

C-15-07

MODEL CITIES PROGRAM
5329 N. E. Union Avenue
Room 210 Ph: 288-6923
Portland, Oregon 97211

7-31-68
DRAFT

A PROPOSAL TO THE CITIZENS PLANNING BOARD

A TRANSPORTATION SERVICE PLAN
FOR THE MODEL CITIES AREA

SUBMITTED BY: EMPLOYMENT AND ECONOMIC DEVELOPMENT
WORKING COMMITTEE

Larry Lakey, Chairman
Ella Mae Gay, Secretary

ORIGINATED BY: LOCATION AND TRANSPORTATION SUBCOMMITTEE

Mrs. Ora Nunley, Chairman

Jerry Hanauska, Planner
Lillie Johnson, Assistant Planner
Mulvey Johnson, Volunteer Staff to
Subcommittee

SUBMITTED TO: MODEL CITIES STAFF

STAFF REVIEW: Quality Control Director

DESIRED ACTION The Employment and Economic Development Working
Committee requests approval and referral of the
proposal to the Portland City Council.

CITIZENS' PLANNING BOARD

AGENDA:

REVIEWED:

ACTION:

MODEL CITIES PROGRAM
5329 N. E. Union Avenue
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Portland, Oregon 97211
July 31, 1968

EMPLOYMENT AND ECONOMIC DEVELOPMENT WORKING COMMITTEE
LOCATION AND TRANSPORTATION SUBCOMMITTEE

BASIC PROBLEM

The industrial-commercial growth areas of the Portland Metropolitan area are generally in the suburbs and in several concentrated areas such as Rivergate Industrial Park that ^{are} distant from the Model Cities vicinity. A few large companies in these distant areas have made special efforts to employ minority group people but for the most part employment in these growth areas is primarily Caucasian. The experience of the Urban League, the Neighborhood Service Center and others working in manpower programs, as well as the citizen experience, points to the following reasons for *some of* the underrepresentation of Model Cities area residents in the job growth areas:

1. Many of the areas are not served by public mass transit and many residents do not have their own transportation.
2. Bus lines provide service to other points but it is quite expensive (70¢ round-trip on the city system; more on suburban runs). In many cases the trip is very time consuming due to indirect routing or lack of transfer points. Working mothers and those in low income groups who must rely on bus service or taxicabs find it too time consuming or expensive to work in job-growth areas, especially if they need to ride during rush hours or odd hours outside the normal 7 AM - 6 PM workday. Bus service ceases in early evening hours for many locations and becomes quite infrequent in others.
3. The expense of job hunting transportation to areas distant from the Model Cities residential area discourages exposure to job opportunities unless a direct referral to a known job opening is made. Since direct referral to jobs is responsible for only a fraction of total hiring in the labor market, the practical effect is to limit residents in finding good jobs in growth industries in growth areas.
4. Most Negroes and many low income people in the Model Cities area have experienced great difficulty in obtaining adequate automobile insurance at reasonable rates, regardless of their driving record, thus preventing them from legally driving to work.
5. The need for insuring a vehicle, or acquiring a vehicle, prior to beginning on a new job imposes a financial burden on the prospective employee at a time when he is least able to pay, often after a period of unemployment.

GOALS

Provide efficient transit links to jobs at moderate cost for all Model Cities residents requiring such services and assist in the solution of financial, transportation and insurance hurdles to the full participation of residents in the Metropolitan area job market. The plan must be flexible to meet the changing transit needs of the Model Cities area residents.

APPROACHES

1. Establish and staff a Transportation Service Center:
 - (a) to provide needed information for residents, for employers and for transportation systems
 - (b) to help organize residents to cooperatively meet their transportation needs (car-pools, for example)
 - (c) to aid residents to acquire emergency loans or financing for insurance or transportation necessary to take advantage of job opportunities *
 - (d) to assemble facts upon which to base requests for changes in systems, for special employer consideration and for guiding special Model Cities or other community sponsored programs
 - (e) to arrange or negotiate improved systems and services wherever needed
 - (f) to plan and conduct or sponsor operations related to transportation such as:
 - (1) the Model Cities motor pool
 - (2) the Consumer Insurance Advisory Service
 - (3) the transportation franchise organization listed below.
2. Establish and manage a Model Cities Motor Pool to serve the vehicle needs of all programs organized through the Model Cities Program, and such other government assisted or community sponsored activities as might be economically served.

* See Job Development proposal -- it is recommended that the Revolving Emergency Fund be at least \$10,000 because of the frequent need for loans to finance insurance premiums.

APPROACHES

2. (continued)

The Motor Pool staff would help to coordinate and meet the transportation needs of all community oriented programs willing to participate.

3. Organize and assist in the establishment of a resident owned and operated Transportation Company with city, state and federally approved franchises to operate taxicabs, mini-buses for public transportation, charter buses and other transportation services. In addition to assistance to meet loan capital requirements, subsidized cost-plus contracts would be made available to conduct experimental public transit programs and to meet priority job transportation needs of residents.
4. Establish a Consumer Advisory Service on Insurance for residents, to assure that knowledge is widespread in the area about the most equitable rates, service and practices of insurance companies and agents, to encourage the lowering of rates and improvements in services and practices and to discourage discriminatory practices through investigation, negotiation and publicity. Resident job and business opportunities in the insurance industry would also be encouraged.
5. Request early improvement in Rose City Transit bus schedules and routes where a specific need is already identified.
6. Request the Port of Portland to assume responsibility for planning and assuring transportation from the Model Cities area to jobs in Port of Portland managed or sponsored areas, including the Rivergate Industrial Park, Swan Island and the Portland International Airport.
7. Employ a qualified consulting organization to conduct a Transportation Economic Feasibility Study:
 - (a) to make projections for job growth areas (including especially those most convenient to the Model Cities area such as Columbia Boulevard and the Troutdale area, Rivergate, Swan Island, St. Johns and NE Portland)
 - (b) to recommend the most economical and efficient means of providing adequate public transportation linkages to the Model Cities area
 - (c) to analyze the economic feasibility of the various types of operation which the Transportation Company could undertake

APPROACHES

7. (continued)

- (d) to prepare an equipment and operational plan by which the Transportation Company could begin operation of financially feasible activities
- (e) to project the level of subsidy or the amount of government grant funds which would be required for the Transportation Company to meet some of the needs of the area
- (f) to assist the Transportation Center and the Transportation Company to conduct and evaluate experimental mini-bus routes and schedules as a basis for future operations.

ORGANIZATIONAL STRUCTURE

Coordinator: The Citizens' Planning Board shall appoint a Transportation Service Coordinator who shall be responsible for administration of the program, including hiring and firing of staff.

Administration: When a multi-service center organization is activated with a central administration and citizen control, over-all responsibility shall be shifted or shared by the Citizens' Planning Board. Until this occurs, the Coordinator and the program will be subject to general policies approved by the Board. Office location and administrative services shall be coordinated wherever possible with the Model Cities Administration or the multi-service center operation. Evaluation and administrative procedures shall be comparable to those of the Model Cities Administration. So long as the operation is subject to Citizens' Planning Board policy control, the Employment and Economic Development Working Committee, or a subcommittee of that committee, shall be designated to advise the Citizens' Planning Board on the operation of the Transportation Service Plan and to assist and advise the Transportation Service Coordinator in planning to meet area needs.

Financing:

Transportation Service Center - Model Cities Supplemental Grant funds. It is assumed that certain central services will be available on a contract basis so that it will not be necessary to employ staff for bookkeeping, evaluation or janitorial services. If such a center is delayed, some contract service funds may be shifted to personnel costs. Administration of all grant funds for the Transportation Service Plan shall be through the Coordinator of the Transportation Service Center.

Model Cities Motor Pool - Each participating entity or program shall be responsible for transferring to the Motor Pool funds or expenditure authorization for vehicles and their operation. The Motor Pool shall

ORGANIZATIONAL STRUCTUREFinancing:Model Cities Motor Pool - (continued)

be operated on a non-profit basis answerable to the participating programs and funding sources (primarily federal agencies) for providing the most efficient and economical transportation service possible.

Transportation Company - The Company shall be a profit-making community development corporation. Primary sources of loan capital would be federal agency programs, especially the Small Business Administration. The taxicab part of the business could be corporation owned and operated, or could be driver owned vehicles working out of a central operation conducted by the corporation. Remaining financial requirements could be reduced by participation of the proposed Model Cities non-profit community development corporation revolving loan fund. Community and other private capital could be acquired by such means as public sale of stock or loan certificates. The Company can be organized initially with a few vehicles (taxicabs and/or mini-buses) with management counseling and financial assistance from the proposed non-profit community development corporation program. The acquisition and experimental operation of a few mini-buses could proceed under the terms of a cost-plus contract with the Transportation Service Center during the early months of the first year plan. Extensive operation of the Transportation Company, however, shall be undertaken only as economic feasibility is examined by competent consultants. Sources and amounts of funds for extensive operations will be determined during the first year period, and a special application for funds will be made when an operating plan is developed.

Consumer Advisory Service on Insurance - Model Cities Supplemental Grant funds.

Transportation Economic Feasibility Study - Model Cities Supplemental Grant funds would be necessary for cash requirements. However, in making projections for job growth areas, studying means of supplying transit linkages and working out feasible operational plans, the Port of Portland and the Rose City Transit Company should be able to make significant contributions of personnel time for research, data collection and planning.

Rose City Transit Schedule and Routing Changes - passenger fares.

Port of Portland Transportation Plan - The Port of Portland will be asked to finance the initial study. This request is especially appropriate

ORGANIZATIONAL STRUCTUREFinancing:Port of Portland Transportation Plan -(continued)

for two reasons:

- (1) It would be partially a natural follow-up on the report of the consulting firm employed by the Port to plan the Rivergate Industrial Park.
- (2) The Port indicated in early 1967 in response to the Model Cities application questionnaire that "The Port of Portland could become involved in providing transportation facilities to meet employee demand at Rivergate."

The operation of a transportation plan might be a proper cost of providing necessary services to clients in the industrial areas, or in some cases might be arranged in cooperation with employers in those areas. If additional financing is required, the Port could develop a proposal based upon needs disclosed in their study.

OPERATION

The operation of the Transportation Service Center will be tied closely to all manpower programs to assure transportation of clients to jobs and program assistance points, and to assure that manpower programs capitalize on transportation arrangements that open up new areas of opportunity for jobs for residents. Car pools will be organized where desirable or necessary. Examples of problems which can be solved by establishing a point where people with transportation problems can be brought together with those with the means of their solution are as follows:

- a. Two persons were referred by the Albina Neighborhood Service Center but declined because of lack of transportation to jobs at Western Wirebound Box Company on N. W. St. Helens Road. An information center could seek others at the company living in the area who could establish car pools, or could advertise for cars making daily trips at appropriate times to that area. In some cases, loans might be arranged for insurance coverage for vehicles owned by applicants, or loans for purchase of minimum quality vehicles.
- b. Four persons were hired through the Albina Neighborhood Service Center but could not accept jobs because of lack of transportation to Kaiser Bypsum in St. Helens (approximately 30 miles). Arrangements as above could be made.

OPERATION (continued)

- c. Two service station attendant positions in Lake Oswego (Portland suburb) were declined because of the expense of transportation compared to wages offered (\$2.00 per hour). Again a car pool might have made some difference, or perhaps a mini-bus route could be arranged to open up a number of job opportunities in that area, and on the way through an industrial area.
- d. Several persons referred to Reynolds Metals in Troutdale, Oregon, declined because of transportation problems. This would be an especially good prospect for a mini-bus line because many firms are located along Columbia Boulevard on the way to Troutdale which are not now served by public transit. If good traffic can be built up with mini-buses, data could perhaps be assembled to prove to the City Council and the Rose City Transit Company that it should be served by the regular bus system.

Subject to probable central arrangements for housekeeping administration, and subject to general policy guidelines, the Coordinator will conduct the operation of the Transportation Service Center with the assistance of personnel assigned directly to the Center. He would also administer through special executive personnel such operations as the Model Cities Motor Pool and the Consumer Advisory Service on Insurance. With all possible support and participation from citizen leaders and the Citizens' Planning Board, the Coordinator would be the chief negotiator with such organizations as the Port of Portland and Rose City Transit Company for improvements and innovations in transportation services. It would also be his responsibility to negotiate, coordinate and monitor the conduct of studies by consultants and contracts with the Transportation Company or other autonomous organizations whose services or participation is necessary to the successful development of an adequate transportation system for residents of the Model Cities area.

BUDGET FOR THE FIRST YEARSALARIES

Transportation Coordinator (compares to Deputy Director, Model Cities Administration)	12 mos.	\$13,500
Insurance Service Director (compares to GS-12, federal, 2nd year)	12 mos.	12,000
Assistant Coordinator (trainee) (bracket \$7200 to \$9500 depending upon experience; \$7200 compares to federal GS-7, 2nd year)	10 mos.	7,500
Secretary (compares to GS-5, 2nd year)	12 mos.	5,924
Secretary (trainee) (compares to GS-3, 1st year)	6 mos.	2,300
Subtotal		<u>41,224</u>
10% - Other Personnel Costs		<u>4,122</u>

TOTAL

\$ 45,346

BUDGET FOR THE FIRST YEAR - (continued)CONTRACT SERVICES AND CONSULTANTS

Contract for mini-bus acquisition and experimental operation	\$25,000
Transportation Economic Feasibility Study	50,000
Taxicab business consultant	5,000
Legal, auditing and other services	<u>10,000</u>
TOTAL	\$ 90,000

TRAVEL

Metropolitan area travel (maximum 10¢ per mile, public transportation or acquisition or lease of up to 2 light passenger vehicles) 1,500 miles per month @ total cost of 10¢ per mile	1,800
Out-of-metropolitan area travel, including per diem @ \$16	<u>500</u>
TOTAL	2,300

OTHER COSTS

Office space rental - 600 sq.ft. @ \$5.00 per year	3,000
Office furniture:	
2 desks and credenzas @ \$300	600
3 desks @ \$150	450
3 chairs @ \$110	330
2 chairs @ \$75	150
3 file cabinets (4 dr.) @ \$90	270
Office equipment:	
2 typewriters, electric @ \$450	900
1 adding machine @ \$150	150
Other	750
Telephone and Telegraph	1,000
Office supplies	250
Advertising and publications	2,000
Other	<u>500</u>
TOTAL	10,350

BUDGET RECAPITULATION

Salaries	\$ 45,346
Contract Services	90,000
Travel	2,300
Other Costs	<u>10,350</u>
TOTAL	\$147,996

OUTLINE

PART III: ONE YEAR ACTION PROGRAM - TRANSPORTATION

A. INTRODUCTION

B. WORK PROGRAM

1. Transportation Service Plan

- a. Purpose and Beneficiaries**
- b. Scope and Content**
- c. Timetable**
- d. Administration and Organization**
- e. Evaluation**
- f. Budget**
- g. Citizens' Participation**

III. ONE YEAR ACTION PROGRAM - TRANSPORTATION

A. Introduction

Portland will not have a rapid transit system in the foreseeable future. The basis of this assumption is the cost involved. This is substantiated in a recent study by Professor Morton Baglia prepared for the Portland State College for presentation to the Metropolitan Study Commission.

The primary mode of transportation in the city of Portland is, and by all indications will continue to be, the automobile. Many residents of the Model Cities area cannot afford automobiles.

Our intention is not to compete with the Rose City Transit System but to supplement where necessary. Further, it is the intent to assist and counsel residents in solving cost-related problems of automobiles.

Limitations of this project are that it is experimental in nature and it is intended to provide stop-gap measures related to transportation until incomes within the area are such that residents are able to provide their own form of transportation.

B. Work Program

1. Transportation Service Plan

a. Purpose and Beneficiaries

The project is intended to achieve the following:

- (1) Establish direct transit links between services that cannot be located in the Model Cities area, e.g., the County Hospital and higher education

centers. This should include transit links to the industrial-commercial growth areas of metropolitan Portland.

- (2) Improve Mass Transit by providing better scheduling, more extensive routes, and less expensive fares.
- (3) Arrange for a transportation economic feasibility study for the Model Cities area.
- (4) Assist Model Cities residents in solving auto insurance, auto financing and other private transportation problems.

The persons who will benefit from this proposal are those that depend primarily on mass transit and those persons who would prefer to ride the bus if public transportation were adequate. It would benefit those residents who need access to day-care centers, major medical and Welfare facilities, recreational and educational centers, high employment areas, and competitive buying centers.

It has been established that 41.2 percent of the households in the core area of the Model Cities area do not have automobiles. In this same area, 47 percent of the residents make less than \$3,000 per year.

The public transit system, at least for the next year or two, is not likely to aid the Portland Model Cities client group.

Few, if any, communities have solved the transportation needs of low-income residents in the inner cities.

We propose this project as an experiment in dealing with these transportation needs.

b. Scope and Content

The Transportation Service Plan involves several approaches designed to solve the entire spectrum of transportation problems discussed previously. Each approach may be considered a component of the Plan. The Plan is meant to be flexible enough so that components may be quite easily dropped or added.

It is the intent of this plan to establish and staff a Transportation Service Center with the following functions:

- (1) It would provide general services to the public pertaining to transportation. These services would be in the area of providing information for residents and for employees and for transportation systems.
- (2) It would help to organize residents to cooperatively meet their transportation needs (car-pools, for example).
- (3) It would provide a Consumer Advisory Service on Insurance, primarily automobile, to assure that knowledge is widespread in the area about the most equitable rates, service and practices of insurance companies and agents, to encourage the lowering of rates and improvements in services and practices and to discourage discriminatory practices.

- (4) Residents would be assisted in acquisition of emergency loans or financing for insurance or transportation necessary to take advantage of job opportunities.
- (5) The Center would also establish and manage a Model Cities Motor Pool to serve the vehicle needs of all programs organized through the Model Cities program.
- (6) It would assemble facts upon which to base requests for changes in existing transportation systems. It would also arrange or negotiate for improved transportation systems.

The Transportation Service Center, in cooperation with the Community Development Corporation, will establish a Transportation Company. The Transportation Company would acquire city, state and federal franchises to operate taxicabs, mini-buses for public transportation, charter buses, rental vehicles, and other transportation services. The Company shall be a profit-making community development corporation with primary sources of loan capital from federal agency programs, especially the Small Business Administration. Extensive operation of the Transportation Company, however, shall be undertaken only as economic feasibility is examined by competent consultants.

To assist in planning effective long-range transportation services for the Model Cities area, the Transportation Service Center will employ a qualified consulting organization to conduct a Transportation Economic feasibility study.

c. Timetable

Upon funding, the program would be initiated in the following manner:

- 1st Month - The Citizens' Planning Board (CPB) will seek suggestions for and appoint a Transportation Service Coordinator to administer the program and staff of the Transportation Service Center.
- 2nd Month - The Coordinator performs the following tasks:
1. Recruits an Assistant Coordinator and Insurance Service Director and clerical staff.
 2. Arranges for office space, equipment and supplies.
 3. Employ a qualified consulting organization to conduct a Transportation Economic Feasibility Study.
- 3rd Month - 4. Establish the Transportation Service Center to be opened as soon as feasible. The Coordinator would acquire all available information relating to existing transportation services in the greater area. A system would be established that would assist in meeting resident transportation needs, such as car pools and other means. A campaign would be

initiated through the Model Cities Information Center to alert the residents to the available services of the Center. The insurance Service Director would become familiar with all aspects of insurance and insurance problems of the area.

Facts would be assembled upon which to base requests for changes in transit systems and to arrange or negotiate improved systems and services where needed.

4th Month - Work with the Community Development Corporation to create the Transportation Company (taking into consideration the Economic Feasibility Study results).

Contact public agencies to obtain franchises necessary to operate public transportation.

When a definite pattern of residents' transportation needs emerges, Rose City Transit and the Port of Portland should be contacted for negotiations and improvements.

4. Administration and Organization

The name of the operating entity will be the Model Cities Transportation Service Center. Organization and operation of the center will be as follows:

A Transportation Coordinator would be responsible for overall administration and operation of the center and would report to the Citizens' Planning Board.

An Insurance Service Director (consultant) would be responsible for all matters concerning auto insurance or other financial services related to the transportation needs of the residents. He would report to the Transportation Coordinator.

An Assistant Transportation Coordinator (trainee position) would assist the Transportation Coordinator in the operation of the center.

Other staff would be hired for clerical positions as indicated in the budget.

The Transportation Service Center is subject to the CPB policy control. The Employment and Economic Development Working Committee would be designated to advise the CPB and the Transportation Coordinator in planning to meet the area needs.

When a Multi-Service Center organization is activated with a central administration and Citizens' control, overall responsibility of the Transportation Service Center shall be shifted or shared with the Citizens' Planning Board.

The office location and administrative services would be coordinated wherever possible with the Model Cities Administration or the Multi-Service Center operation.

e. Evaluation

The overall goal of the plan, to improve transportation services between the Model Cities "core area" and employment growth areas, may be evaluated in terms of each of the individual components within the plan.

Transportation Service Center

The cost of this program would be a) the cost of staffing and operating such a center; b) the alternative cost of capital funds in the revolving fund; and c) the loss of capital funds through non-repayment.

The benefits of the center should be fairly constant over time, although there might be a tendency for cost to decrease somewhat as more experience is gained. The benefits would probably be greater in the first year than in subsequent years, since additional arrangements after the initial ones would become more difficult.

Consumer Advisory Service on Insurance

The aim of this service would be to provide information about alternative insurance plans and the cost of these plans with various insurance agencies. The cost of this service would be the cost of staffing and operating an advisory center. The benefits from such a plan would be the difference between the total cost of insurance to core area residents with and without the service. The benefits would probably build up for a time as knowledge

of the service is spread, reach some peak point, and then decline as residents become more sophisticated about the alternatives.

Model Cities Motor Pool

The Model Cities Motor Pool should be evaluated against the alternative methods of providing the necessary transportation. Alternatives would be to a) pay mileage on private automobiles; b) rent the necessary vehicles (from either private rental firms or the proposed transportation company); or c) some combination of a) and b).

Transportation Company

Since the proposed transportation company is designed as a profit-making institution, it should be evaluated on that basis. However, the company should not be expected to make a profit in the initial year of operation. Time will be required to gain the necessary experience and business skills, and the company should be evaluated yearly in terms of the progress it makes toward profitability. Some possible side benefits might also come from skill developments that would allow company employees to accept jobs with other firms.

Transportation Economic Feasibility Study

The aim of this service would be to provide information about alternative insurance plans and the cost of these plans with various insurance agencies. The cost of this service would be the cost of staffing and operating an advisory center. The benefits from such a plan would be

the difference between the total cost of insurance to core area residents with and without the service. The benefits would probably build up for a time as knowledge of the service spread, reach some peak point, and then decline as residents become more sophisticated about the alternatives.

f: Citizens' Participation

Citizens of the Model Cities area are to have preference for any and all jobs of the Transportation Service Center.

The Transportation Service Center is subject to the Citizens' Planning Board policy control while the Employment and Economic Development Working Committee would advise the Citizens' Planning Board on the operation of the Transportation Service Plan and would assist and advise the Coordinator of the Transportation Service Center in planning to meet area needs.

g. Budget

BUDGET FOR THE FIRST YEAR OF OPERATION

A. SALARIES--Transportation Service Center Staff

Transportation Coordinator (compares with Deputy Director, Model Cities Administration) 12 mos.	\$13,500	
Insurance Service Director (compares with GS-12, Federal - 2nd year) 12 mos.	12,000	
Ass't Coordinator (trainee), bracket \$7,200 to \$9,500, depending upon experience; \$7,200 compares with Federal GS-7 - 2nd year) 10 mos.	7,500	
Secretary (compares with GS-5 - 2nd year) 12 mos.	5,924	
Secretary (trainee) compares with GS-3 - 1st year 6 mos.	2,300	
Subtotal	\$41,224	
Other Personnel Costs (10%)	4,122	
TOTAL		\$ 45,346

B. OFFICE AND EQUIPMENT--Transportation Service Center

<u>Office Space Rental:</u> 600 sq. ft. @ \$5 per year	\$ 3,000	
<u>Office Furniture:</u>		
2 desks and credenzas @ \$300	600	
3 desks @ \$150	450	
3 chairs @ \$110	330	
2 chairs @ \$75	150	
3 file cabinets (2-drawer) @ \$90	270	
<u>Office Equipment:</u>		
2 typewriters - electric @ \$450	900	
1 adding machine @ \$150	150	
Other	750	
Telephone and Telegraph	1,000	
Office Supplies	250	
Advertising and Publications	2,000	
Other	500	
TOTAL		10,350

C. TRAVEL EXPENSES--Transportation Service Center

<u>Metropolitan</u> area travel (maximum 10¢ per mile, public transportation or acquisition or lease of up to 2 light-passenger vehicles) 1,500 miles per month @ total cost of 16¢ per mile	1,800	
<u>Out-of-metropolitan</u> area travel, including per diem @ \$16	500	
TOTAL		2,300

**C. CONTRACT SERVICES AND CONSULTANTS--Transportation
Service Center**

Contract for mini-bus acquisition and experimental operation	\$25,000
Taxicab business consultant	5,000
Transportation Economic Feasibility Study	50,000
Legal, auditing and other services	<u>10,000</u>

TOTAL

\$ 90,000

E. BUDGET RECAPITULATION

Salaries	\$45,346
Office and Equipment	10,350
Travel Expenses	2,300
Contract Services and Consultants	<u>90,000</u>

GRAND TOTAL

\$147,996