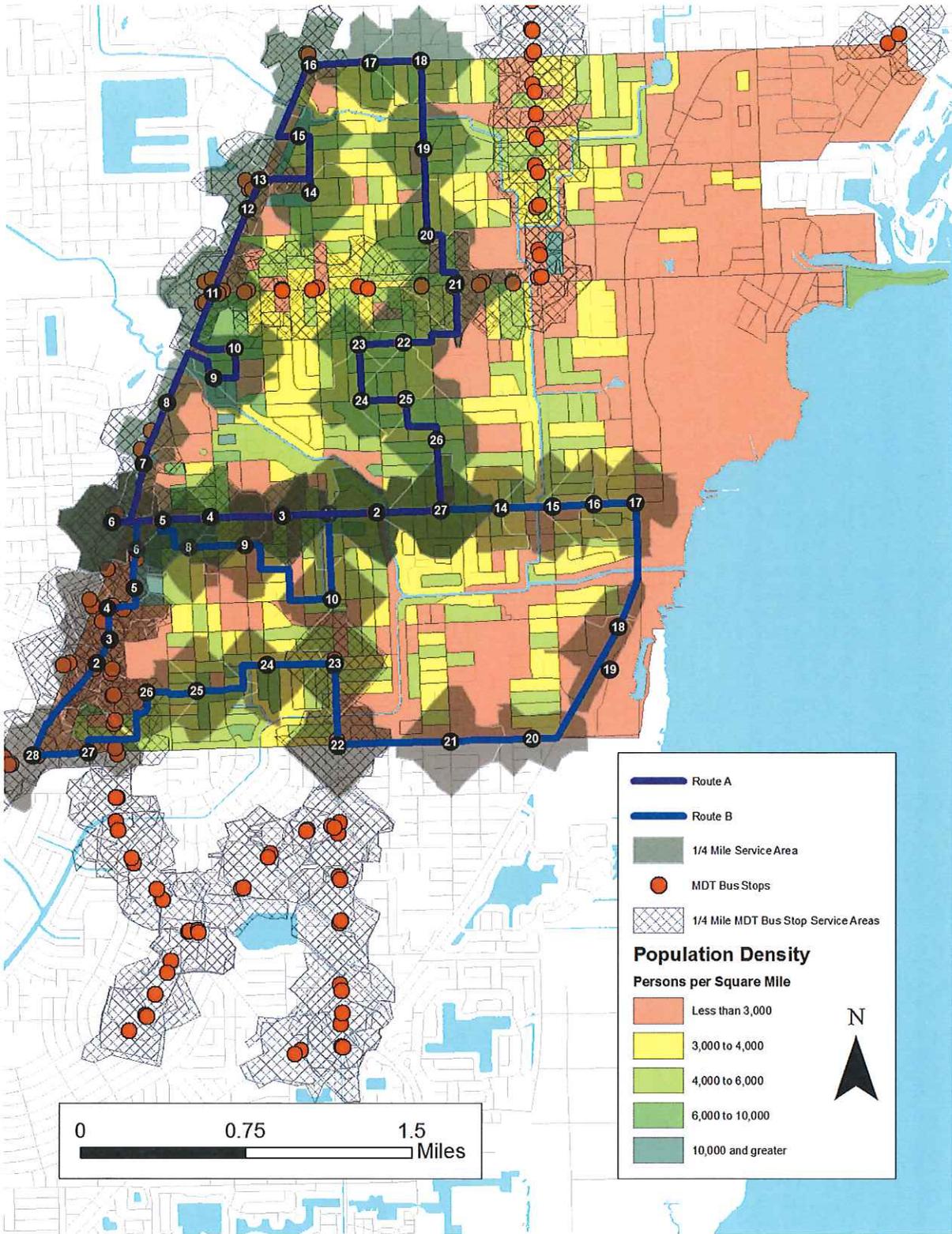
A suggestion made during the course of the study relates to development of a new park and ride lot at the east end of SW 168<sup>th</sup> Street near Old Cutler Road. There is a vacant parcel there at 7271 SW 168<sup>th</sup> Street (north side east of Old Cutler Road), which would be suitable. (Figure 22).

Through most of the day the current Route B alignment makes the trip from the Deering Estate Visitor's Center, which is across the street from this parcel, in a 12 minute run to the Busway's 184<sup>th</sup> Street Station. Service on the revised Route B alignment would take another two minutes or so.

Commuter use of such a park and ride lot would be a function of a number of factors, primarily the cost and availability of parking at the Busway and



Figure 21: Routes A and B with MDT Route Coverage



Source: The Corradino Group



convenience. The positioning of the lot at the extreme east side of the community means that some users would be backtracking to get there. On the other hand, there are almost no competing opportunities for parking. There is no very good way to get to the Busway, if the dedicated park and ride lot is full, with only private parking nearby. So the convenience of being delivered to the Busway via a circulator is a real bonus. The Busway park and ride lot on the west side of the Busway on the north side of SW 168<sup>th</sup> Street is normally at capacity. MDT Route 287 serves the SW 168<sup>th</sup> Street Busway station, but the route only goes as far east as SW 87<sup>th</sup> Avenue.

**Figure 22: Potential Park and Ride Lot**



Source: Google Earth

If parking were free at a new lot, there is no doubt it would get use if it were properly marketed, given measures of demand at existing local park and ride facilities. iBUS ridership would depend on the number of spaces provided. Route B could serve it hourly, as a part of its scheduled route. Typically, park and ride lots fill very early, so a partial run of Route B could precede the regular loop service as a

first run in the morning. Such a run could go direct from the lot to the SW 168<sup>th</sup> Street Busway station, then turn around and begin its day in circulator service. Later parkers could pick up the circulator and go to the SW 184<sup>th</sup> Street Busway station. The reverse of this concept could be provided at night. A strength of such service is that iBUSs now predominantly carry workers from the Busway east to neighborhoods in the morning and back west to the Busway in the evening. Park and ride service would load the bus west in the morning and east in the evening, meaning buses would be better loaded in both directions.

Implementation of the lot would have the ancillary benefit of getting Palmetto Bay residents on the iBUS as first time users. There is a much greater chance they would use the bus for other trip purposes once they successfully use the system.

Some park and ride users would be non-residents, unless a permit or other regulatory mechanism is put in place. And, certain responsibilities come with managing a park and ride lot. Beyond maintenance of the pavement, there could be a shelter, a trash receptacle with regularly scheduled pickup, and some liability exposure. An issue at some lots has been their informal use as used car lots, with sellers leaving the vehicle with a “for sale” sign and phone number. And, development of such a property would eliminate it from the tax rolls. All these are administrative costs.



### Weekends/Summer and Special Services:

No service on the iBUS is currently provided in the evening, or on Saturdays, Sundays, and the following holiday's: New Year's Day; Martin Luther King, Jr. Day; President's Day; Memorial Day; Independence Day; Labor Day; Columbus Day; Veteran's Day; Thanksgiving Day; Day after Thanksgiving; and Christmas.

The Route A bus could provide a variety of services outside of school hours, and when schools are not in session. There are 180 days in the 2015-16 Miami-Dade Public School system calendar. So there are many weekdays, weekends, and evenings when a bus would be available for other uses, especially during the summer. The Route B bus could also be available on weekends in modified form. All service would a function of available funding. Public events could be served at these times.

A number of destinations are candidates for service. And, MDT buses, including Cutler Bay Route 200 run on Saturdays, so transfers to more destinations are possible. Possible locations to serve are:

- Pinecrest Gardens;
- Pinecrest Farmers Market;
- Deering Estate;
- Thalatta Estates;
- Montgomery Botanical Center;
- Fairchild Tropical Botanic Garden;
- Palmetto Bay Village Center and the Library;
- Coral Reef Park summer events such as the Splash Bash;
- Black Point Marina;
- The Falls Shopping Center; and,
- Palmetto Bay Park.

As a specific example, an interest was expressed to have direct iBUS service to Dadeland from the Municipal Center area, with frequent headways.

Examples of weekend routes are presented in Figure 23 and 24. These routes take into account service to the local points of interest noted above, but can be modified to serve more or less depending on the route.

Shorter circulator routes generally tend to be more successful. Given the distance between Black Point Marina and the Fairchild Tropical Botanic Garden, we recommned multiple routes, with transfer points within Palmetto Bay at a central location with parking, such as the schools, park, or the Village Center.

#### *Optional Weekend Routes 1:*

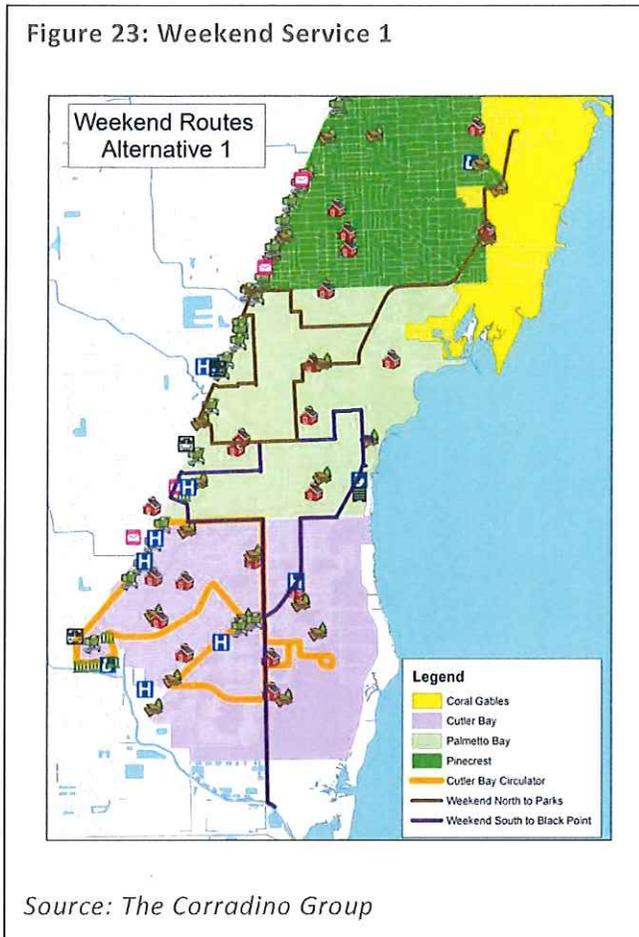
Under this option, a northern and a southern route would serve most of the Village, and allow for all locations to be reached within one bus transfer. The northern route would not only pick up residents, but provide weekend transit access from the Village interior directly to the parks, the Falls Shopping Center, Pinecrest Gardens, and Fairchild Botanical Gardens. In the south, a modified version of Route B could provide weekend access to the local library and parks. Access to Black Point may be achieved either as a spur portion of the route, via a change of Route 200 by Cutler Bay, or an express shuttle. The southern route would connect with the Cutler Bay Circulator along Eureka Drive and SW 87<sup>th</sup> Street, allowing Palmetto Bay residents additional transit access to Southland Mall.

These routes would intersect with MDT routes at certain junctions, such as at the Busway. Therefore routes would require coordination with MDT, and interlocal agreements for funding from Cutler Bay and/or Pinecrest. Combined, the Palmetto Bay and



Cutler Bay circulator systems have the potential to expand transit access for both communities,

Figure 23: Weekend Service 1



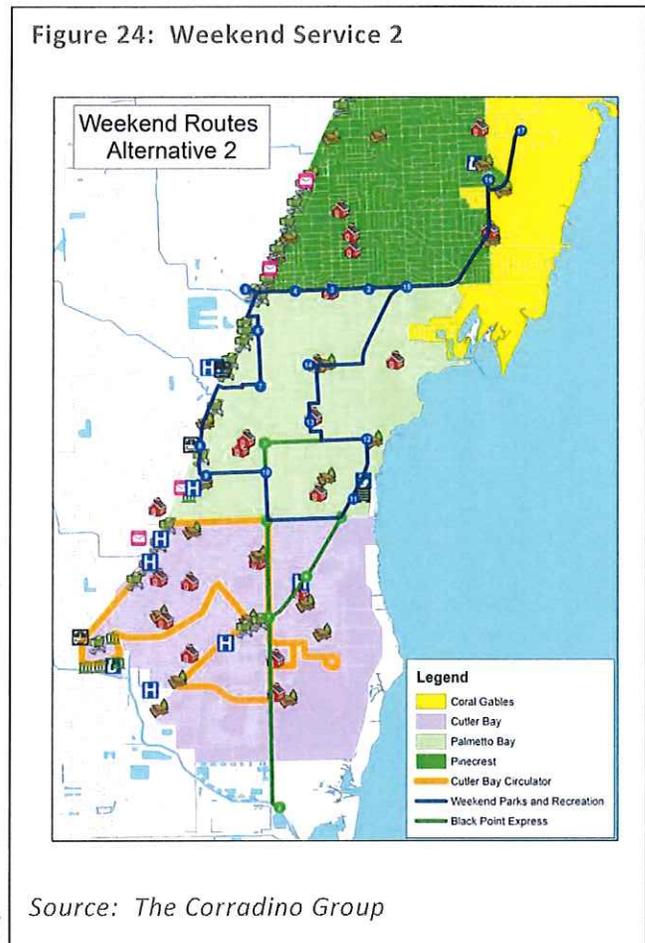
Source: The Corradino Group

Assuming an average 15 miles per hour (mph) route speed on the weekend, the northern route would be completed in about 67 minutes and the route to Black Point would be completed in 50 minutes. Headways can be reduced through shortening of the route, by changing the frequency of the spur portions of the routes, or through the addition of additional buses.

*Option Weekend Routes 2:*

Under this option, as with Option 1, all of the aforementioned locations would be serviced. The differences lies in the transfers between routes, and a longer northern route. Option 2 presents a better opportunity to expand service in the north through the

Figure 24: Weekend Service 2



Source: The Corradino Group

introduction of an additional buses to reduce headways.

As with Option 1, the northern route will provide weekend transit access from the Village interior directly to the Parks, the Falls Shopping Center, Pinecrest Gardens, and Fairchild Botanical Gardens. Access to Black Point may be achieved as this route is designed to be more effective as an express loop. Depending on the headways to the Marina, this may allow the bus assigned to the Black Point route to, at set intervals, switch between servicing routes, to reduce the headways on the longer loop. The southern route would connect with the Cutler Bay Circulator along Eureka Drive and SW 87<sup>th</sup> Street, allowing Palmetto Bay residents additional transit access to Southland Mall. Compared to Option 1,

Option 2 would reach more residents, but would have a slightly longer travel time to account for in route scheduling.

Assuming an average 15 miles per hour (mph) route speed on the weekends, the northern route could be completed in about 68 minutes and the route to Black Point could be completed in 53 minutes.



## Implementation

To implement these suggestions it is recommended that the Village Immediately:

- Market the System
- Purchase Buses
- Operate internally

Regardless of any other decisions, in looking at the future of the Palmetto Bay iBus system, it is essential to put new buses into service and to put up bus stop signs. Some form of marketing is also essential.

As is demonstrated by the experience with the bus air conditioning and other maintenance issues, owning buses and keeping them in good operating condition is challenging. The overwhelming reason for current maintenance issues is the age of the vehicles. New vehicles would greatly diminish maintenance issues; nevertheless, if the Village owns buses, the pattern could repeat at some future date, unless someone at the Village level is fully responsible for maintenance and money is set aside in the budget for the acquisition of new vehicles, years in advance of when they are needed.

The administrative function of running the iBUS is limited today because there is no need to have someone constantly answering phones related to scheduling on demand type service, and no fares are being collected that would have to be managed. If there were on demand service, as is proposed here as an option, several additional administrative functions would become necessary.

An on demand system requires that someone answer the phone and schedule trips. Calls can be limited to certain hours and trip requests can be limited to one day ahead, two days ahead, and the like.

Additionally, depending on Village policy, someone

could be assigned the task of verifying that individuals making a request are Palmetto Bay residents, through some sort of ID or registration. This task could be eliminated if service is open to all for trips with origins and destinations with the Village, and that may be the way to go.

Still trips must be scheduled. If the iBUS system continues to be run by the Village, an employee could be assigned the duty of answering calls and making up the trip runs for the on demand service. This individual would have to be knowledgeable with respect to travel times within the Village to maintain efficiency and neither over nor under-commit vehicles.

The same individual could also be responsible for scheduling school trips as each new school session begins and organizing after school services to delivery students to their homes.

### iBus Alternatives

A fundamental question is whether Palmetto Bay should own its vehicles, as it does today, or meet its vehicle needs as part of a lease or turnkey vendor.

In most business situations, owning is considered less expensive than leasing, when equipment has a long service life. There are some tax advantages to owning, principally in claiming depreciation. And, operating costs may be marginally lower, if there is less deadhead getting buses to and from the beginning and ends of routes.

Another obvious advantage of the Village purchasing its own buses is it can get the vehicles it wants, rather than what is provided by a vendor (Table 2). But in buying so few vehicles, there is no economy of scale, so the Village would likely pay a premium amount.



**Table 2: Bus Ownership Pros and Cons**

Owner	Advantage	Disadvantage
Palmetto Bay	Full control of bus features. Use of existing maintenance workers, if there are such Village staff. Tax advantages through depreciation.	No economy of scale on purchases. Requires dedicated maintenance staff and facilities for bus storage and maintenance, or a reliable outside vendor. Full capital cost is paid up front. Money must be budgeted ahead to allow for future bus purchases.
Vendor	Village responsibilities reduce to managing the vendor contract.	Little control over vehicle selection (if not stipulated in contract, old equipment could be provided) Operating costs could be marginally higher, if buses are housed and maintained at a distance.

Source: The Corradino Group

If the Village acquires new vehicles, a regular maintenance program must be established and monitored. Existing maintenance workers could be retained. Whether to own or purchase service is also influenced by the number and nature of other

The decision on ownership is tied to operations. Operations can be managed wholly by Village staff, as is the case today, or it could be provided by a vendor – public or private (Table 3).

**Table 3: Operations Pros and Cons**

Operator	Advantage	Disadvantage
Palmetto Bay Staff	Full control of routes and flexibility to change. Full control of drivers and courtesy expectations.	Requires dedicated transit staff, including backups. Requires adequate driver and maintenance staff training, and facilities. For future school and demand-response options, someone must take calls and schedule rides.
Vendor	Hands off operations. Reliable spare vehicles and drivers Control of routes and flexibility to change, if in contract provisions. Control of drivers through contract language.	Requires understanding of service negotiations and contracting. Need to manage non-municipal staff. Need to establish performance criteria and monitor same.
MDT	Full integration with MDT system, including Cutler Bay. Elimination of redundancy with MDT routes. Reliable spare vehicles and drivers. User friendly for riders making transfers and using the MDT system.	Potentially higher cost of service. Different system objectives. Lack of control.

Source: The Corradino Group

vehicles the Village owns, like police cars, fire equipment, parks equipment, and the like.



A full, scheduled, preventive maintenance program must be in place so deferred maintenance does not become the pattern. This means sufficient operating costs must be provided in every Village annual budget. Maintenance costs are accounted for in the operating budgets presented here.

Regardless of who owns buses and operates the system, increasing visibility and awareness of the system is important. A marketing strategy is vital for building community support for a circulator system. Marketing for the system may consist of a coordinated blend of research, community outreach, public relations, promotions, and advertising. The marketing strategy should seek to attract riders by:

- Increasing support of the circulator's role in the community
- Increasing use of the system by providing potential riders with pertinent information

Presently the iBus does not carry many residents of Palmetto Bay, instead functioning to shuttle workers from other locations to jobs in Palmetto Bay, many of them domestic jobs at homes, which, while not carrying residents as passengers, is a real service to residents.

We propose to continue the Route B service that provides that basic function, but enhancing service to local persons by extending service hours under some alternatives. This would support development of the Franjo Triangle area.

We further propose alternatives that include carrying Palmetto Bay high school and middle school students to and from school and changing Route A's fixed route service to a call ahead, on-demand service.

The service alternatives and scenarios have been mapped as applicable and include both capital and

operating costs, vehicle, equipment and facility requirements, potential funding sources and a proposed timeline for implementation.

### **iBus Service Alternatives and Operating Costs**

All service alternatives presented here assume the purchase of new buses - but capital needs vary by alternative.

The alternatives are presented in an additive way, to show how service and cost together would grow over time, as community acceptance and ridership grow. As a general recommendation, an ongoing ridership count program is important, both in reporting to the Citizens Independent Transportation Trust (CITT), but also to understand not just how many people are riding the iBus, but what the patterns are that can be reinforced and what services are being used by residents of Palmetto Bay.

### **No Action Alternative - Continue Existing Operations**

Operating costs are shown in Table 4. The first alternative shown is taking no real action other than replacing the buses with new ones, which is discussed below under Capital Costs.

### **Alternative 1 – Reconfigured Route B and On-Demand Service (former Route A) With Similar Hours**

Alternative 1 would reconfigure Route B to increase efficiency and improve coverage of the densest areas of the Village (Figure 25). Service would be more comprehensible with the route always operating in a clockwise direction, instead of today's mix.

The reconfigured route would be about eight miles long and run with one hour headways (time between buses). All bus stops would have signs in place to mark the stops, and a program would be undertaken to install benches and shelters over time.



Table 4. Alternative Operating Costs

Alt	Rt.		Daily Labor Hours	Annual Labor Hours	Annual Cost @ \$50/hr*	Factor of Exist Budget
0		<b>Existing Service with New Buses</b>				
	A	Reconfigured route (8.3 miles)	5.0	1265	\$ 63,250	
	B	Reconfigured route (8.9 miles)	6.0	1518	\$ 75,900	
		Administration	0.5	127	\$ 6,325	
		Marketing			\$ -	
		<b>Totals</b>	<b>11.5</b>	<b>2910</b>	<b>\$ 145,475</b>	<b>1.0</b>
1		<b>Reconfigured Routes, Same Hours, On-Demand</b>				
	A	On-demand midday service (10:30-2)	4.5	1138.5	\$ 56,925	
	B	Reconfigured route (AM/PM)	6.0	1518	\$ 75,900	
		On-demand Admin support	3.5	886	\$ 44,275	
		Marketing			\$ 2,500	
		<b>Totals</b>	<b>14.0</b>	<b>3542</b>	<b>\$ 179,600</b>	<b>1.2</b>
2		<b>Alt 2 = Alt 1 + School Service + More Hours</b>				
	A	AM school	3.5	886	\$ 44,275	
	A	On-demand midday service (10:30-2)	4.5	1139	\$ 56,925	
	A	PM school	4.5	1139	\$ 56,925	
	B	Reconfigured route (7 AM/7 PM)	13.5	3416	\$ 170,775	
		On-demand Admin support	4.0	886	\$ 44,275	
		Marketing			\$ 2,500	
		<b>Totals</b>	<b>30.0</b>	<b>7464</b>	<b>\$ 375,675</b>	<b>2.6</b>
3		<b>Alt 3 = Alt 2 + 3rd Bus</b>				
	A	AM school	3.5	886	\$ 44,275	
	A	On-demand midday service (10:30-2)	4.0	1012	\$ 50,600	
	A	PM school	4.5	1139	\$ 56,925	
	B	Reconfigured route (7 AM/7 PM)	13.5	3416	\$ 170,775	
		On-demand Admin support	4.0	886	\$ 44,275	
	A	Second school bus	7.0	1771	\$ 88,550	
		Marketing			\$ 2,500.0	
		<b>Totals</b>	<b>36.5</b>	<b>9108</b>	<b>\$ 455,400</b>	<b>3.1</b>

Source: The Corradino Group

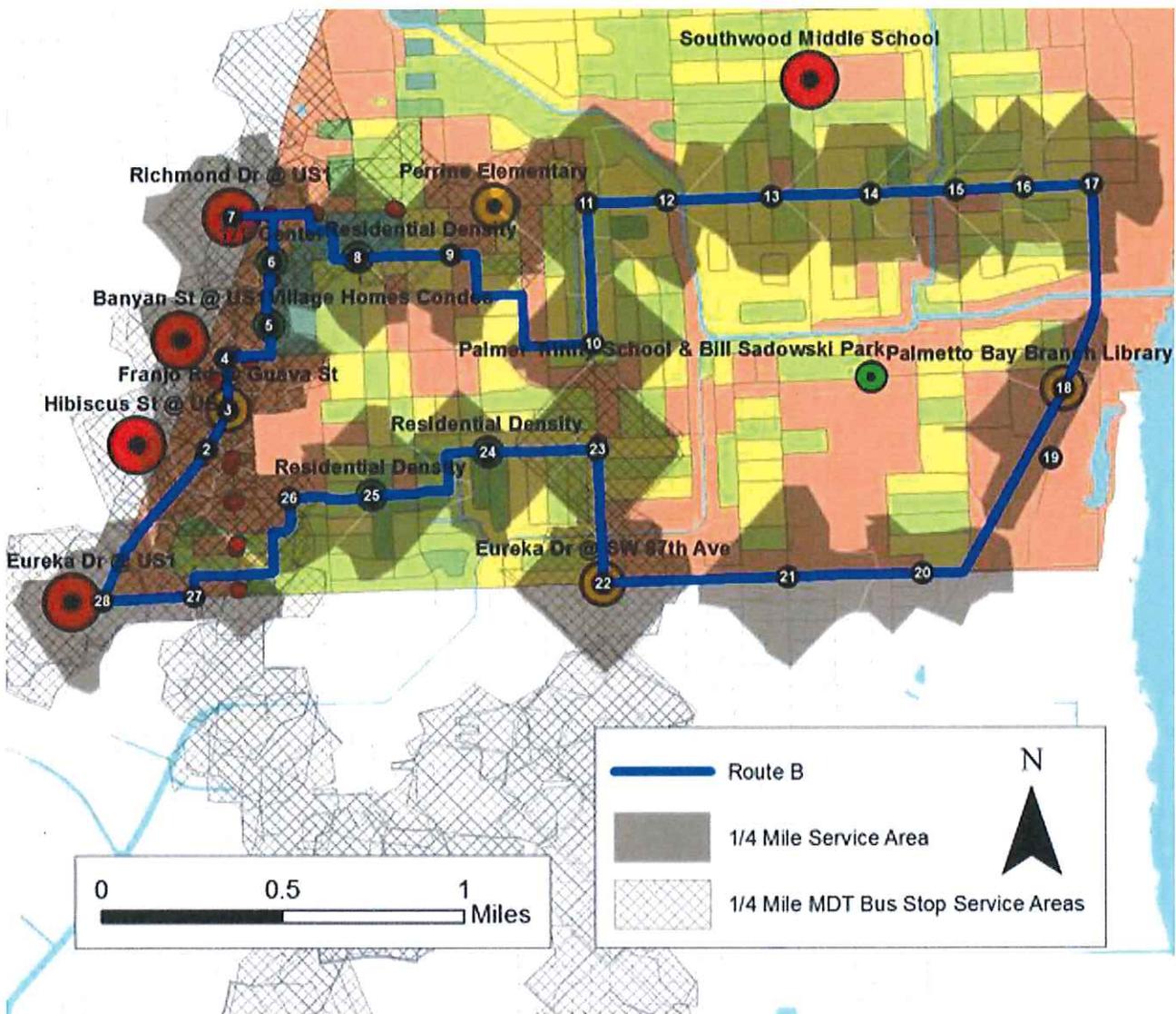


Under Alternative 1 the hours of operation of Route B would be similar to today, in the morning between 7 AM and 9 AM and in the afternoon between 2 PM and 5 PM. It would continue to serve today's ridership group, primarily domestic workers, but would penetrate more neighborhoods and serve more generators. Its primary function would remain carrying riders to and from the busway.

Our recommendation is to revamp Route A and change its function from fixed route to on-demand service. For Alternative 1 the same hours of service would be provided as are now provided in fixed route service. Other systems in south Florida and across the nation provide such service for residents.

On demand service carries an administrative cost. As shown in Table 4, an allowance has been made

Figure 25. Proposed Route B



Source: The Corradino Group



for taking calls from patrons requesting service and scheduling trips. This is over and above administrative functions now being performed.

The adjustments suggested that constitute Alternative 1 is estimated to carry an annual operating cost of about \$180,000, or 20 percent higher than the current system. This is shown in the rightmost column of Table 4.

### **Alternative 2 = Alternative 1 + School Service + More Hours**

**Alternative 2** builds on Alternative 1 by adding school service (Figures 13 and 15) to the duties of the Route A bus, before and after it provides on demand service. Alternative 2 also provides substantially more daily hours of service on Route B, with 12 hours of scheduled service. The reader will note that Table 4 shows 13.5 hours of labor associated with the reconfigured Route B. The difference between 12 and 13.5 hours is the allowance for lunch and layovers. These non-revenue hours are built into all the operating cost estimates.

The same individual who does scheduling for the on demand service would also be responsible for establishing school routes each new semester, and scheduling rides home in the afternoon for those students staying after school for activities.

Alternative 2 is estimated to carry an operating cost 2.6 times higher than that of the current system (Table 4).

### **Alternative 3 = Alternative 2 + 3rd Bus**

**Alternative 3** builds on Alternative 2 by adding a second bus serving the schools. It is estimated that such service would add another 7 hours of labor

daily. The school bus routes with two buses in service are shown in Figures 16 and 17.

Alternative 3 is estimated to carry an operating cost 3.1 times higher than that of the current system (Table 4).

### **iBus Capital Costs**

Table 1 shows the relationship of bus type to service life for buses and vans as established by the Federal Transit Administration. It shows clearly that Palmetto Bay's buses are far past their expected life. The Iowa Department of Transportation recently issued *Programming Guidance for Transit Vehicles for FY 2016* reflective of substantial research into current bus costs. These costs are used herein for planning purposes. For the capital cost estimate in Table 5, medium-duty buses are recommended for primary service (about \$193,000 each). A light-duty vehicle would be adequate as a spare (about \$86,000). Together these vehicles are estimated to cost \$472,000. Under the Alternative 1 scenario, placement of bus stop signs and the beginning of a program of erecting bus shelters is proposed. Because of the cost of shelters, it could take a number of years to get as many shelters in place as is desired.

Alternative 2 would carry the same capital costs as Alternative 1. Alternative 3 would add another bus in service, if a second bus is used to transport students. Another medium duty bus is recommended, similar to the first two purchased to facilitate a uniform maintenance program and parts supply.

An additional capital cost not in Table 5 would be for equipment to indicate next bus arrival times and bus tracking (Appendix A). These costs are highly variable, depending on the many features involved.



Table 5. Capital Cost

Scenario	Capital Cost Item	Service	Size/Number	Unit Cost	Cost
No Action	Replacement buses				
	1	Route A	17/2 Pass.*	\$ 193,000	\$ 193,000
	1	Route B	17/2 Pass.*	\$ 193,000	\$ 193,000
	1	Spare	14/2 Pass.*	\$ 86,000	\$ 86,000
			<b>Total</b>		<b>\$ 472,000</b>
Alt. 1	Replacement buses				
		Rt. B bus stop signs	27	\$ 100	\$ 2,700
		Shelters	5	\$ 15,000	\$ 75,000
		<b>Total</b>			<b>\$ 549,700</b>
Alt. 2	Replacement buses				
		Rt. B bus stop signs	27	\$ 100	\$ 2,700
		Shelters	5	\$ 15,000	\$ 75,000
		<b>Total</b>			<b>\$ 549,700</b>
Alt. 3	Replacement buses				
	Additional bus				
		Rt. B bus stop signs	27	\$ 100	\$ 2,700
		Shelters	5	\$ 15,000	\$ 75,000
		<b>Total</b>			<b>\$ 742,700</b>

\*Iowa Fiscal Year Programming Guidance

Source: The Corradino group and

<http://www.iowadot.gov/transit/pdf/FY%202016%20Programming%20Guidance%20for%20Transit%20Vehicles.pdf>



## Annual Capital and Operating Outlay

Table 6 represents costs that could be incurred over the next five years using Alternative 1's operating costs as an example.

In year one the \$420,000 in the budget now would be used to buy two medium-duty buses, with any residual held over to the second year. A new capital allotment in the budget would combine with the first year's funds to purchase the light-duty spare. In the meantime one of the existing buses would serve as the spare.

Bus stop signs would be acquired and put in place in the first year for stops along Route B. (Route A being on demand service.)

In the second year the shelter construction program would begin, with the bulk of the bus purchase out of the way.

program would continue. Capital would be set aside for replacement bus signs and/or shelter work.

The operating costs would be as shown in Table 4 for Alternative 1, including costs for marketing.

If a more expansive alternative is selected, the costs in Table 6 would adjust accordingly.

Table 6. Example 5-Year Cash Flow

		Year				5
		1	2	3	4	
<b>Capital</b>	Buses	\$ 420,000	\$ 52,000			
	Set Aside for Future Buses			\$ 50,000	\$ 51,500	
	Shelters		\$ 15,000	\$ 15,000	\$ 15,000	
	Rt. B Bus Stop Signs	\$ 2,700	\$ 300	\$ 300	\$ 300	
	<b>Capital Subtotal</b>	\$ 422,700	\$ 67,300	65,300	\$ 66,800	
<b>Operating (Alt 1 Example)</b>		\$ 179,600	\$ 184,988	\$ 190,538	\$ 196,254	
	<b>Totals</b>	\$ 602,300	\$ 252,288	\$ 255,838	\$ 263,054	\$ 202,141

In the third year, a capital set-aside would begin for the future round of bus purchases. The shelter



# Appendix A

The graphic below shows the basic setup of Nextbus software. What is missing in a future scenario for Palmetto Bay are the Agency

Management and Transit Agency components. It is possible these services could be provided by a vendor or they could be part of an interlocal agreement with MDT

