

File 61C

PROPOSED MODEL CITIES PLAN

1.200 TRANSPORTATION

1.200 Introduction

The problem of transportation in the Model Cities area has often restricted the black to the ghetto and has been partially responsible for denying him adequate employment, recreation, favorable shopping, higher education, as well as health and virtually every social service. Mass transit is expensive, infrequently scheduled, poorly routed, and inadequately maintained. The persons who depend upon the public transit system and use it most are those least able to pay, namely, the student, the elderly, and the poor. Private transportation, i.e., the automobile, imposes an even greater burden upon blacks. Finance rates are higher to the black than to the white, while insurance is, in many cases, flatly denied him, or the rates he is quoted are prohibitive.

The result of these multitudinous inequalities is to further depress the black economically and educationally and to increase his already extreme sense of alienation and frustration.

1.201 Initial Conditions

A. Distant Location of Jobs and Services

1. High Employment Areas

The industrial and commercial growth areas of Portland are generally in the suburbs or in concentrated locations such as Rivergate and Swan Island industrial parks. A few large companies in these locations have made special efforts to employ minority group people, but the experience of the Urban League, Neighborhood Service Center, and others

working in manpower programs, as well as the citizens' experiences, points to the fact that transportation problems contribute heavily to the underrepresentation of Model Cities' residents in job growth areas.

Many of the job areas are simply not served by public mass transit, while others are inadequately served, i.e., infrequent schedules and poor routing. Far too few blacks have private transportation and, as a result, residents are unable to accept many jobs offered them (see Table I, p. 4).

2. Health, Medical, and Welfare Services

The health and welfare services for the poor and disadvantaged are mostly located on the west side of the Willamette River. Residents who depend on public transportation are required to take a bus to downtown Portland and then transfer to a second bus that takes them to their destination. Several agencies are represented at the Model Cities' Information Center, but their services are limited to answering questions and guiding persons to proper locations and departments. The County Hospital is located in the west Portland hills, while the welfare offices are south of the downtown core area. Both require bus transfers for Model Cities' residents.

3. Shopping

There are only two shopping areas, Lloyd Center and downtown Portland, within a reasonable distance of the Model Neighborhood. Both are served by mass transit and both offer fair and competitive prices. The problems are that fares are too high and routes too far apart to

adequately serve the area. Many people live five or more blocks from the closest route, and then it may well require a transfer for them to reach their destination.

Lower fares are required as are more routes. Inclement weather, heavily-laden shoppers, and the aged and infirm need and demand that social conscience be exercised in filling these requirements.

4. Colleges and Recreation

Portland Community College, Portland State College, University of Portland, Reed College and others are distant from the Model Neighborhood and are both expensive and difficult to reach by public transportation. If automobiles are used, congestion and parking expense are significant problems.

Numerous recreational facilities such as the Civic Auditorium, Civic Stadium, Washington Park and the Portland Zoo are available to all Portland residents, but, as previously mentioned, public transportation fares are exorbitant, and conveyance schedules and routing are inconvenient for use by ghetto residents.

B. Inadequate Public Transit

The decline in public transit use is in part related to costly fares and inadequacy of equipment and service, and in part to time, convenience, and costs of the alternative -- the private auto. For the revenue necessary to provide Rose City Transit with profit levels provided in its franchise, the future holds still higher fares but lower patronage as people substitute private cars for public transit.

Mass transit in the Portland metropolitan area is designed primarily to feed the downtown area. This emphasis makes little provision for trans-

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porting low-income Model Neighborhood residents to work, to schools, and to the health, medical, and welfare services that are so essential. These are subjected to minimal routes and scheduling and maximum inconvenience. There is either no service to take blacks where they want or need to go or the service is slow and costly.

C. Lack of Personal Transportation for Low-Income Residents of the Model Cities area

According to the Model Cities Sample Survey taken this year (1968) 28.1% of all households in the Model Neighborhood had no car, while it is not uncommon for middle-class families to own two or more. A direct relationship exists between low income and lack of private transportation.

The following chart shows the percentage of households without automobiles.

TABLE 1

MODEL CITIES SAMPLE SURVEY - 1968

PERCENTAGE OF HOUSEHOLDS WITH NO CAR

<u>Area</u>	<u>Total</u>
Core	41.2%
North	25.5%
East	22.3%
Model Neighborhood	28.1%

1.202 Basic Causes

A. Operation of Present Transit System

Rose City Transit Company has not employed sound, enlightened marketing practice, nor has the regulating authority carried out its function as well as it might. Certainly, little planning for the future of mass transportation in the Portland Metropolitan Area is evident. Part of the problem is that the regulatory authority for the metro area has been divided between the city government and the Public Utility Commission (PUC), while the company has followed self-defeating policies over the long run. Even though a company has a monopoly, it is supposed to provide the kind of service the customers want and surveys indicate that most customers of mass transit do not prefer gasoline or diesel buses.

The explanation appears to be that the company is preoccupied with holding down costs rather than generating revenues. On this point, the company has used little imagination in its fare structure. The key to the success of any public utility with a high overhead is to maximize use. Lower offpeak fares and reduced fares for old people can generate additional revenue.

A strong case can be made for a metropolitan transit system to serve the greater Portland area. Transit system planning, financing and operation are all more efficiently and effectively carried out when viewing the metropolitan area as a whole instead of by individual community.

Mass transit systems are characterized by significant economies of scale. The more people who use them, the lower the cost per mile, and the better the service possible at a given cost level. Fares should be low enough to provide greater incentive for frequent and regular use, which

is partly self justifying, since transit systems are subject to decreasing unit costs as the number of users increases.

The key elements to adequate transportation seem to be high quality, modern facilities combined with good scheduling, that is, systems which can clearly demonstrate the speed and superiority, as well as economy, of the public transit system over the congestion-ridden private car.¹

The present system does not significantly affect the average Portland household that owns at least one car. Most seriously affected are those with low incomes who cannot afford any private automobile.

B. Low Income

Low income in many cases precludes ownership of private automobiles, thus tying a considerable number of blacks to the ghetto environment. Unable to afford the only transportation that will take him where he needs to go, he is effectively denied reasonable access to employment and services that are his right. When public transit fails to meet his needs, low income makes it necessary for him to purchase used cars, repairs for which are a constant drain upon his already limited resources.

C. Discrimination

Many blacks and low income residents lack good credit ratings for various reasons. Because of this they are forced to finance their automobiles through discriminatory loan companies and uncooperative automobile dealers, who maintain many prices on a single automobile and take advantage of the unsuspecting low income family. The more popular, conservative, lending institutions, such as banks, savings and loan companies and other

¹Quoted in part from "The Economics of Metropolitan Consolidation," by Morton Paglin, Urban Studies Center, Portland State College, 1967.

lending plans generally do not include low income and underemployed Model Cities residents among their clientele. Although credit unions are unavailable to many residents, they have been for others the only lending organization that meets their overall financial needs. For those residents who do not belong to credit unions, the only remaining alternative often is "high interest" loan companies. Reputable automobile dealers maintain strict down payment requirements, only engage in down payment financing when it is justified, and consequently are out of reach for some of the low income Model Cities residents.

The auto insurance rates in the core area of the Model Neighborhood are higher than most areas of Portland. A person who has an excellent driving record, parks his car in a garage, and has had no accidents, still pays discriminatory rates because he lives in an environment which is classified by insurance companies as a "bad risk" area.

1.203 Deficiencies in Existing Services

Portland is the only large West Coast City with a privately owned mass transit system. Seattle fares are as low as 20¢ (zone system); San Francisco fares are 15¢. Yet Portlanders are paying an unreasonable 35¢ with an anticipated 5¢ increase due to a recent raise in Transit Company employee salaries.

In addition to Rose City Transit, which operates primarily within the city limits, there are five separate inter-urban companies servicing the suburbs of Portland, few of which are in service before 7:00 a.m. or after 6:00 p.m. Because management often insists employees work revolving shifts, the lack of 24 hour service denies employment to Model Cities residents in many companies such as Troutdale's Reynolds Aluminum, Beaverton's Tektronix, and Oregon City's Crown Zellerbach paper mill. In many instances,

rates are even higher on inter-urban lines than on Rose City Transit.

Anyone forced to use this method of transportation, i.e., travel and fares on two systems, is penalized about the equivalent of one hour take home pay every working day.

1.204 Goals

The overall and long range objective is to provide residents of the Model Cities area with efficient and inexpensive transportation facilities which more adequately meets their current needs and demands. More specifically, the objectives for the first several years are as follows:

- A. To improve transportation for area residents by urging the consolidation of the present city transit lines with the five suburban lines into a single public metropolitan transit authority in order to provide for improved services at a reduced fare.
- B. To provide a focal point in the Model Cities area to identify individual and group transportation problems and to coordinate efforts toward their resolution.
- C. To establish transportation links within the area and to outlying facilities, such as industrial complexes, university, hospital, and social welfare facilities.
- D. To reduce excessive expenditures on auto insurance and financing by providing area residents with information on reasonable and equitable rates and practices.

1.205 Program Approaches

Three basic program approaches are contemplated to resolve the area's transportation problems. The development of a metropolitan transit authority under single public direction will require broad city-wide effort.

A. The first approach that can be developed within the Model Cities area is the development of a visible transportation service--a focal point within the community which can solve problems and serve as a link to outside organizations, e.g., suburban employers--to highlight the transportation problems. Presently there is no structure through which individuals, groups, or organizations can be brought together to resolve transit problems that adversely affect the residents of the area. Consequently, by providing a visible base in the Model Cities area, it is envisioned that valuable information can be accumulated, individual and group needs highlighted, and efforts coordinated.

B. A second approach is to expand the private sector by developing transportation enterprises within the Model Cities area. It is envisioned that a feasibility study will be done to determine the extent to which it is economically profitable to encourage such enterprises. Under another program, the Community Development Corporation, loans to residents can be made to develop transportation services. At the same time the findings of the feasibility study can be used as points of negotiation with both public and private transportation companies.

C. The third program approach is to mobilize individual efforts into collective efforts whenever possible. For example, the transportation

services program can attempt to organize car pools to outlying suburban industrial companies, arrange for transportation so that individuals can secure employment, or arrange for a "mini" bus route to the County Hospital to secure needed medical services. Although specific attention will be given to immediate problems of individuals, it is envisioned that, whenever possible, collective efforts will be developed and coordinated through the program.

1.206 Strategies

- A. The first priority is to negotiate with the transit company for new routes and better service. At the same time, funds must be provided to subsidize, in whole or in part, individual fares wherever this is needed. Cash, passes, tokens, or some symbol of authorization for transportation must be available for needy individuals.
- B. A transportation service center that would accept, interpret, and resolve all related problems of Model Cities' residents must be planned and implemented. The staff should be charged with responsibility for coordinating all transportation services and for making them known and available to all the people.
- C. The transportation service center should attempt to persuade private industry to either provide or subsidize transportation to and from work for their Model Neighborhood employees.
- D. The transportation center would arrange for a transportation feasibility study with an eye, first, toward service and, second, toward economy. Uppermost in these considerations must be service to the transit clients, which would help to solve the second problem, economy.

2.200 TRANSPORTATION

2.200 Introduction

A. Objectives

The long range objective is to provide Model Neighborhood residents, and especially the lower income residents, with convenient and inexpensive transportation to important job areas, service areas, cultural and recreational areas and shopping areas. In five years, it is projected that all major job growth areas will be accessible by public transportation at reasonable cost and at appropriate hours. It is projected that major social service areas will likewise be accessible at reasonable cost and on convenient routes and schedules. It is projected that convenient public transportation will link all parts of the Model Neighborhood to a variety of economical and complete shopping areas, and the major cultural and recreational areas of metropolitan Portland. It is also projected that black residents will be fully participatory in the employment and operation of transportation services in the metropolitan area.

B. First Two Years

It is projected:

1. that the transportation center will be operational and will have had some initial success in arranging for more public transportation routes and better schedules,
2. that the metropolitan area will have reached a regional organizational stage in providing mass transit service,
3. that a transportation company will have been organized,

4. that a variety of experiments in vehicles, routes, operations, schedules, arrangements with employers, etc., will have been tested, and

5. that a long-range plan will have been adopted to serve the needs of the Model Neighborhood.

C. Future Years

It is nearly impossible to project into future years, except to predict that public mass transit will be in the throes of study and re-organization for at least five years. The nature of the Model Cities Program proposal is almost entirely experimental and does not lend itself to long-range prognostication. It is assumed that continuing effort will be needed during the five-year period and for that purpose, a continuing transportation center is budgeted. It is anticipated that a transportation company owned and operated by Model Neighborhood residents will have proved feasible and will be operational.

D. Five-Year Cost

The first-year cost is budgeted at \$174,086. Several staff people will not have been on the payroll for the full first year and two trainees will be moving to higher salary levels in subsequent years, so somewhat higher operational expense is anticipated in the second year. On the other hand, it is estimated that approximately \$75,000 of the Contract Services and Consultants first-year budget will be non-recurring. The five-year cost is forecast at \$579,000, which contemplated \$100,000 annual expenditures in the third to fifth years. If the first two or three years meet with considerable success in encouraging better public mass transportation and in launching a transportation company, the third to fifth year might well be budgeted at \$25,000 or less and perhaps even phased out.

The total cost on this basis could be about \$350,000.

E. Source of Funds

Model Cities supplemental funds.

2.201 Limiting Factors

The most accurate statement of limitations is also the simplest: this is a highly experimental program proposal. What happens in public mass transit in the metropolitan area is somewhat imponderable, although it seems clear that at least a change from private to public ownership will be forthcoming. What the feasibility study will show for the formation of a transportation company; what success an insurance advisory service will have in affecting rates and solving individual problems; and, what the impact will be of the organization of a center to provide a focus for citizen and organizational effort: these are all questions without ready answers. The fact that it is not possible to make informed guesses about the outcome of these program approaches is itself the greatest justification for undertaking them. There is truly only one way to find out--and that is to try them.

A. Initial Cost Data

Because the program will be heavily dependent upon conducting experiments and hiring qualified consulting firms to make probing studies of problems and opportunities, the contract services and consultant costs are budgeted in fairly substantial amounts. The other costs involved in this component are estimated on the basis of cost and salary experience in the area in the operation of other service projects.

TRANSPORTATION*
FIVE YEAR OBJECTIVES TABLE

	Initial Condition 1-68 12-68	Year 1 1-69 12-69	Year 2 1-70 12-70	Years 3-5 1-71 12-73
<p>GOAL I: ESTABLISH TRANSPORTATION LINKS TO SERVICE AND INDUSTRIAL CENTERS</p> <p>OBJECTIVE: Urge transportation firms, especially suburban firms, to establish transportation to and from Model Cities area.</p> <p>OBJECTIVE: Coordinate transportation links between service components and centers external to Model Cities area.</p> <p>PROGRAM APPROACHES:</p> <p>(a) Negotiation with industrial centers</p> <p>(b) Transportation Service Center. (Organization of transport company)</p>	<p>No established routes</p>	<p>Concentrate on Port of Portland, large complexes and suburban business. -- Establish 3 lines</p>	<p>Focus on small business areas, suburban shopping centers. -- Establish 5-10 lines.</p>	<p>Continue.</p>
		<p>Establish center; collect data; conduct feasibility study; establish 3-5 mini-buses.</p>	<p>Expand transport company to recommendations of feasibility study</p>	<p>Continue.</p>

*See Program Approach in Physical Planning and Environment for street improvements which will aid Model Neighborhood residents in home to work journeys, using both buses and private vehicles.

	Initial Condition 1-68 12-68	Year 1 1-69 12-69	Year 2 1-70 12-70	Years 3-5 1-71 12-73
<p>GOAL II: IMPROVE EXISTING MASS TRANSIT OPERATION¹</p> <p>OBJECTIVE: Urge consolidation of city transit line with suburban lines into a single public metropolitan authority.</p> <p>OBJECTIVE: Negotiate for improved services in Model Neighborhood by transit authority, more frequent services, and lower fares.</p> <p>PROGRAM APPROACHES:</p> <p>(a) Highlight needs of Model Neighborhood residents.</p> <p>(c) Feasibility study as additional "impartial" evidence of area problems.</p>	<p>Poorly scheduled routes; few lines to suburban areas; expensive (35¢ one way).</p>	<p>Prepare data to highlight problem, release reports, and consolidate effort with other community organization.</p>	<p>Consolidation completed</p>	<p>X</p> <p>Review, following consolidation, to evaluate needed services.</p>

¹These are long-range goals requiring a city-wide effort. Model Cities to cooperate with other community organizations.

	Initial Condition 1-68 12-68	Year 1 1-69 12-69	Year 2 1-70 12-70	Years 3-5 1-71 12-73
<p>GOAL III: COORDINATE TRANSPORTATION SERVICES</p> <p>OBJECTIVE: To provide a central focal point for Model Neighborhood for the coordination of individual and organizational transportation problems.</p> <p>PROGRAM APPROACHES:</p> <p>(a) Transportation Center²</p> <p>(b) Feasibility study.</p> <p>(c) Organization of transportation.</p>	<p>For initial condition, see Transportation "Problem Analysis."</p> <p>No coordination.</p>	<p>Establish center and hire staff.²</p> <p>Conduct study and follow recommendations.</p> <p>Organize transportation company on experimental basis-- routes to major employment and service centers.</p>	<p>X</p>	<p>X</p>

²See Work Program for details.

	Initial Condition 1-68 12-68	Year 1 1-69 12-69	Year 2 1-70 12-70	Years 3-5 1-71 12-73
<p>GOAL IV: PRIVATE TRANSPORTATION</p> <p>OBJECTIVE: To inform Model Neighborhood residents of equitable auto insurance and financing rates.</p> <p>PROGRAM APPROACHES:</p> <p>(a) Public information.</p> <p>(b) Investigation of insurance.</p>	<p>Model Neighborhood residents cannot secure insurance or pay higher rates than is average for city.</p>	<p>Collect information on local firms serving area; negotiate with State Insurance Commissioner publicize firms providing reasonable rates to residents.</p>	<p>Continue, adding firms outside of area</p>	<p>Continue, following evaluation.</p>

**TRANSPORTATION
FIVE YEAR FISCAL NEEDS
(in thousands)**

	Initial Condition		Year 1		Year 2		Years 3-5		Totals
	1-68	12-68	1-69	12-69	1-70	12-70	1-71	12-73	
GOAL I: ESTABLISH TRANSPORTATION LINKS TO SERVICE AND INDUSTRIAL CENTERS			Oper: 24		Oper: 25		Oper: 75		124
GOAL II: IMPROVE EXISTING MASS TRANSIT OPERATION									
GOAL III: COORDINATE TRANSPORTATION SERVICES			Oper: 50		Oper: 54		Oper: 150		254
<u>Program Approaches:</u>			Non-recur: 75						75
Transportation Center									
Feasibility Study									
Organization of Transportation Company									
GOAL IV: PRIVATE TRANSPORTATION			Oper: 25		Oper: 26		Oper: 75		126
<u>Program Approaches:</u>									
Public Information									
Investigation of Insurance									
TOTAL COST			<u>\$174</u> x 99 75		<u>\$105</u> x105 0		<u>\$300</u> x300 0		<u>\$579</u> 504 75

2.203 Required Narrative

A. Five-Year Program Strategy

1. Allocation of Resources

Although initial costs are substantial, they are actually modest in terms of the cost of solution of ghetto transportation problems elsewhere. If the program approaches enjoy some success, many times more value will be realized. For example, if only a nickel a day each way were saved for the approximately 10,000 men, women and children without an automobile in the family, the annual income increment to the area would be \$365,000. This is on the order of the low estimate for the five-year cost of the project and does not begin to measure the real income benefits expected in terms of better jobs, better health (and other services), and better prices at more competitive shopping centers.

B. City Resources

The City Council has taken specific action (December 12, 1968) intended to lead to public operation of the bus system. The express intent is to hold the line on fares and to roll them back. The implication is that to the extent that better service, routes, schedules and equipment do not increase revenues to match costs, the city government or metropolitan governments will appropriate funds to close the gap. Such a contribution to the cost of solving public transportation problems, and the cost of the studies which seem necessary, can be expected to place a heavy burden on city resources.

C. Program Approaches Narrative

The objectives table is as self-explanatory as possible, in view of the experimental nature of the program approaches.

3.200 TRANSPORTATION

3.200 Introduction

Inadequate transportation has multiplied the effects of discrimination against minorities in the Portland metropolitan area. Because many of the more lucrative blue-collar jobs are in suburban industrial parks and other locations inaccessible by public transit, incomes for those forced to rely on these services are held to a minimum. Residents of the Model City core area exemplify this situation and are further harassed by the fact that 41 percent of the households in this particular district also lack private autos.

These people, welfare recipients in many cases, suffer severe hardships and frustrations for many reasons: (1) low income, (2) inaccessible job opportunities, (3) lack of private transportation, (4) expensive and uncoordinated public transit, (5) difficulty in obtaining financing and insurance for private autos, (6) many major social services -- County hospital, main welfare and employment offices, higher education, most recreation, etc., are all located across the river from Model Cities, and (7) prices of foodstuffs and clothing are generally higher in this district than in Portland's two major shopping centers, both of which require transportation.

Most suburban districts are served by transit systems separate and distinct from Rose City Transit. The result is added and excessive fares, uncoordinated schedules and general confusion.

Low income adds to the difficulties in obtaining financing and insurance for private autos. Rates are often higher for core-area residents

3.200 (2)

than for outsiders, and, in many instances, where areas are declared "bad risk" by insurance companies, these services are denied them.

The Transportation Service Center will focus on improving all transportation services to the Model Neighborhood. Jobs, social services, recreation and shopping centers will be made more accessible by public transit, service will be improved, and aid will be provided to enable residents to more easily obtain private cars.

3.201 Transportation Service Center

A. Purpose and Beneficiaries

A primary objective is to establish transit links to facilities that are located outside the Model Cities area, such as large suburban employers, industrial centers, hospitals, social services and educational facilities. Secondly, it is intended to negotiate with the transit authority for better scheduling of public transportation, additional routes and a lower cost to the public.¹ And finally, the program is designed to assist residents in solving private transportation problems, especially in securing reasonably priced auto insurance and auto financing. The basic intent and long-range objective of the transportation service program is to provide Model Cities residents with efficient and inexpensive transportation facilities which more adequately meet their current needs and demands.

Because a large proportion of core area residents have low incomes (47% have incomes of less than \$3,000 annually), relatively few families own their own automobiles. A recent study indicated that 41% of the core area households do not own automobiles. To a large extent, the persons

¹Presently there is discussion regarding the feasibility of consolidating the City transit system with the five outlying systems under one public authority. Model Cities planning board is supporting this consolidation.

who will benefit from the program are those who depend primarily on public transportation, especially those who need regular access to day care centers, medical and welfare families, industrial and shopping centers. The weaknesses in public transportation have been noted in Section 200.

B. Scope and Content

The Model Cities Agency will establish and staff a Transportation Service Center designed to perform the following functions:

1. Collect and provide needed information for residents, for employers and for transportation systems to solve individual and organizational transportation problems.
2. Organize residents to cooperatively meet their transportation needs (organizing car pools, for example).
3. Assemble facts upon which to base requests for changes in current operating transportation systems. This will involve negotiations with the current public transit authority.
4. Arrange and negotiate for improved transportation services through contractual arrangements with private firms within the Model Cities area.
5. Establish a Consumer Advisory Service on Insurance to assure that knowledge is widespread in the area about the most equitable rates, services and practices of insurance companies and their agents. In addition, the Consumer Advisory Service will seek to eliminate discriminatory practices, improve services, and reduce costs through investigation and negotiation.

C. Timetable

1st Month

The Citizens Planning Board (CPB) will seek suggestions for, and appoint a coordinator.

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2nd Month

Coordinator recruits staff, arranges for office space and establishes center. (The service will be eventually housed in the proposed multi-service center.)

3rd & 4th Months

Center open and operational. The staff will acquire all available information relating to existing transportation services, including schedules, maps, etc. Begin to establish machinery to assist individuals, develop public relations to advise community of program, and begin to assemble facts upon which to base requests for changes in systems. Develop initial negotiations for feasibility study.

5th Month

Continue as above and place into operation the feasibility study -- contracted with a private firm.

6th Month

Begin discussions, based on feasibility study, with public services and develop beginning of private transportation company (assuming feasibility study indicates it is economically profitable).

7th to 12th
Months

Continue ongoing operation and assemble materials for evaluation and presentation to CDA.

D. Administration and Organization

The Transportation Coordinator will be directly responsible to the Operations Director of the Model Cities agency. Other staff within the

3.201 (4)

Transportation Center will be administratively responsible to the Coordinator. (See the section dealing with the administration of the CDA.)

Administratively, then, the Center and the Center staff will operate under the overall policies established by the Citizens Planning Board. At the same time, the data gathered from residents of the Citizen Advisory Service on Insurance will provide an important basis for the public policy positions of the Citizens Planning Board.

E. Evaluation

The evaluation of the Center and its programs will be part of the overall evaluation of the CDA itself. Through a statistical unit, an information system is built into the CDA administrative structure, and it is envisioned that this unit will carry primary responsibility for designing an information and evaluation system, data collection, and data analysis. It will periodically prepare program reports to the Citizens Planning Board. As part of the information system, a program-planning-budgeting system (PPBS) will be developed which will help to link services to costs. However, actual evaluation of the program can be done by either the statistical unit or an outside contractor.

The benefits of the Transportation Service Center can be evaluated in terms of additional income for Model City residents from jobs they were previously unable to accept, the savings in transportation costs from the formation and coordination of car pools, savings from more reasonable and equitable auto insurance costs, and from an ever-increasing exposure to all social services of the metropolitan area. This plan is essential to the elimination of discrimination against all minority groups.

F. Citizen Participation

Citizens will also participate through priority of employment and

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as members of the Consumer Advisory Service on Insurance. Thus, citizens will participate in staff roles and as members of advisory committees which, in turn, link to the overall Citizens Planning Board (CPB).

3.201 (6)

TRANSPORTATION SERVICES CENTER

Budget

1. Personnel

Transportation Coordinator	\$ 12,000	
Insurance Service Director	9,200	
Assistant Coordinator (10 mo's @ 8,040)	6,700	
Secretary	5,924	
Secretary Trainee ($\frac{1}{2}$ yr. @ 4,600)	<u>2,300</u>	
Sub Total		\$ 36,124
Employee Benefits @ 10%		<u>3,612</u>
TOTAL		\$ 39,736

2. Consultants and Contract Services

Contract Transportation Services for		
Staff and users of M.C. programs	80,000	
Transportation Economic Feasibility Study	25,000	
Legal, Auditing, and Other	<u>10,000</u>	
TOTAL		\$ 115,000

3. Travel

Local @ 10¢/mile	1,800	
Out-of-city	<u>1,500</u>	
TOTAL		\$ 3,300

4. Space

Office Rental 600 sq. ft. @ \$5.00 sq. ft./yr.		\$ 3,000
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5. Supplies

Office Supplies	1,250	
Postage	500	
Printing and Advertising	<u>2,000</u>	
TOTAL		\$ 3,750

6. Equipment

Office Equipment Purchase	\$ 3,000
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Office Furniture Purchase	2,000
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Telephone and Telegraph	<u>2,000</u>
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TOTAL	<u>\$ 7,000</u>
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TOTAL BUDGET	<u><u>\$171,687</u></u>
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TRANSPORTATION SERVICES CENTER

BUDGET RECAPITULATION

Personnel	\$ 39,736	
Consultant and Contract Services	115,000	
Travel	3,300	
Space	3,000	
Supplies	3,750	
Equipment	7,000	
Other Costs	<u>0</u>	
TOTAL		<u><u>\$171,786</u></u>