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**CITIZENS**  

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**ACTION**  

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**COMMITTEE**  

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**INC.**

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POST OFFICE BOX 19188

WASHINGTON, D.C. 20036



BY-LAWS OF

THE CITIZENS ACTION COMMITTEE TO FIGHT INFLATION, INC.

Article I

Offices

Section 1. Principal Office. The principal office of the corporation shall be located in the District of Columbia. The corporation may maintain such other offices, either within or without the District of Columbia, as the Board of Directors may determine or as the affairs of the corporation may require from time to time.

Section 2. Registered Office. The corporation shall have and continuously maintain a registered office, and a registered agent whose office is identical with such registered office. The registered office may be, but need not be, identical with the principal office in the District of Columbia, and the address of the registered office may be changed from time to time by the Board of Directors.

Article II

Board of Directors

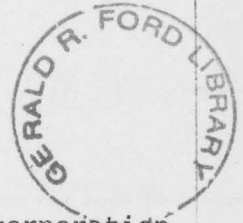
Section 1. General Powers. The affairs of the corporation shall be managed by the Board of Directors. Directors need not be residents of the District of Columbia.

Section 2. Number, Tenure, and Qualifications. The number of Directors shall be 31. The number of Directors may be increased or decreased from time to time by the Board of Directors at any regular or special meeting. Each Director shall hold office until the next annual meeting of Directors and until a successor shall have been elected and qualified.

Section 3. Voting Rights. Each Director shall be entitled to one vote on each matter submitted to a vote of the Directors.

Section 4. Quorum. A majority of the Board of Directors shall constitute a quorum for the transaction of business at any meeting of the Board; but if less than a majority of the Directors is present at said meeting, a majority of the Directors present may adjourn the meeting from time to time without further notice.

Section 5. Manner of Acting. The act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law or by these by-laws.



Section 6. Vacancies. Any vacancy occurring in the Board of Directors and any Directorship to be filled by reason of an increase in the number of Directors, shall be filled by the Board of Directors. A Director elected to fill a vacancy shall be elected for the unexpired term of his or her predecessor in office.

### Article III

#### Meetings of the Board of Directors

Section 1. Annual Meeting. An annual meeting of the Board of Directors shall be held on the third Saturday in the month of January in each year, beginning with the year 1975, at the hour of 9:30 o'clock, a.m. for the purpose of electing Directors and for the transaction of such other business as may come before the meeting. If the election of Directors shall not be held on the day designated herein for an annual meeting, or at any adjournment thereof, the Board of Directors shall cause the election to be held at a special meeting of the Board as soon thereafter as conveniently may be.

Section 2. Special Meetings. Special meetings of the Board of Directors may be called by the Chairman, by the Executive Committee of the Board, or by not less than five Directors.

Section 3. Place of Meetings. The Board of Directors may designate any place either within or without the District of Columbia as the place of meeting for any annual meeting or for any special meeting. If no designation is made by the Board as to the place of an annual meeting, it shall be held at the principal office of the corporation in the District of Columbia. If no designation is made by the Board as to the place of a special meeting, the person or persons authorized to call special meetings of the Board may fix any place, either within or without the District of Columbia, as the place for holding any special meeting of the Board called by them.

Section 4. Notice of Meetings. Written or printed notice stating the place, day, and hour of any meeting of the Board of Directors shall be delivered either personally or by mail to each Director, not less than seven nor more than forty days before the day of such meeting, by or at the direction of the Chairman, or the Secretary, or the Directors calling the meeting. In the case of a special meeting, or when required by statute or by these by-laws, the purpose or purposes for which the meeting is called shall be stated in the





notice. If mailed, the notice of a meeting shall be deemed to be delivered when deposited in the United States Mail addressed to the Director at his or her address as it appears on the records of the corporation, with postage thereon prepaid.

Section 5. Informal Action by Directors. Any action required by law to be taken at a meeting of the Board, may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the Directors entitled to vote with respect to the subject matter thereof.

Section 6. Waiver of Notice. Any Director may waive notice of any meeting. The attendance of a director at any meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

#### Article IV

##### Officers

Section 1. Officers. The officers of the corporation shall be a Chairman of the Board of Directors, an Executive Director, a Treasurer, and a Secretary and such other officers as may be elected in accordance with the provisions of this article. Any two or more offices may be held by the same person, except the offices of Chairman and Secretary.

Section 2. Election and Term of Office. The officers of the corporation shall be elected annually by the Board of Directors at the regular annual meeting of the Board of Directors. If the election of officers shall not be held at such meeting, such election shall be held as soon thereafter as conveniently may be. New offices may be created and filled at any meeting of the Board of Directors. Each officer shall hold office until his successor shall have been duly elected and shall have qualified.

Section 3. Removal. Any officer elected or appointed by the Board of Directors may be removed by the Board of Directors whenever in its judgment the best interests of the corporation would be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the officer so removed.

Section 4. Vacancies. A vacancy in any office because of death, resignation, removal, disqualification, or otherwise, may be filled by the Board of Directors for the unexpired portion of the term.



Section 5. Chairman. The Chairman shall be the principal executive officer of the corporation and shall in general supervise and control all of the business and affairs of the corporation. The Chairman shall preside at all meetings of the Board of Directors. He or she may sign, with the Secretary or any other proper officer of the corporation authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments which the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these by-laws or by statute to some other officer or agent of the corporation; and in general the Chairman shall perform all duties incident to the office of Chairman and such other duties as may be prescribed by the Board of Directors from time to time.

Section 6. Executive Director. The Executive Director shall be the principal operating and administrative officer of the corporation and shall carry out the policies and directives of the Board under the general supervision of the Chairman. The Executive Director shall perform all duties incident to the office of Executive Director and such other duties as may be assigned by the Chairman or by the Board of Directors.

Section 7. Treasurer. If required by the Board of Directors, the Treasurer shall give a bond for the faithful discharge of his or her duties in such sum and with such surety or sureties as the Board of Directors shall determine. The Treasurer shall have charge and custody of and be responsible for all the funds and securities of the corporation; receive and give receipts for monies due and payable to the corporation from any source whatsoever, and deposit all such monies in the name of the corporation in such banks, trust companies, or other depositories as shall be selected in accordance with the provisions of Article VI of these bylaws; and in general perform all duties incident to the office of Treasurer and such other duties as from time to time may be assigned by the Chairman or by the Board of Directors.

Section 8. Secretary. The Secretary shall keep the minutes of the meetings of the Board of Directors in one or more books provided for that purpose; see that all notices are duly given in accordance with the provisions of these bylaws or as required by law; be custodian of the corporate records and of the seal of the corporation and see that the seal of the corporation is affixed to all documents, the execution of which on behalf of the corporation under its seal is duly authorized in accordance with the provisions of these



bylaws; keep a register of the post office address of each Director which shall be furnished to the Secretary by such Director; and in general perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned by the Chairman or by the Board of Directors.

## Article V

### Committees

Section 1. Committees of Directors. The Board of Directors, by resolution adopted by a majority of the Directors in office, may designate one or more committees, each of which shall consist of two or more Directors, which committees, to the extent provided in said resolution, shall have and exercise the authority of the Board of Directors in the management of the corporation; but the designation of such committees and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed upon it or him by law.

Section 2. Executive Committee. The Executive Committee of the Board of Directors shall consist of the Chairman of the Board, who shall preside over Executive Committee meetings, and of four other Directors who shall be elected by a majority of the Directors in office at each annual meeting of the Board or as soon thereafter as conveniently may be and who shall serve until the next annual meeting, but shall continue in office until their successors have been elected and qualified. The Executive Committee shall have and exercise all the powers of the Board of Directors between the meetings of the Board of Directors subject to general policies established by the Board.

Section 3. Other Committees. Other committees not having and exercising the authority of the Board of Directors in the management of the corporation may be designated by a resolution adopted by a majority of the Directors present at a meeting at which a quorum is present. Except as otherwise provided in such resolution, members of each such committee shall be Directors of the corporation, and the Chairman of the Board shall appoint the members thereof. Any member thereof may be removed by a person or persons authorized to appoint such member whenever in their judgment the best interests of the corporation shall be served by such removal.





Section 4. Term of Office. Each member of a committee shall continue as such until the next annual meeting of the Board of Directors and until a successor is appointed, unless the committee shall be sooner terminated, or unless such member be removed from such committee, or unless such member shall cease to qualify as a member thereof.

Section 5. Chairman. One member of each committee shall be appointed chairman by the person or persons authorized to appoint the members thereof.

Section 6. Vacancies. Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments.

Section 7. Quorum. Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

Section 8. Rules. Each committee may adopt rules for its own government not inconsistent with these bylaws or with rules adopted by the Board of Directors.

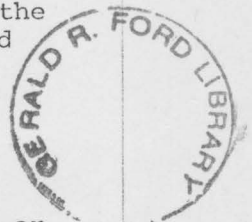
#### Article VI

##### Contracts, Checks, Deposits, and Funds

Section 1. Contracts. The Board of Directors may authorize any officer or officers agent or agents of the corporation, in addition to the officers so authorized by these bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances.

Section 2. Checks, Drafts, etc. All checks, drafts, or orders for the payment of money, notes, or other evidences of indebtedness issued in the name of the corporation, shall be signed by such officer or officers, agent or agents of the corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instruments shall be signed by the Treasurer and countersigned by the Chairman of the Board.

Section 3. Deposits. All funds of the corporation shall be deposited from time to time to the credit of the corporation in such banks, trust companies, or other depositaries as the Board of Directors may select.





Section 4. Gifts. The Board of Directors may accept on behalf of the corporation any contribution, gift, bequest, or devise for the general purposes or for any special purpose of the corporation.

#### Article VII

##### Fiscal Year

The fiscal year of the corporation shall begin on the first day of January and end on the last day of December in each year.

#### Article VIII

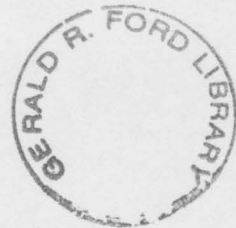
##### Seal

The Board of Directors shall provide a corporate seal, which shall be in the form of a circle and shall have inscribed thereon the name of the corporation and the words "Corporate Seal".

#### Article IX

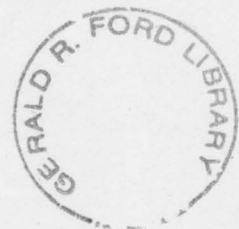
##### Amendments to the ByLaws

These bylaws may be altered, amended or repealed and new bylaws may be adopted by a majority of the Directors present at any regular meeting or at any special meeting, if at least ten days' written notice is given of intention to alter, amend, or repeal or to adopt new bylaws at such meeting.



These are the forty cities in which we would like to see Mayors' Citizens Action Committees functioning within the next 45 days. The difference between success and failure in this endeavor will depend on how many active volunteers each Mayor can count on. We are asking you, as a member of this Committee and a representative of a national organization, to list organization members known to you in these cities, who would be willing to work on a local Committee.

New York	Houston	Memphis
Los Angeles	Seattle-Tacoma	Columbus
Chicago	Atlanta	Charlotte, N. C.
Philadelphia	Indianapolis	San Diego
Boston	Miami	Louisville, Ky.
San Francisco	Baltimore	New Orleans
Detroit	Cincinnati	Phoenix
Cleveland	Buffalo	Dayton
Washington D. C.	Milwaukee	Oklahoma City
Pittsburgh	Portland	Birmingham, Ala.
Dallas-Ft. Worth	Providence	Salt Lake City
St. Louis	Denver	San Antonio
Minneapolis, St. Paul	Nashville	Kansas City, Mo.
Hartford		





## CITIZENS' ACTION COMMITTEE TO FIGHT INFLATION

P. O. Box 19188  
Washington, D. C. 20036  
202/456-6466

January 18, 1975

### STATUS OF TASK FORCES

#### A. Formed and embarked on program

##### 1. GARDENS

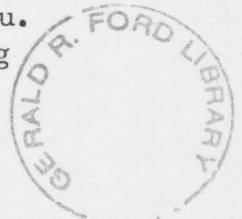
Aim is to encourage sound gardening by private citizens and by communities. Promotional and merchandising campaign will be launched by various elements of the gardening industry in spring 1975, the centerpiece of which will be the President's vegetable garden on the White House grounds. Task force members:

1. Dr. Harold Loden, Executive Vice President American Seed Trade Association.
2. Mr. Robert Lederer, Executive Secretary, American Association of Nurserymen.
3. Mr. Daniel P. Hogan, National Merchandising Manager, Ortho Division, Chevron Chemical Co.
4. Mr. Edward C. Scofield, Executive Vice President, Ra-pid-Gro Crop.
5. Mr. Keister Evans, Executive Director, American Horticultural Society.
6. Mr. Jim Baker, Gardens for All.
7. Ms. Kate Alfriend, Office of Communications, U.S.D.A.
8. Jeanne Davis, Community Garden News.
9. Mr. Derek Fell, National Garden Bureau.  
plus representatives from major canning corporations.

#### B. In the process of formation

##### 1. GASOLINE CONSUMPTION

Aim is to persuade motorists to reduce gasoline consumption. Centerpiece is AAA campaign, GAS WATCHERS, which urges their 16.5 million members and through advertising all motorists to "make five gallons do the work of six," and provides a number of how-to hints. An ad hoc Task Force will be formed out of the participants in a Jan. 10 White House meeting.





# CITIZENS' ACTION COMMITTEE TO FIGHT INFLATION

P. O. Box 19188  
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January 18, 1975

## 1. GAS TASK FORCE (cont'd) Participants include:

1. James Creal, Automobile Association of America, (AAA)
2. Louis Priebe, AAA.
3. John deLorenzi, AAA.
4. Charles Binsted, National Congress of Petroleum Retailers.
5. Douglas Mitchell, National Oil Jobbers Council.
6. Daniel Joseph, SIGMA.
7. Jason Dryer, Independent Refiners Assoc.
8. Donald C. O'Hara, National Petroleum Refiners Assoc.
9. Van Sternbergh, American Petroleum Institute.
10. Paul Wollstadt, American Petroleum Institute.
11. Robert Hemphill, FEA.
12. Syd Berwagen, FEA.
13. Donald Igo, DOT.
14. Janet Lane, EPA.



## 2. PRODUCTIVITY AND QUALITY OF WORK

Aim is to encourage labor-management cooperation to improve the quality of work and thus increase productivity. Task Force will serve as the private sector counterpart of the National Commission on Productivity and the Quality of Work. Dr. C. Jackson Grayson, Dean of Southern Methodist University, former Chairman of the Price Commission and respected authority on productivity, will serve as Chairman. Members will be selected by him, and will include labor, management and academic representatives.

## 3. FOOD WASTE

Aim is to encourage the reduction of waste in preparation and consumption of food; target of this Task Force is publicly-served food in restaurants, hotels and institutions. A Task Force is in the process of formation by the National Restaurant Association including leading representatives of hotel chains, fast food restaurants, institutions and suppliers. Participants will meet in Washington shortly, following preparation of programs in each of their segments of the industry, to adopt a comprehensive program.





CITIZENS' ACTION COMMITTEE TO FIGHT INFLATION

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January 18, 1975  
Page 3

4. CONSUMER EDUCATION

Aim is to broaden the scope of local consumer education programs, particularly in the food buying and nutrition area. Committee co-chairperson Carol Foreman, White House Director of Consumer Affairs Virginia Knauer and consumer advisers of food chains will participate; programs will be developed for implementation through Mayors' Committee Task Forces on Consumer Education.

5. HEALTH CARE SERVICES

Although this Task Force fits organizationally under Energy Conservation: Industry, the fact that National Council of Health Care Services volunteered to formulate and implement a program has prompted us to give them a separate box on the organization chart.

Other Task Forces will be formed as the need arises and the capacity of the staff is judged sufficient to work with them. The pattern will be the same: a group of experts in a given area from industry and government to establish goals and programs, with a staff director contributed to administer the program.

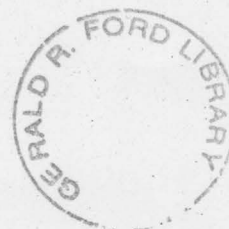


**The President of The United States**

**Citizen's Action Committee**

EDWARD M. BLOCK  
EXECUTIVE DIRECTOR

**Win Gardens Program**



Prepared by  
D.P. Hogan, Jr.  
Chevron Chemical Company  
Ortho Division  
San Francisco, California  
1-15-75

## WIN GARDENS

### DECLARATION

Better utilization of home and community gardens offers many important rewards to all Americans. These rewards include lowering food costs, energy conservation, reduction of environmental pollution, better health through exercise and better nutrition, better balanced diets, new experiences with cooking fresh foods and a great sense of personal satisfaction.

To achieve better utilization of backyard and locally- grown fruits and vegetables, we must develop a program to stimulate families to can, preserve, freeze, dry or otherwise use locally grown produce. We must couple this with a program to teach people how to raise as much of their own food as possible.

We believe an effective program to stimulate Food Gardens can result in enormous savings on food budgets, reduction of waste, savings of energy and environmental resources. However, such a program can be successful only if undertaken on a comprehensive long-range basis.



## Objective

TO MOTIVATE AND ENCOURAGE THE AMERICAN PEOPLE TO GROW MORE  
OF THEIR OWN FRUITS AND VEGATABLES.

TO MOTIVATE AND ENCOURAGE THE AMERICAN PEOPLE TO PRESERVE FOR  
FUTURE PERSONAL USE, FRUITS AND VEGATABLES.

TO MOTIVATE AND ENCOURAGE THE AMERICAN PEOPLE TO MINIMIZE  
WASTE IN THE PRODUCTION, CONSUMPTION AND PREPARATION OF FOOD.





## Benefits

MAKE FOOD AVAILABLE IN NEEDED QUANTITIES FOR ALL THE AMERICAN PEOPLE.

REDUCE THE COST OF THE FAMILY FOOD EXPENSE AND UPGRADE THEIR THEIR STANDARD OF LIVING.

ALLOW MORE FARM PRODUCE FOR USE IN INTERNATIONAL TRADE THUS REDUCING THE U.S.A. BALANCE OF PAYMENTS.

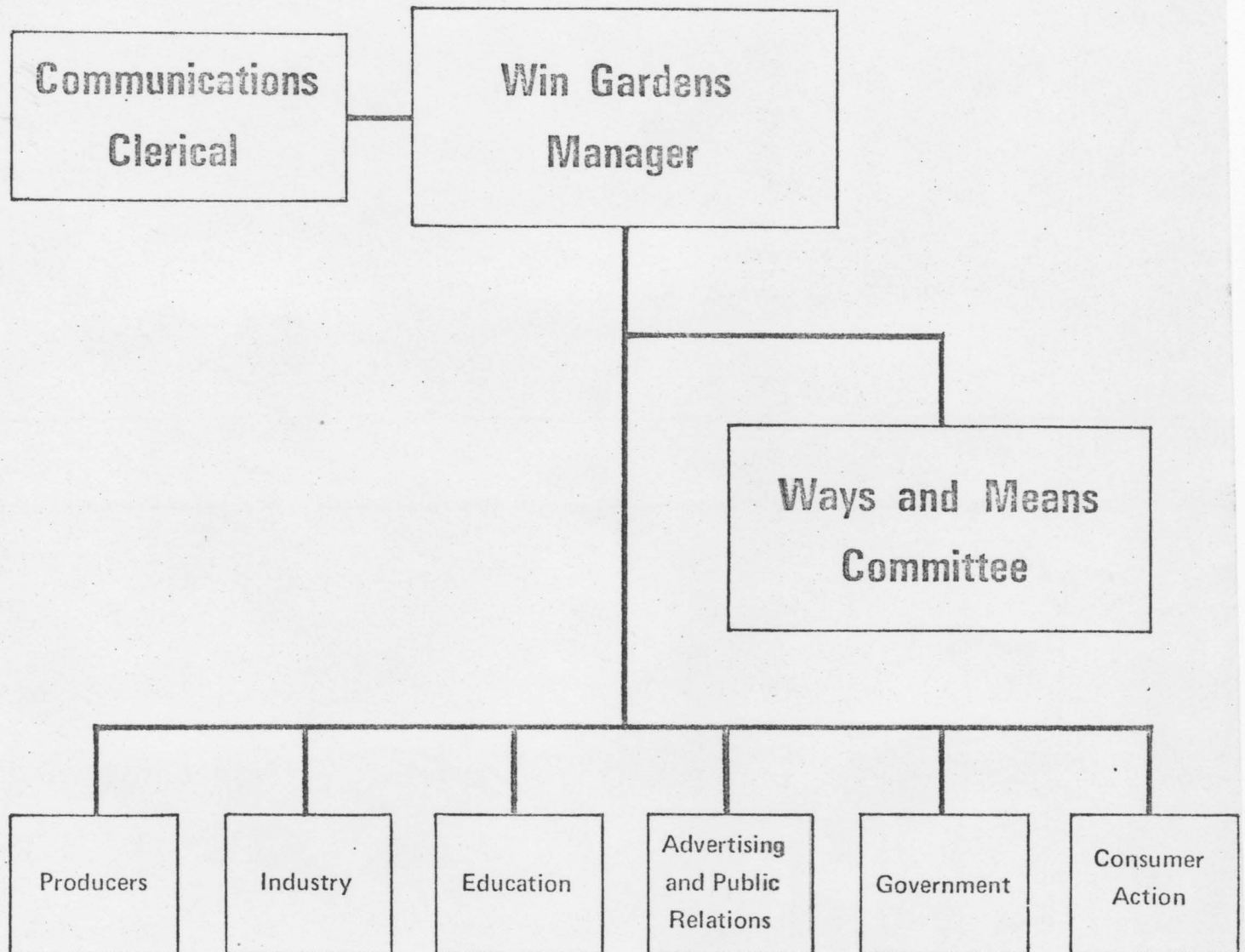
ENCOURAGE FOOD CONSERVATION.

CREATE AN ACTIVITY WHICH WILL BUILD FAMILY UNITY AND A STRONGER COUNTRY.

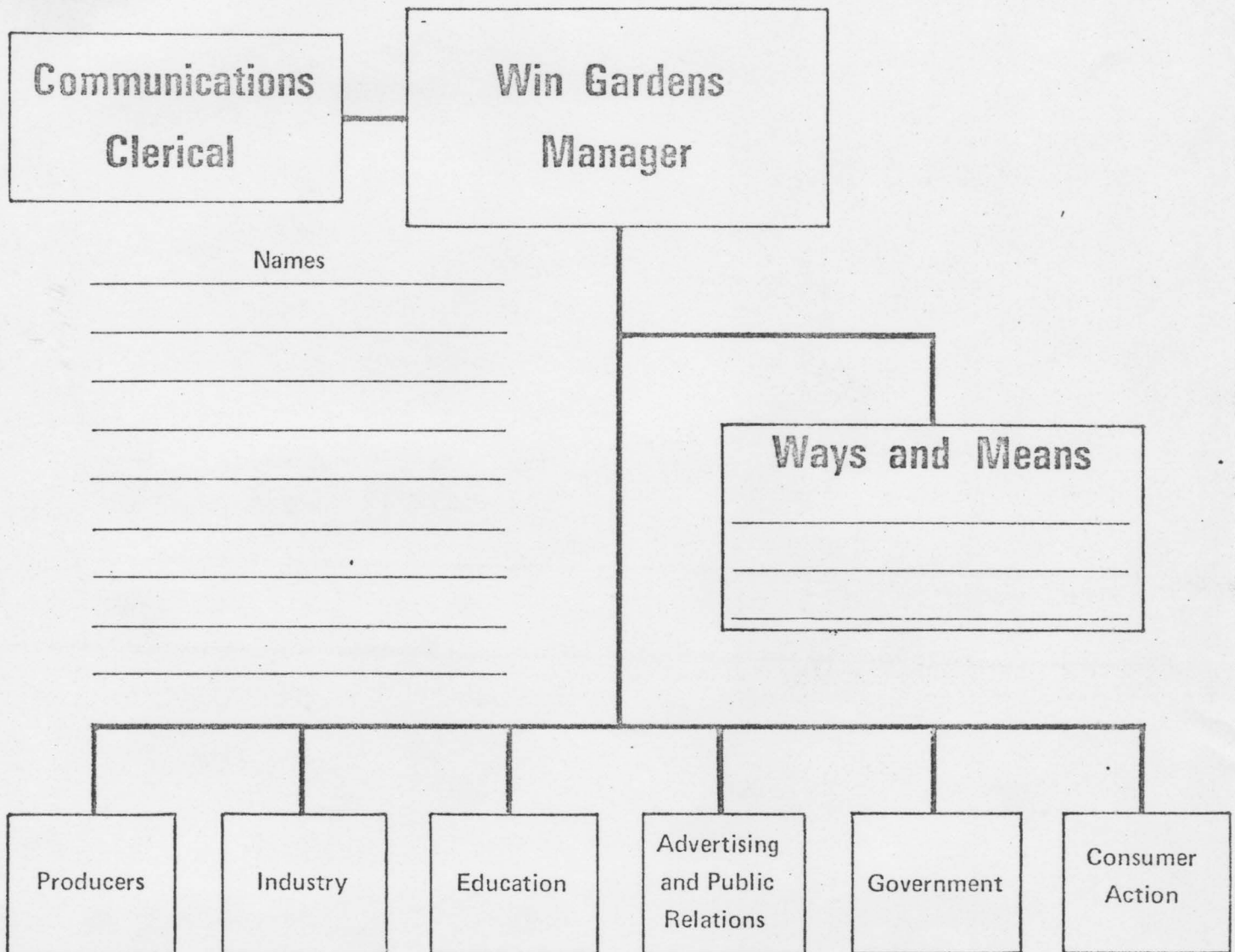


# Win Gardens Program

## The Organization



# Win Gardens Manager



## Scope

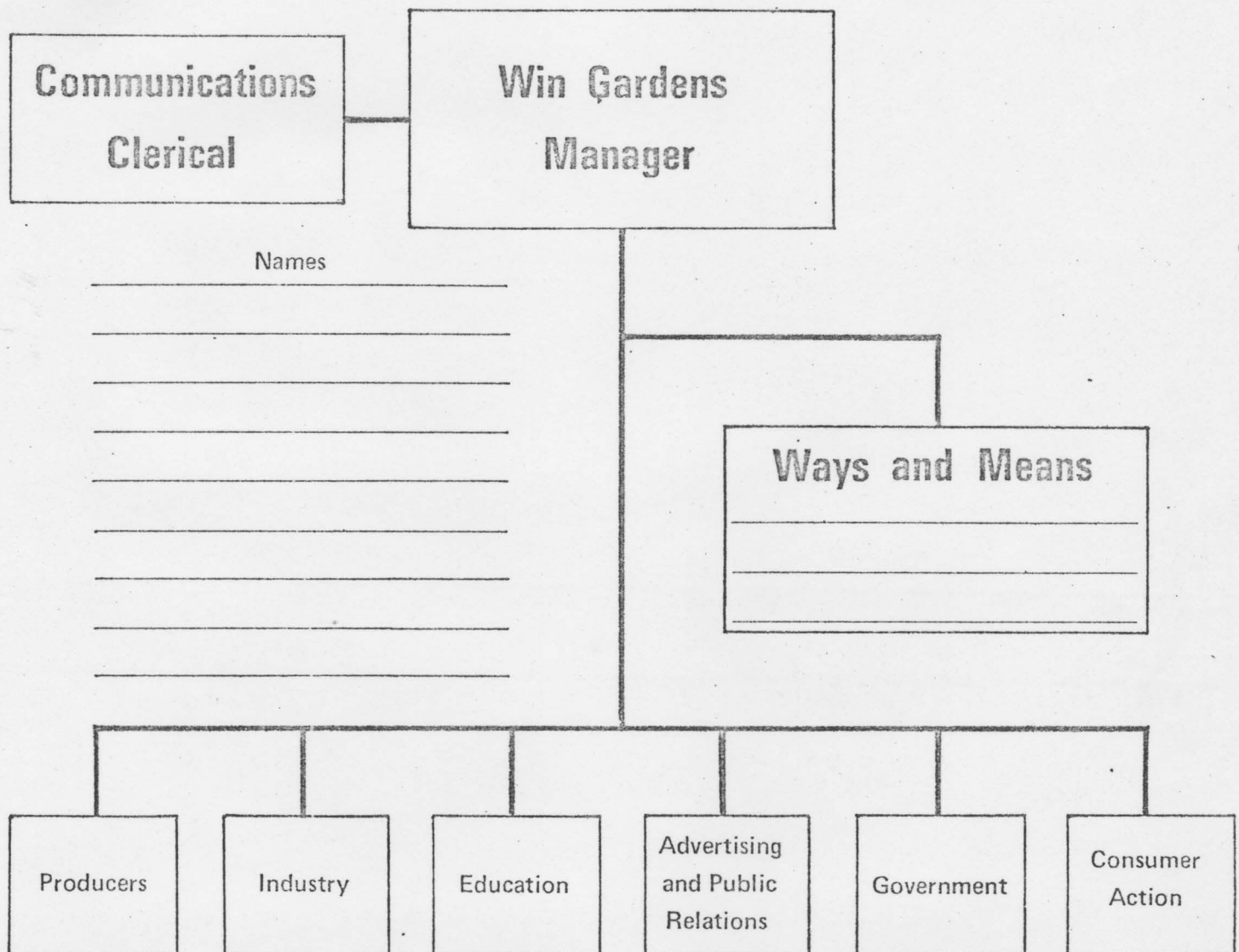
Manager — Planner — Administrator

## Objectives

1. Manage, Motivate, Direct and Control the organization, in order to achieve its objectives.
2. Distribute funds to needed activity in order of priority.



# Ways & Means



## Scope

Business  
Labor  
Foundations  
Service Units

## Objectives

1. Solicit and accumulate minimum operating funds.
2. Encourage active participation in "Win".





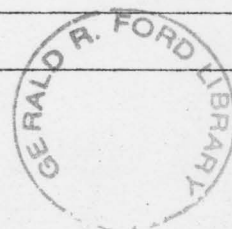
## Producers


## Scope

Names		Names
	Seed companys	
	Bedding plant growers	
	Nursery growers	
	Seed producers	
	Related trade associations	
	Container manufacturers	

## Objectives

1. Determine varieties of seed, plants and trees to be emphasized.
2. Estimate increase needed in production to satisfy consumer needs, by geographical regions.
3. Set objectives for seed & plant production.
4. Utilize producers promotion efforts to encourage advantages of "Win Gardens".
5. Create special packages of varieties most suitable for regional requirements that will allow reduced retail pricing.
6. Increase the supplies of home canning and freezing supplies.
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_



## Industry

## Scope

Names

Names

Garden chemical manufacturers

Non-farm fertilizer producers

Garden tool manufacturers

Power equipment manufacturers

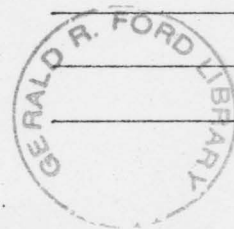
Wholesale Distributors

Retail garden supply dealers

Related trade associations

## Objectives

1. Select types of products impliments and equipment most suitable for growing "Win Gardens".
2. Utilize present packaging, advettising and other promotional efforts to encourage consumers.
3. Create money saving consumer promotions to keep the cost of "Win Gardens" at a minimum.
4. Design retail display ideas to communicate "Win Gardens" objectives.
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_



## Education

## Scope

Names

Names

American Teachers Associations

Health, Education and Welfare

Parent Teachers Association

National Council of Churches

Boy Scouts of America

Girl Scouts of America

4-H Clubs

Future Farmers of America

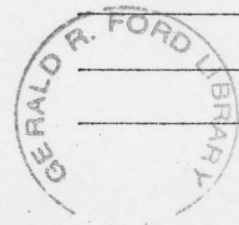
Camp Fire Girls

Catholic Youth Association

Various Boys & Girls Clubs

## Objectives

1. Motivate Grade School & High School students to participate in the Win Garden Program.
2. Circulate educational literature on the subject of growing fruits and vegetables.
3. Organize special instruction or classes on gardening at community level.
4. Promote team gardening
5. Develop food canning and freezing instructional programs.
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_



# Advertising & Public Relations

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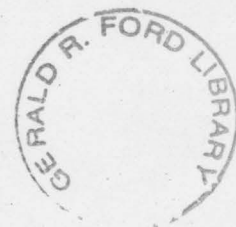
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8. \_\_\_\_\_
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10. \_\_\_\_\_





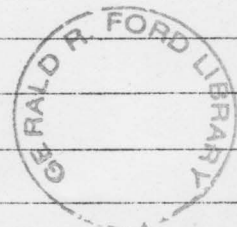
## Consumer Action

## Scope

Names		Names
	Garden & Horticultural Clubs & Societies	
	Consumer interest groups	
	Labor Unions	
	Chambers of Commerce	
	Service Clubs (Rotary, Lions, Kiwanis, etc.)	
	Civic groups	
	Business Associations	
	Corporations	

## Objectives

1. Encourage members & employees to participate in "Win Gardens" through new and existing communication programs.
2. Arrange "Win Garden" programs and solicit local experts to give presentations at organization functions.
3. Locate available private land that could be temporarily loaned for student, team, or organizational gardens.
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
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## Government

## Scope

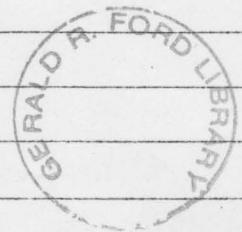
Names

Names

U.S. Department of Agriculture  
State Dept's of Agriculture  
County Extension Service  
Health Education & Welfare  
Municipal Recreation Departments  
Professional Societies  
Amer. Entomology Society Fertilizer Institute  
Executive Branch

## Objectives

1. Congressional and State Legislative Liaison (Motivation).
2. Circulation of Governmental & Extension services information on gardening & food preservation.
3. Location and dedication of public land for student, team and organizational gardens.
4. Influence & encourage participation by all segments of American society in "Win Garden". (Clout).
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_



## STATEMENT OF PURPOSE

The Citizens' Action Committee, Inc., is a non-partisan organization created to help mobilize citizen participation in constructive efforts to control inflation and save energy.

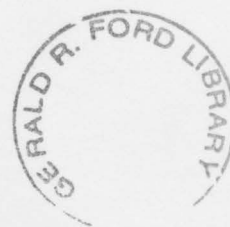
These efforts are intended to complement and support current actions -- government as well as private -- to stem recession and restore the economy.

The Committee was conceived in the belief:

- a) that properly encouraged and directed, the American people will once again demonstrate that voluntary initiatives can be more effective than bureaucratic directives;
- b) that to the extent possible, the American people prefer voluntary rather than mandatory constraints;
- c) that the American people want to be a part of the solution and not a part of the problem. They want to be called upon to help. And they will respond.

The Committee was organized at the request of President Ford and he has pledged his continuing endorsement and support. Nonetheless, the Committee's programs stand apart from those of government and the Committee does not speak for the White House. Further, the Committee will neither advocate nor contest local, state or federal legislative or executive actions.

The Committee recognizes, of course, that the problems of energy, inflation and recession (the "three devils," as President Ford has characterized them) cannot be overcome by volunteer and voluntary programs alone. Economic policy, foreign policy and the great variety of timely government actions required to implement policy are plainly essential if ultimate solutions are to be found.



THE CITIZENS' ACTION COMMITTEE, INC.  
WHERE IT'S BEEN. WHERE IT'S GOING.

Plans for the organization of a voluntary, non-partisan citizens' committee were announced at the September 27-28, 1974 White House Conference on Inflation.

On October 12, in a meeting with the Committee, President Ford reaffirmed his desire that voluntary efforts toward citizen mobilization remain non-partisan. He said, "It (the Committee) would be doomed to failure if there is a scintilla of partisanship or if the group seems to be merely a front for the White House." Subsequently, the Committee was incorporated as a not-for-profit organization in the District of Columbia and on December 27, the Internal Revenue Service granted the Committee's application for tax exempt status.

Thus, the Committee is acting entirely on its own initiative in setting priorities and developing programs -- but with the explicit sanction and support of the White House. (The fact that the Committee also enjoys bi-partisan support would be obvious from the composition of its membership.)

In his address to the Business Council on December 11, President Ford said, "The WIN campaign -- a volunteer, non-partisan citizens' effort -- is yet an unexploited success. It has my full support and it deserves yours."

Further underscoring the President's personal support of the citizens' committee concept is the fact that until such time as appropriate funding can be arranged, the Committee's staff is occupying space in the New Executive Office Building in Washington and all of the necessary office support services are presently being supplied by the government. In addition, the White House staff is providing a full-time liaison person to work with the Committee and assure direct, two-way communication with the President and his senior policy advisors as well as with the Departments and Agencies.





### HOW VOLUNTARISM CAN SUCCEED

The initial undertaking of the Committee, symbolized by the WIN button, was introduced and outlined by President Ford in his speech to the Future Farmers of America in Kansas City, October 15. Immediately, the notion of grass roots citizen involvement generated attention and drew enthusiastic response. More than 200,000 people wrote the President and pledged their help. WIN symbols and locally inspired WIN promotions appeared in stores, banks, offices and factories. The nation's largest food chain, A&P, announced a price freeze on 1,000 house label items. Other major food chains -- Acme, Kroger, Giant Foods, Foodtown, Colonial and Pathmark -- also announced significant supportive actions. A number of manufacturers, large and small, pledged to hold the line on prices. Newspapers, radio and television stations developed public service messages to help consumers cope with inflation. Thousands of individually inspired WIN ideas flourished. Regrettably though, the Committee's own efforts to develop and implement local action programs addressed to specific goals were outpaced and overwhelmed by the WIN button, the intensive public service advertising and the enormous variety of spontaneous collateral support from organizations, businesses and individuals. Moreover, the public's preoccupation with the November elections, the dramatic worsening of the economy and the lack -- apparent or real -- of national policies to deal with inflation, recession and energy undoubtedly contributed to further diffusion of the initial thrust for concerted voluntary action.

Thus, by year's end, WIN seemed to some to be more a slogan than an effective mobilization of the citizenry.

Nonetheless, it is the contention of the Citizens' Action Committee, Inc., that the claim, "voluntarism won't work" is as unfair as it is untrue. On the contrary, voluntarism hasn't been given a chance.



HOW VOLUNTARISM CAN SUCCEED

To dismiss the uniquely American tradition of voluntarism is to ignore the evidence of its effectiveness in serving educational and humanitarian causes all across the nation, year in and year out. Quite obviously, those who dismiss voluntarism overlook one simple fact: that except in instances of imminent national emergency, such as war or natural disaster, or an acknowledged commodity shortage, such as the petroleum embargo of last year, spontaneous public response cannot be sustained without clear goals, forceful leadership and careful organization.

A national, voluntary citizens' effort to save energy, control inflation and help restore the economy can still play a significant role-- perhaps an indispensable role-- in our overall national strategy.

Only two things are needed to rebuild public enthusiasm and merit a large-scale and sustained public commitment:

- 1) Explicit programs and projects which can achieve significant, measureable results: projects which will be perceived as clearly in the public interest and fair to everyone.
- 2) Organizational structures to provide direction, resources and timely focus for worthy programs.

Both the programs and the organizational structures have been formulated, as outlined in succeeding pages. They only await implementation.

With bi-partisan support and continuing Presidential sanction, the Citizens' Action Committee, Inc., can be the instrument to generate effective citizens' mobilization and action and sustain it for as long as may be necessary.



## A BLUEPRINT FOR ACTION

The major population centers offer the best prospect for significant progress in the shortest possible time. Furthermore, by their example, committees in the large cities will provide credible models which can be replicated in other communities.

With the cooperation of the White House and the assistance from organizations represented on the Citizens' Action Committee, Inc., a plan to insure formation of enduring local committees is underway now. By the end of February, it is expected that committees will have been established in at least the 40 largest cities.

Once established and committed to action, the local committees will be encouraged to set their own priorities and develop their own projects and organizational structures. Two reasons argue for this approach.

- 1) Opportunities for timely projects vary so greatly from one city to another. Some of the more obvious reasons: Climatic differences. Energy requirements, resources and patterns of usage. Current economic conditions. Differences in how community leadership is traditionally organized and exercised.
- 2) To induce the most timely and effective programs there is no substitute for maximum possible local autonomy. What counts, in the end, is whether or not a community can establish realistic goals and organize to make measureable progress toward reaching them. There is, therefore, no need to impose a single model on each and every participating community.





A BLUEPRINT FOR ACTION

PROSPECTIVE PROGRAMS

Following is a list and a brief description of programs of action already developed or soon to be developed by the Committee's staff and task forces.

1) Energy Conservation

For the present, energy conservation programs are the #1 priority. The objective, overall, is to reduce frivolous, needless consumption of the petroleum products, especially gasoline.

Reducing gasoline consumption is an attainable goal that the motoring public can understand. To promote the concept, the Automobile Association of America has announced a major campaign to its 16.5 million members GAS WATCHERS, urging drivers to "make 5 gallons do the work of 6." The President has endorsed this program, as have the oil companies, jobbers and the retailers. These elements of the gasoline industry will join in a "Gasoline Consumption Task Force," which will have its counterparts in local Citizens Action Committees.

2) INDUSTRIAL AND CONSUMER

Individual motorists are by no means the only consumers who will be urged to conserve energy. Other task forces are now being formed to develop and coordinate programs addressed to industrial as well as individual users of energy other than motor fuel. Recommendations of the FEA, U.S. Department of Commerce, DOT, USDA and energy industry groups provide ready made plans which can be integrated into voluntary citizen action programs.



PROSPECTIVE PROGRAMS cont'd

2) Food Waste

The objective of these programs will be to reduce the needless waste of food, and also, facilitate long term price restraint with respect to food and food services.

A principal target will be waste in publicly-served food- in restaurants, hotels and institutions. To attack this problem, a Food Waste Task Force is being formed in cooperation with the National Restaurant Association and other trade associations, as well as government agencies. It, too, will have its counterparts in local Citizens Action Committees.

The problem of food waste in the home will be attacked under the Consumer Education Task Force, which will have additional goals as well.

3) Community and Family Gardens

An attainable objective, which is to provide participants with ready evidence of their success, is the WIN GARDENS program. It moves in two directions: community gardens for inner city and apartment-house dwellers, and family gardens for people living in single family units. A WIN GARDENS Task Force is in being; it involves all elements of the gardening industry. Its nationwide program, stressing detailed information that will prevent disappointment for new gardeners, will receive national promotion through the point-of-sale and will be supported by the White House. Local WIN GARDEN Task Forces will provide community leadership.

4) Productivity and Quality of Work

With full recognition that improving productivity and the quality of work is a long-term goal that does not lend itself to any "quick fix" solutions, it is felt that significant steps can be taken to focus the attention of industry and labor on the need to intensify their efforts in this area.



4) Cont'd

This Task Force will work closely with the newly-constituted National Commission on Productivity and the Quality of Work. Using guidelines drawn from the expertise of the National Commission, which is a broad-based group charged by the President with the improvement of productivity and the quality of work, local Task Forces can substantially increase the progress of this vital program. This effort will be called "Work Improvement Now". Ongoing programs of industry and government will be coordinated with local efforts.

5) Consumer Education

The objective of these programs would be to encourage intelligent family budgeting and planning. Also, there are a variety of existing programs--sponsored by business, government and consumer groups--which are designed to help Americans learn to buy wisely. The Committee would embrace and thereby, give added impetus to these efforts.

The resources of the Office of Consumer Affairs under Mrs. Virginia Knauer, the Consumer Federation of America and the state and local consumer affairs departments will be utilized to spread the face-to-face educational process so necessary to ensure prudent consumer action. Energy conservation in the home will also be stressed.

6) Health Services

In cooperation with the National Council of Health Care Services and the Department of Health, Education and Welfare, a national Health Care Services Task Force will establish goals for health care institutions in the areas of productivity, energy conservation and waste reduction. Local Task Forces will put these plans into action in their communities.

Additional national Task Forces will be established as rapidly as promising programs can be identified and defined. The Committee's goals of conserving energy, reducing waste and improving productivity are applicable everywhere in American life, and will be implemented through local, state and national organizations.

Two other Task Forces, which do not concern themselves with the substantive applications of energy conservation, waste reduction and work improvement, are essential to the successful function of your Citizens Action Committee. They are:

#### AWARDS

Incentive awards ( and recognition) are essential to a successful volunteer movement. In each of the Task Force disciplines, awards should be considered for outstanding achievement. This will require the establishment of standards within that discipline, including audits of where we are now and the definition of goals we hope to reach.

The President has indicated his willingness to present national awards. To provide a basis for qualification, there should first be Community awards. Establishing the criteria for these will be the responsibility of your Citizens Action Committee.

#### PUBLIC AWARENESS

Specialists in media, advertising, merchandising and promotion can contribute to public awareness of your volunteer program. Broadcasters, newspapers, magazines and advertisers have joined the national Citizens Action Committee. Their counterparts in your community should be consulted and enlisted in the common effort.



## STAFF SUPPORT

The function of the Citizens' Action Committee, Inc., in Washington, will be to provide direction, coordination, staff support and resource people for local committees-- and maintain a continuing umbrella of public service advertising and collateral promotion. The Washington staff would also provide continuing liaison with the White House, the Cabinet Department, Agencies and the Congress so as to assure that the action programs which are developed and implemented remain consistent with national policy.

The staff, itself, however, would remain small.

Programs of action would be suggested and developed by volunteer "task forces" (or sub-committees) consisting of representatives from business, government, labor and other organizations, and also, private citizens whose expertise would be helpful. Thus, the committee's full time staff would require only a small cadre of "task force directors" And they, too, would be volunteers in the sense that their services would be contributed by a sponsoring employer.

It is anticipated that the full-time paid staff would consist of only an Executive Director and deputy plus the necessary secretarial and support people.

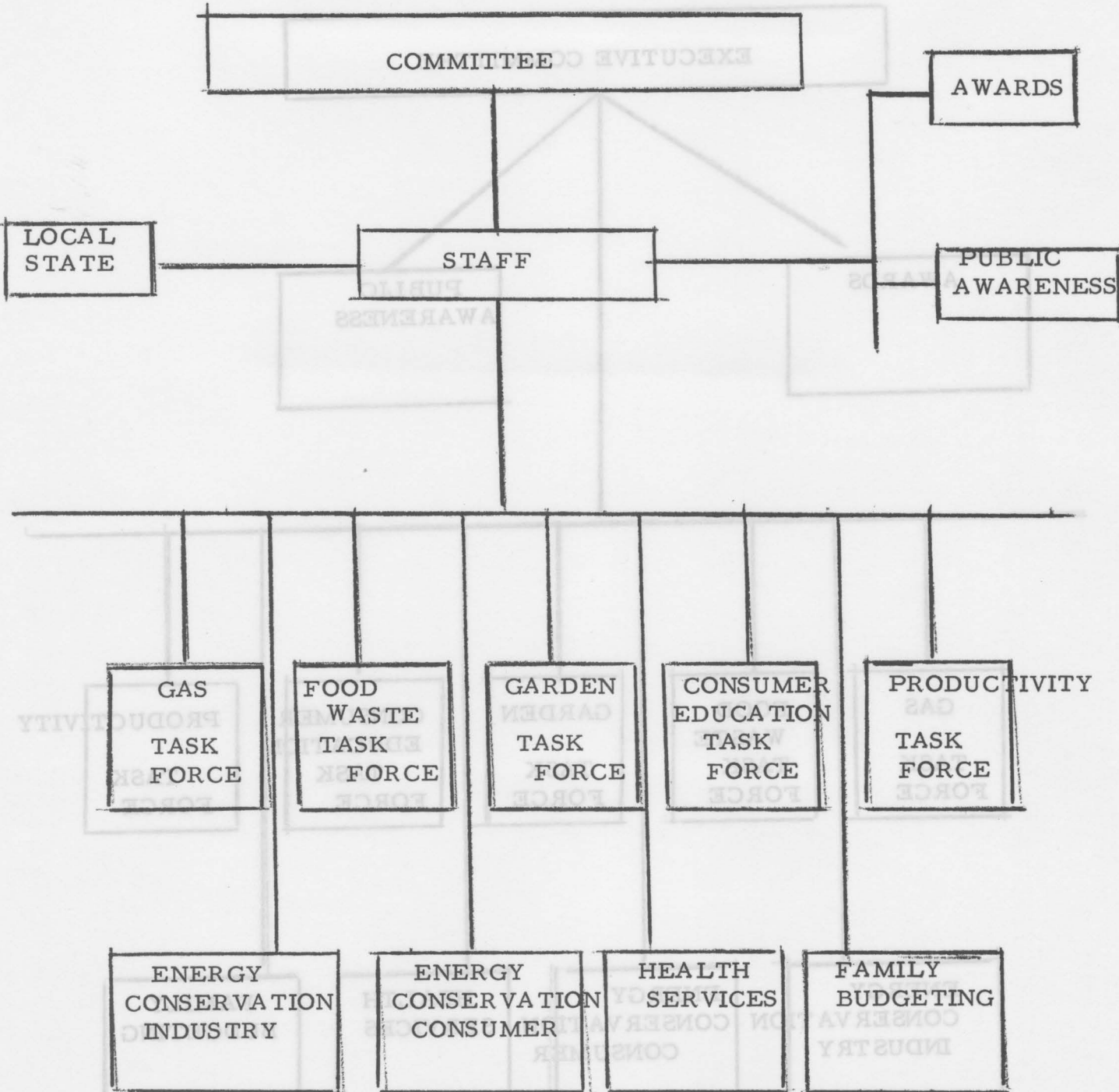
Presumably, the local committees would also be staffed exclusively by volunteers and would require no funding other than contributed services.







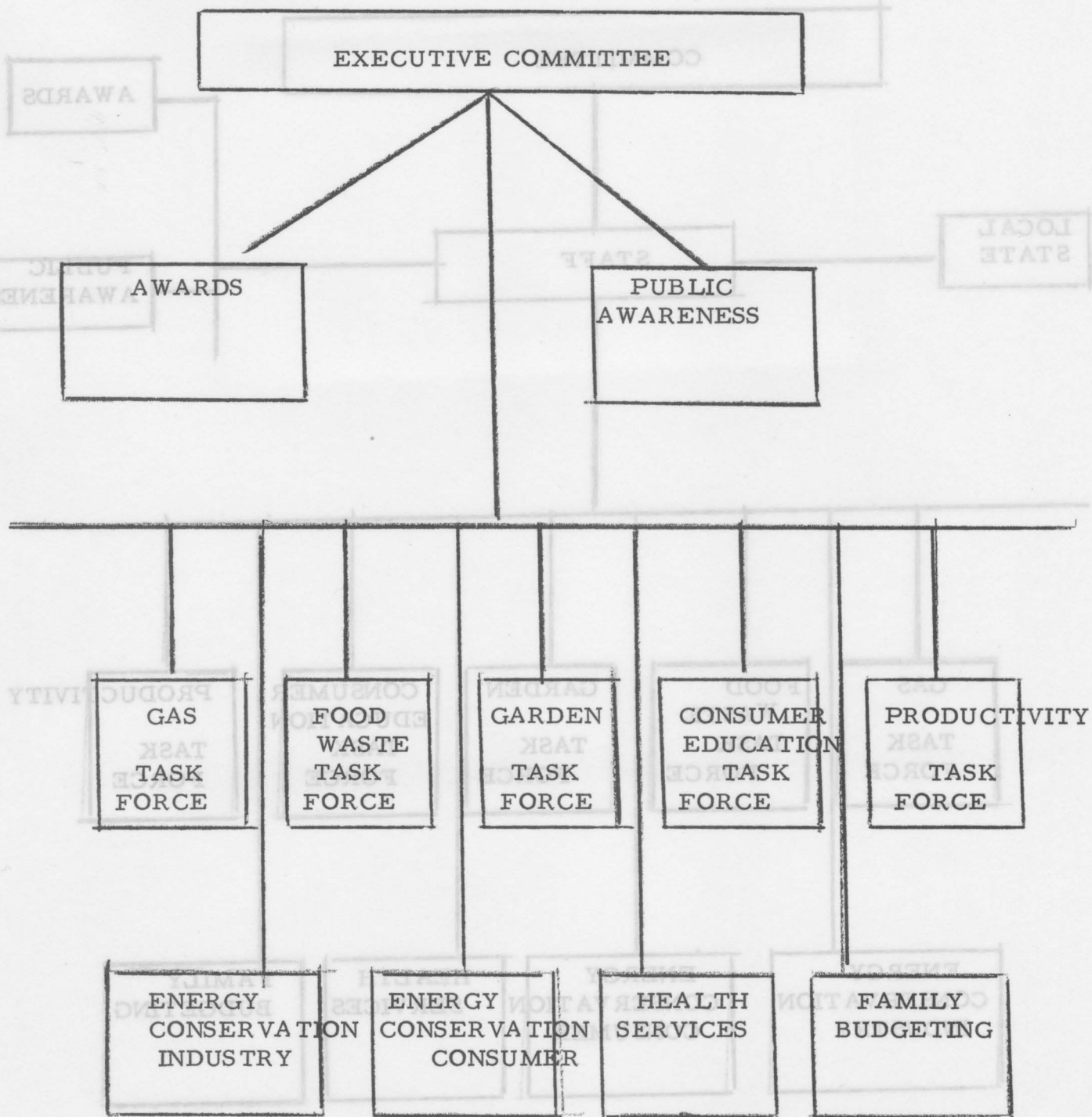
THE "WIN" MODEL  
(National Organization)



WIN

WIN

THE "WIN" MODEL  
TYPICAL LOCAL CITIZENS ACTION COMMITTEE



CITIZENS' ACTION COMMITTEE, INC.

P. O. BOX 19188

WASHINGTON, D. C. 20036

Chairperson

Sylvia Porter, columnist

Co-Chairmen

Dr. Frank Stanton, Chairman  
American Red Cross

Carol T. Foreman, Executive Director  
Consumer Federation of America

Leo Perlis, Director of Community Service  
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William J. Meyer, President  
Central Automatic Sprinkler Company, Inc.

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President  
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United States

Ronald Brown  
Executive Director  
National Urban League

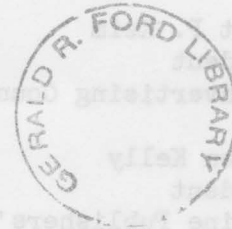
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The National Alliance of Businessmen

Roger Fellows  
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National Motor Sports Committee

David L. Hale  
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Parents and Teachers

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President  
Magazine Publishers' Association

E. Douglas Kenna  
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Mrs. Carroll E. Miller  
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National Governors' Conference

George Romney  
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National Center for Voluntary Action

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Executive Director  
National Newspaper Association

Stanford Smith  
President  
American Newspaper Publishers  
Association

Stanley Smoot  
President  
National Association of Counties

Vincent T. Wasilewski  
President  
National Association of Broadcasters

Roy Wilkins  
Executive Director  
National Association for the  
Advancement of Colored People

Douglas Woodruff  
President  
National Association of Retired  
Persons

Charles L. Andes  
President  
Franklin Mint

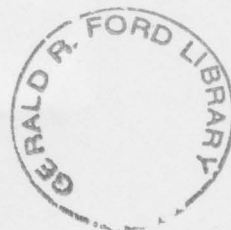
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a plan for action to achieve  
voluntary gasoline conservation



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# AMERICAN AUTOMOBILE ASSOCIATION

8111 GATEHOUSE ROAD, FALLS CHURCH, VIRGINIA 22042 • 703 AAA-6000 • CABLE: AMERAUTO • TELEX 89-9485



## FOREWORD

You will find that the program outlined in this presentation, "GAS WATCHERS," describes a substantive, constructive approach to promoting widespread voluntary gasoline conservation among American motorists.

No such program previously existed. Claims that "voluntarism isn't working" fail to reflect the fact that there has been no real program to make it work. Counterproductive statements of this nature have a negative impact because they discourage Americans from making personal concessions.

GAS WATCHERS will, AAA believes, play an important role in helping to solve the serious energy/economy crisis being faced by our country. It offers potential for immediate -- as well as long-range -- results. And it will help to avoid harsh mandatory measures which, if implemented, could work severe hardships on the public, contribute to further inflation and recession, and ultimately create another layer of government bureaucracy.

The program is flexible enough to permit joint participation by a wide variety of individuals and organizations interested in contributing to gasoline conservation promotional activities. We invite you to join us. Please contact your local AAA-affiliated motor club or write me personally. We are eager to explore all roads that can offer shortcuts to achieving the GAS WATCHERS objective of making 5 gallons of gasoline do the work of 6.

You will, we believe, find GAS WATCHERS is an optimistic and practical approach to convincing motorists of the need to conserve now, showing specifically what is to be done and then measuring results in personally meaningful terms. Your suggestions for getting all motorists to become GAS WATCHERS and your personal support will be greatly appreciated.

*J. B. Creal*  
J. B. Creal  
Executive Vice President



## I. THE MOTORIST AND THE ECONOMY

Few American citizens seem to personally relate the ravages of double-digit inflation, recession and unemployment with the amount of gasoline they use in the family automobile.

With gasoline supplies adequate at present, the majority of the driving public sees no need to make more judicious use of every tankful of gasoline.

Yet, while there presently is no acute shortage of gasoline, the national energy problem is more of a crisis today than it was last year during the Arab oil embargo.

Widespread public recognition of this problem and the motivation to take practical steps imperative to solving it are absent. The public is confused and skeptical over myriad viewpoints on the magnitude of the energy dilemma and widely disparate proposed approaches for solving it.

What, then, is the nature and scope of the energy problem facing the U.S.? How does imported oil relate to American job insecurity and soaring consumer prices? And what must be done to ameliorate the problem in the short term?

This presentation addresses these questions, in simplified terms, particularly as they relate to gasoline and the motorist.

The program described on succeeding pages discusses the absolute and immediate need for voluntary gasoline conservation and presents a practical, comprehensive plan for:

1. Defining the energy/economy problem in terms the motorist can understand; therefore convincing the driving public of the need to conserve and the amount of gasoline to conserve.
2. Showing step-by-step -- through a wide variety of options -- how voluntary gasoline conservation can be achieved without hardship.
3. Measuring performance of the driving public to provide objective measurement of its response to a unified voluntary gasoline conservation effort.







## II. THE U.S. PETROLEUM SITUATION

### An Overview

Simply stated, the United States imports far too much oil, at far too high a price.

Just five years ago, our country imported 3.4 million barrels of oil a day. Presently, we are importing about 6.2 million barrels daily. An estimated 38 per cent of all the petroleum we now use is imported from foreign sources.

With our steadily increasing dependence on foreign oil, the cost has risen to reflect demand. In 1972, foreign petroleum sold for only about \$2.50 a barrel. Today the price is over \$10 on the international market. The foreign oil producing nations, primarily the cartel known as the Organization of Petroleum Exporting Countries (OPEC) are enjoying windfall profits, stockpiling huge sums of money or investing abroad.

The U.S. paid some \$25 billion for oil in 1974, more than three times the 1973 bill -- for almost the same amount of oil.

The 1974 trade deficit will exceed \$5 billion, compared to a \$5 million surplus last year. That's money lost to foreign nations instead of being circulated within the U.S. to help overcome unemployment, inflation and recession. There is no way this country can afford to risk the economic danger of letting those kinds of deficits continue to pile up. And the oil producing nations have shown no indication they will lower prices.

Compounding the problem is the fact that peace is an extremely tenuous proposition in many of the oil producing countries. Theirs is a volatile climate. Using oil as a political weapon to coerce nations into supporting their causes, it is conceivable that the oil-producing countries could arbitrarily cut off supply at any time with an embargo, such as the one which was placed on the United States in late 1973.



The more dependent the U.S. becomes on foreign oil sources, the greater foreign demands are likely to be on the U.S. and the more likely that another embargo could be imposed.

Despite the seriousness of the situation, the American "man on the street" does not appear to comprehend its magnitude.

Petroleum refined into gasoline represents a large slice of the energy pie. Gasoline used in passenger cars accounts for about 38 per cent of all petroleum used in our country. Moreover, its use, as reflected in driving habits of the motoring public, is a very visible symbol of attitudes toward conservation.

Long lines at gas stations are gone. So are \$3 limits or 10-gallon limits, odd/even sales days and Sunday closings. It is difficult for people to personally relate to the conservation ethic.

Vague admonitions to "save a million barrels of oil a day" have little personal impact on the driver who thinks of the five or 10 gallons needed for a week's driving and who presently can pull into most any filling station and find it readily available.

Drivers are no longer using techniques they so admirably employed when shortages were most acute during the oil embargo during the first months of 1974. There is no motivation to endure slight personal inconveniences necessary for effective gasoline conservation. The 55 mile-per-hour speed limit is being ignored in many areas. Transit ridership is down. Carpooling has tapered off. Poor planning is resulting in unnecessary trips.

Clearly, to reverse these conditions, positive, constructive action must be taken on a massive scale. And it must be taken now.

It is vital that the American public understand the gravity of the situation, the need to immediately begin conserving gasoline, and how to do it without hardship.



### III. THE AAA VOLUNTARY GASOLINE CONSERVATION PROGRAM

AAA's 226 clubs and divisions have 832 offices throughout the United States, with the exception of Alaska. Its 16.5 million members in the U.S. and Canada make up an important segment of the driving public.

Few institutions in the U.S., if any, have AAA's widespread network of facilities at their disposal.

Therefore, AAA believes it can offer a valuable public service by leading a joint federal/private sector effort to promote voluntary gasoline conservation.

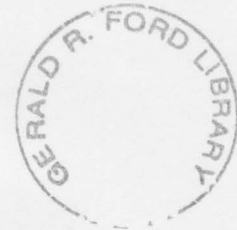
Such a program must be broad-based and decentralized to reach grassroots America. It must grasp and hold public attention, define the problem, motivate to action and show specifically how drivers can trim waste from their total fuel use. It also must measure performance to maintain momentum and keep conservation in the forefront of public priority.

AAA is convinced that if the American people have the facts -- stripped of political rhetoric -- they will respond favorably. Historically, Americans have shown they will take appropriate action to achieve needed goals in the national interest.

AAA's GAS WATCHERS program envisions no major personal sacrifice or expense.

The goal is very specific:

TO GET EVERY LICENSED DRIVER IN THE  
U.S. TO BECOME A GAS WATCHER WITH A  
COMMITMENT TO MAKE 5 GALLONS OF  
GASOLINE DO THE WORK OF 6.



The make-5-do-6 goal was selected because it represents President Ford's goal, announced in October, of reducing oil imports by one million barrels a day from the present import rate of about 6 million barrels per day. This million-barrel-per-day reduction, the national goal, would be far surpassed if motorists meet the challenge of 5-for-6.

The GAS WATCHERS program consists of three parts:

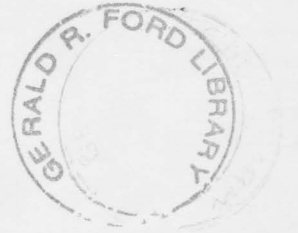
1. Convincing the public: United States drivers must be made aware of the immediate problem, which is a different problem than that of 1973-74. The need to conserve NOW is not because of an acute gasoline shortage (supplies at the moment are adequate) but because of the importance of reducing costly oil imports by one million barrels per day, President Ford's goal.

Soaring energy costs are a prime factor in feeding inflation and they figure heavily in the recession the country is now feeling. Thus, high-cost imports are contributing to unemployment and rising consumer prices at every turn.

The public also must be made aware that if it does not respond properly of its own accord, harsh mandatory controls in the form of exorbitant gasoline taxes or rationing are likely to be put into effect.

2. Showing how to conserve: Once the motorist understands the problem and is motivated to do something about it he must be shown specifically how he can save his fair share of gasoline. This means providing as much practical advice as is possible so that the individual motorist may select from a variety of conservation options those which will benefit him most and inconvenience him least.





3. Measuring results: Motorists adopting the conservation ethic must be given a gauge as to their progress if the incentive to save gasoline is to remain strong. In cooperation with federal, state and local governments, and the oil industry, AAA will monitor and report on a regular basis, the performance of drivers nationwide, or by region or state.

To convince drivers of the need to conserve, to show them how and to measure results will require a program of many component parts, each tailored to help meet the above objectives.

#### Methods

From the time of the program kick-off, AAA will seek to build on public awareness of the program with a wide variety of public service projects and regularly issued educational materials in support of the program objectives -- all aimed at getting drivers to make 5 gallons of gas do the work of 6. It is expected that these efforts will make clearly understood the acute energy/economy problem and motivate drivers to become personally involved -- in their own, as well as the nation's best interests.

Most of these projects will be coordinated from AAA National Headquarters. However, AAA-affiliated clubs are free to tailor existing or new projects to suit particular needs of their respective locales.

Among the methods and communications media AAA seeks to employ on a nationwide basis to complement each of the three GAS WATCHERS program parts are these:



FIRST - for convincing the public of the conservation need --

The President and the White House will communicate the importance of this program to:

- All State Governors urging them to publicly support GAS WATCHERS' objectives.
- All Federal agencies requesting their employees to participate in GAS WATCHERS.
- Major civic organizations, large employers and major associations asking them to urge all of their employees or members to participate and support GAS WATCHERS.

AAA's efforts toward convincing the public will be geared to the following:

- Club publications - AAA's 16.5 million members are served by individual club periodicals -- magazine, tabloid, newspaper or newsletter. The publications will be useful vehicles for mobilizing this significant portion of the motoring public.



- AAA travel materials - Among the nation's largest publishers, AAA issues annually some 260 million travel materials in the form of Triptiks (personalized trip routings), maps, tour books, camping and trailering directories and miscellaneous travel brochures. Many of these materials will incorporate the GAS WATCHERS message and rationale.
- News services - AAA's extensive news and editorial service operation issues regular feature article materials to national news media, as well as to the travel and automotive trade press. These offerings will include appropriate information on the need and reasons for an appeal to practical, individual conservation measures.
- Television and radio spots - Public service broadcast announcements on various aspects of the energy/economy problem as it relates to motorists will explain in simple terms the energy/economy problem and appeal to viewers to adopt the conservation ethic.
- Newspaper advertisements - Advertising materials will be supplied to AAA clubs for use in club publications and local newspapers.
- News media industry support - AAA will seek editorial support from national and state newspaper and broadcast associations and their individual affiliate newspapers, magazines and radio and television stations.
- Network and local station features - AAA and its affiliated clubs will encourage the broadcast media at the local and national level to produce features or series on matters that will help the public understand the energy/economy problem.



- Newspaper and magazine in-depth features - The nation's print media will be urged to provide the coverage this issue requires.
- Speaking appearances - Supportive materials, such as speech texts will be prepared for use before appropriate national and local audiences.
- Trade publications - Specialized publications in the travel, accommodations and automotive fields will be approached for support in getting across a consistent message on the problem.
- A distinctive logo or symbol - This has already been developed to provide visual awareness of the program. It will be incorporated in program materials to provide a cohesive program identity.
- Mailing inserts - For materials mailed in business envelopes and those of other organizations.
- Counter display cards - Will be produced for AAA offices and possibly other distribution points at which GAS WATCHERS materials may be obtained.
- Postage meter slugs - Will bear the GAS WATCHERS message.
- Commemorative postage stamp - A first-class stamp with a conservation message will be requested from the U.S. Post Office.
- Bumper sticker materials - Copy for producing bumper stickers will be prepared and made available to clubs and other interested groups.





In addition, AAA will seek joint participation from other individuals and groups who are interested in helping to reach the GAS WATCHERS goal.

These people would include representatives of:

- Businesses and associations which support the GAS WATCHERS objectives.
- Professional societies with member expertise that can help meet the goal.
- Civic clubs and neighborhood groups who want to help spread the word.
- Students in schools and colleges who want to get involved in public service.
- Churches and ministerial alliances.

AAA will willingly serve as a rallying point for cooperative action and joint participation with anyone who desires to make a contribution.

SECOND - For showing how to conserve --

- The GAS WATCHERS' Guide - This detailed pamphlet will be produced, heavily promoted and widely distributed. The Guide will serve as the backbone of the educational process for actually accomplishing conservation on the scale required. It will give step-by-step procedures the individual motorist can follow in adopting conservation options that benefit him most and inconvenience him least. It will incorporate a chart for analyzing the motorist's individual driving patterns and fuel use. It belongs in every car.



- Conservation scorecard - A personal scorecard will be developed for in-car use to chart actual fuel use and point to the categories of driving where cutbacks could be concentrated upon.
- Urging compliance with the 55-mile-per-hour speed limit - This proven method of saving gasoline (and reducing highway fatalities) is not being fully implemented. The 55-mph limit is being ignored to varying degrees in many states. AAA will work with state and local governments, highway patrols and the motoring public to serve as a stimulus for compliance with the maximum posted limit.
- Renewing interest in carpooling and commuter bus systems - AAA already has publications that explain how such projects can be established, as does the U.S. Department of Transportation. With publicity materials that promote driver interest in these recognized gas-saving programs and awareness of the need to get involved, their use should be accelerated. Cooperation with businesses, local governments, the communications media and other allied groups will be an important ingredient in the success of this endeavor.
- Local traffic flow audit program - A grassroots program that provides information to AAA clubs will be implemented so they can analyze such local factors as traffic light synchronization, one-way streets, reversible traffic lanes, off-street parking, exclusive carpool or bus lanes and other measures to reduce gas-wasting traffic congestion.



- Adoption of "here-and-now" technology that saves gas - Few devices presently are available that offer the potential to help save gasoline. However, AAA National Headquarters and local clubs will focus public attention on worthwhile gas saving devices -- such as vacuum pressure gauges and cruise controls -- and obstacles to their use. AAA will urge government and industry to accelerate development of potential technological advancement in fuel-efficient hardware and fuel extenders, such as methane and gasoline mixtures.
- Classroom projects for students - A program will be developed to enlist cooperation of students. They will be encouraged to help their parents become more conscious of gas-conserving methods.

In addition, the various methods and communications media described in the first step, "convincing the public," will be employed to describe specific gas-saving techniques.

THIRD - For measuring results of GAS WATCHERS efforts --

- Working through federal and state governments and with the petroleum industry, AAA will monitor gasoline consumption nationally and by state. Figures will be compiled in terms the motorist can easily understand and to which he can relate his own performance.
- To instill a competitive spirit among states or regions, various communications media will be asked to provide "boxscore" tallies of the regularly reported consumption figures for comparative purposes.



#### IV. SUMMARY AND CONCLUSIONS WHAT LIES AHEAD?

It is AAA's conviction that the motorist will respond positively to this program if we make the problem clearly understood, if we tell him how he can make significant reductions in his personal gas use, and if we provide him with a measuring device that shows him the results of his efforts.

We cannot predict future developments that may influence conduct of the GAS WATCHERS Program. But it is flexible enough to be strengthened and adapted along the way to effectively reach its goals.

It is possible that GAS WATCHERS may have to be coordinated with some form of additional conservation measure. Regardless, some program of voluntarism will always be necessary. Any gasoline conservation effort must have widespread public commitment if it is to actually reduce U.S. dependence on foreign oil.

AAA and its affiliated clubs have conducted numerous programs to serve public needs and possess the expertise and facilities to successfully carry out such a campaign.

Practically speaking, the GAS WATCHERS approach is the only satisfactory short-term option to reduce gasoline consumption. It can offer immediate results. It will work. We believe the results can exceed even our most optimistic expectations...with YOUR support.

##### Short-Term Alternatives

Various short-term alternatives are being proposed to meet the national objective President Gerald R. Ford has set: Reduce oil imports by 1 million barrels per day by the end of 1975.

Some of these proposals are harsh and would severely restrict personal mobility for the 120,000,000 Americans who drive cars. They would create additional pressures on the U.S. economy.





Among the alternatives being discussed are the following:

\*Exorbitant gasoline sales taxes - A federal tax of from 10 to 30 or even 50 cents is being advocated in some quarters. This is in addition to the present 4-cent federal tax and state taxes of from 7 to 10 cents on every gallon of gasoline purchased. Depending upon which proposal is under discussion, some of this additional tax money would be returned to citizens in the form of an income tax rebate or credit. Still, more federal bureaucracy would be created to administer the program. Such a program would inequitably penalize motorists, particularly the lower income ones.

\*Formal rationing of gasoline - Motorists would through coupons or some other procedure, be restricted as to the amount of gasoline they could purchase in a given period of time. The expensive bureaucracy that would be created (adding at least 1,700 persons and a billion and a half dollars to the federal payroll) could still not overcome the nightmare of discriminatory gasoline distribution patterns.

\*Unilateral reduction of imports - This concept would, by arbitrary U.S. edict, restrict the quantity of foreign oil permitted to enter the U.S. in a given period of time. Supplies would be limited and filling station gas lines would probably reappear on the American scene.

\*A tax on crude oil imports - Such a measure would have somewhat the same general effect as a gasoline tax. While it would place the tax burden more fairly on all citizens, it would drive up the price of gasoline, home heating oil, diesel and jet fuels and other petroleum derivatives, further contributing to inflation.



\*Lift gasoline price ceilings - This option would permit a "free market" for the price of gasoline. The cost per gallon would rise significantly, again, with inflationary effects.

\*Fuel allocation plans - Petroleum was apportioned to states on the basis of past use during the 1973-74 embargo. This procedure could be reinstituted, creating shortages and, once again, lines at filling station pumps.

\*Other remnants of the embargo also could be brought out of mothballs. They include the odd/even day sales plan according to license tag number, Sunday closings of service stations and limits on purchases by dollar or gallonage amounts.

Although some pessimistic energy policy spokesmen have dismissed the effectiveness of voluntarism, AAA reiterates that there has, until now, been no really meaningful program for voluntary efforts. General admonitions to save gasoline, expressing the need in millions of barrels, have little personal impact on the individual motorist. And conservation is a very personal matter, involving modified driving habits and conscientious attention to other gas-saving measures.

In evaluating merits of each of these short-term alternative courses of action, AAA asks three questions:



1. What would be the real cost to the public -- socially and economically -- of carrying out the plan? If it results in creation of a new bureaucracy, if it contributes to inflation or recession, the plan should be rejected.
2. Will the plan effect a significant reduction in the overall use of gasoline, without undue hardships or restrictions? Many people do not enjoy the luxury of an option when it comes to driving -- 78 per cent of all workers reach their jobs by private passenger car. Much of our economy is dependent on personal mobility, while travel-related businesses represent a major segment of the overall U.S. economy.
3. Would the plan be fair to all citizens? If it would disproportionately penalize some, then it is objectionable.

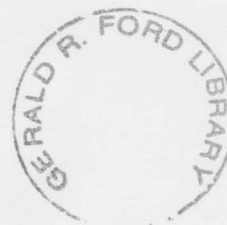
In applying these questions to different measures being proposed, AAA concludes that compliance with the 55-mph speed limit and an aggressive, broad-based program to promote voluntary conservation are the most desirable approaches.

Overall Tasks Toward  
Energy Self-Sufficiency

AAA recognizes that, in general terms, there are six broad tasks the energy experts agree must be squarely faced if the U.S. is to get out of its present energy rut and to later reach self-sufficiency by the end of this decade.

First, is to get the citizenry to recognize the energy/economy emergency for what it is and to cooperate.

Second, to reduce consumption through conservation, while increasing efficiency of energy production processes and efficiency of engines, machines and appliances that use energy.



Third, to increase the use of coal, initially as a supplemental source, and later as a replacement for oil and gas -- through gasification and liquefaction processes. Here, the U.S. is in excellent condition. Half the world's coal reserves are in our own back yard -- enough to last for centuries.

Fourth, to develop known domestic oil and gas reserves and increase refinery capacity.

Fifth, to expand nuclear energy production as rapidly as possible. Presently, atomic power accounts for only one per cent of our energy supply, although it can easily account for 60 per cent by the end of the century without further depleting precious fossil fuels.

Sixth, to harness the potential of renewable sources, such as water, the sun and the earth's internal heat, and to bring fusion into being.

AAA also recognizes that only the first two of the tasks named above are within its present expertise to influence.

As a first and second step, then, AAA pledges its wholehearted support through GAS WATCHERS to making 5 gallons of gasoline do the work of 6.



V. ADDENDUM



The American Automobile Association, founded in 1902, is a federation of 226 local motor clubs throughout the United States and Canada. Its scope of operation encompasses a dual role: First, that of providing specialized services to members and, second, engaging in public service activities in the best interests of motorists and travelers in general.

The national organization, with 16.5 million members, is headquartered in suburban Washington, D.C. All revenues are used by the fully tax-paying, non-profit body to serve its members and to improve motoring and travel conditions.

To understand the extent and composition of AAA membership, it is helpful to note that AAA members:

- \*Represent 10 per cent of the U.S. adult population;
- \*Own 17 per cent of all passenger cars registered in the U.S. and 21 per cent of all cars in "private use;"
- \*Hold 17 per cent of all U.S. drivers licenses;
- \*Account for 21 per cent of all U.S. households owning two cars; and for 40 per cent of all U.S. households owning three or more cars;
- \*Represent 23 per cent of all U.S. households with annual incomes over \$10,000, and 32 per cent of all U.S. households earning more than \$15,000 per year;
- \*Spend 20 per cent of the total spent by all Americans on domestic vacation travel;
- \*Make up 37 per cent of all Americans traveling to overseas countries, and spend 47 per cent of the money spent by all Americans on travel overseas; and
- \*Hold 48 per cent of all currently valid U.S. passports.



# Gas Watchers' GUIDE

*how to make 5 gallons of  
gasoline do the work of 6—  
to revive the economy  
and prevent tough controls  
on driving*

***if you drive a car, you can  
help brake inflation/  
recession and save  
yourself some money.***

***become a GAS WATCHER.  
make 5 gallons of gasoline  
do the work of 6.***

The United States energy problem is more of a crisis today than it was during the oil embargo of 1973-74.

That's because we've fallen dangerously dependent on foreign nations for our oil needs. And they're demanding whatever price the market will bear.

As a result, soaring energy costs are pushing inflation upward and creating recession. As the cost of energy climbs the cost of everything goes up—from a pair of shoes to the cost of a newspaper to the cost of gasoline.

Our oil import situation is forcing businesses out of business and people out of jobs.

As a driver, you can make a major contribution to solving the problems feeding on the energy emergency. And you can do it in the best, fairest, most American way. As a volunteer.

If you have the willpower to make a personal commitment to conserve gasoline—to make 5 gallons do the work of 6—together we can reduce oil imports by one million barrels a day, the national goal, from the present import rate of about six million barrels a day.

And we can avoid some really tough mandatory conservation measures that would cut us back a lot more. Where it would hurt the most.

Making 5 gallons do the work of 6 is easy when you know how. In these pages you'll find a tankful of suggestions. Select from the many options those that will benefit you most and inconvenience you least. You'll save money for yourself in the process.

Please. Take a few minutes to act on one of the severest threats our nation has ever faced. Become a GAS WATCHER.

Starting right now.

We've compiled our suggestions under six categories:

- To-and-from work trips.
- Daily family business trips.
- Family education, civic and religious activities trips.
- Social and recreational activities trips.
- Keeping your car in tip-top shape.
- Good driving techniques.

The rest is up to you.

After you've sorted through the fuel conservation tips listed in this pamphlet you may find it helpful to use the "Mileage Minder" in the centerfold to help budget your driving. After logging each trip taken in your car for a week or two you'll get a quick picture of your particular driving patterns and learn where you can place the most emphasis on reducing unnecessary trips.

Become a GAS WATCHER yourself and tell your Congressman you're doing your part to conserve gasoline.

If all motorists make 5 gallons of gasoline do the work of 6, we can revive the economy and prevent tough controls on driving.

Here's how:

### **To-and-From Work**

Every day 58 million American workers use the automobile to get to and from work. Forty million of them drive alone. Those 40 million workers drive an average of 94 miles and consume 290 million gallons of gasoline each week.

Since commuting is the largest single category of automobile use, it is the obvious place for a family to start looking for ways to cut weekly driving mileage.

Two methods stand out—carpooling and increased use of public transportation, if available.

Starting a carpool is a lot easier than you think—perhaps as easy as talking to two or three of your neighbors who go to work at approximately the same time and work in the same vicinity. If you can't do that, try posting a notice on your company bulletin board asking for riders who live near you.

Your company may already have a carpooling

program—if not, ask about getting one started. If the company is too small, try to arrange to join the program of a nearby firm. Or get your company to enlist the cooperation of several others nearby in setting up a joint carpool program.

A computer isn't necessary to the success of a large carpool program, although it might help in matching riders. A large locator map—with grids or zones marked off will suffice. Index cards for potential riders and potential drivers can be filled out with all the necessary information and then matched, either individually or by company personnel.

If your company or a group of companies can't get together on their own, investigate the possibility of establishing a community-wide program. Many communities have already started this—some with the help of local AAA clubs.

In any carpool arrangement there are some basic pointers to keep in mind:

- Set a schedule of who will drive and when.
- If only one person will be driving, have the cost-sharing arrangement firmly settled before starting.
- Get your pick-up routes set well in advance, at individual homes or at a central point. Do the same for the return trip from work to home.
- Agree on how long the pool will wait for tardy passengers.
- Determine whether smoking, radio playing, or eating will be permitted in the car.
- If you'll be a driver, check with your insurance company to determine if your policy will cover any liability or if you will have to change or add insurance provisions. It's even possible that as a carpool driver you may qualify for reduced premiums.

You probably will want to try out the carpool for a week to iron out any kinks. Be prepared to make any necessary changes after this trial period.

Another alternative to driving alone to work in your car is to switch to public transportation. If a bus or rail line doesn't run near your home, consider carpooling to a point where you can board the transit service.

For communities with no available public transportation, you might consider establishing a charter bus commuting service. Several communities, particularly in the Washington, D.C., area have utilized this



approach very successfully. Your local citizens or homeowners association is a good place to get such a program going. AAA can give you details on how to proceed.

Businesses also can consider setting up buspool programs—even using small vans or other multi-passenger vehicles.

A final possibility—if you're not too far from work—is to either walk or bicycle.

## Family Business

Family business trips—such as shopping, taking children to school, dental and medical appointments—consume 225 million<sup>8</sup> gallons of gasoline per week.

The average car-owning family makes five such trips weekly, each 11 miles long. Here is an obvious area for some painless cutbacks:

Start by combining shopping trips.

- Make careful lists before starting out and combine other errands—such as trips to the beauty parlor, cleaners, and drug store.

If possible, handle all of these errands at one shopping center to eliminate driving from one location to another. Comparison shopping can be done by phone or through newspaper ads.

- Try to arrange dental and medical appointments so more than one member of the family can go at the same time.

- Strive to schedule shopping and other family business trips during non rush-hours. This will help to reduce traffic congestion and alleviate stop-and-go driving which uses additional gasoline.

- Carpooling is an excellent idea for family business as well as for commuting. Share shopping trips with neighbors. Enlist other parents to form carpools for transporting children to and from school, extra-curricular school activities, and other group events if public transportation is not available.

- Cut down on trips to see friends in other parts of the community. Call instead, it uses less energy.

- If you're planning a night out at the theater or for dinner invite another couple, similarly inclined, to

join you. Encourage your teenagers to do more double-dating, too.

## Family Education, Civic and Religious Activities

This is the category of driving which accounts for the least amount of fuel consumption and since each car-owning household takes an average of only 1.5 such trips per week, it may be the most difficult to cut back.

Still, there are ways to cut down driving even in this category.

- Again, start by carpooling to evening classes, meetings and church activities with other participants.

- Arrange to have schedules coordinated to require a minimal amount of travel on the part of participants. For example, arrange choir practice on Sunday after church services rather than on a week night.

- If you belong to committees of various groups, try to arrange your committee membership and meeting place and schedule to require the least travel for participants. Perhaps you could meet at a home or other spot within walking distance of most members.

- Re-think your organization's meeting schedule. Are frequent meetings—weekly or monthly—really necessary? Why not once a month instead of weekly? Or bi-monthly rather than monthly?

- If you're planning on taking courses of some kind, try to find those offered at a facility close to home—preferably within walking distance. Certainly you should try to arrange a carpooling program with other participants in the class.

- Suggest that your local government arrange its meeting schedule so as many government agencies as possible are meeting on the same night at the same place. That way, citizens with business before the city council and the planning commission could make only one trip to appear before both groups.

- Local government units might also consider holding more public meetings in various neighborhoods rather than at the central government location. This might help cut down on the number of miles citizens have to drive to attend these meetings.

# MILEAGE—MINDER

Week one: miles beginning \_\_\_\_\_, miles ending \_\_\_\_\_, total \_\_\_\_\_

Car Use	MONDAY			TUESDAY			WEDNESDAY			THURSDAY			FRIDAY			SATURDAY			SUNDAY		
MILES	1-5	6-10	11-20	1-5	6-10	11-20	1-5	6-10	11-20	1-5	6-10	11-20	1-5	6-10	11-20	1-5	6-10	11-20	1-5	6-10	11-20
Trips to and from work (School for students)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Family business (Shopping, doctors, errands)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Educational, civic and religious functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Social and recreational trips (Friends, movies, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vacation																					

An important first step in conserving fuel is to become aware of how you use your car and how far you drive during the week. This chart can help "profile" your driving habits.

First, record the actual mileage on your car odometer under "miles beginning."

Now you are ready to record HOW you use your car in each category of driving. After you make your first trip place an "X" in the box under the column corresponding to the day of the week you begin which best describes the type of trip and total ROUND TRIP miles traveled (1-5, 6-10, etc.). If you travel over 20 miles round trip, write this figure in the appropriate box rather than making an "X."

Continue this recording process for each round trip made in your car during the entire week. And if you take a vacation by car, be sure to record your mileage in the "Car Use Profile" box below.

At the end of the week, record the mileage on the odometer under "miles ending." Subtract the beginning mileage figure from final figure and record the total.

Now you can "profile" how you used your car. Reading

across the chart horizontally, count the number of boxes you have checked in each "Car Use" category and enter the total trips in the "Car Usage Profile." Then add and record the number of miles you drove in each category to get a graphic picture of where you are best able to focus your conservation efforts.

## Car Use Profile

Category	Number of trips	Weekly mileage total
Work trips		
Family business		
Educational, etc.		
Social, etc.		
Vacation		

## Social and Recreational Activities

Pleasure rides, visits to friends and relatives and other social and recreational trips—together with vacations—consume 382 million gallons of gasoline each week. The average family takes 3.5 such trips each week, with the majority being taken on weekends and holidays.

Trips of this kind are not luxuries—but they are of a nature which allows for some easy savings in fuel consumption without depriving anyone of the leisure activities so important to physical and psychological well-being. Equally important is the fact that tourism employs four million persons and it means some \$60 billion to the U.S. economy.

Start off by taking a serious look at your vacation planning. This would be a good year to vacation in an area where you won't need your car as much to get around at your destination, a large metropolitan area, for example, or a beach or mountain resort. If you will be driving to your vacation destination, look into sight-seeing services offered locally for your transportation needs while there.

This also could be your opportunity to advance in another travel direction—any direction—utilizing what AAA refers to as the radius travel concept. It means systematically investigating all the recreational possibilities within a geographical circle, the size of which is determined by the mileage you're budgeting for pleasure travel.

Your mileage budget can be adjusted upward to include longer trips if you're able to decrease use of gasoline proportionately for other uses, such as commuting to work.

Qualified travel counselors can assist you in matching your personally-budgeted fuel supply with your travel interests.

### Other suggestions:

- If you know some friends who are planning a motoring vacation at the same time, why not try to combine your trips? You also might consider taking a plane, train or bus to your destination and rent a car for any local driving you need to do.

- Think twice before setting out on those spur-of-the-moment local pleasure rides or visits to friends and relatives. Do they really need that kind of surprise?

- Why not try a nature walk or bike trip? Or even a bus ride downtown to the local museum or to see a local sports or artistic presentation? You'll probably find the spirit of family adventure and togetherness will more than make up for any slight inconvenience.

AAA club travel counselors offer members detailed planning advice on such things as selecting vacation destinations, travel routes and tie-in transportation arrangements, all designed with fuel savings in mind.

## Keeping Your Car In Tip-Top Shape

Proper care and maintenance of your car can mean significant reductions in fuel consumption.

Start out by having your car's engine thoroughly tuned. AAA motor club tests show that even minor tune-ups can improve mileage by 10 percent. Other tests have shown that tune-ups can result in an immediate 9 to 15% improvement in gasoline mileage.

- Check spark plugs. Make sure yours are clean and all firing properly.
- Next check distributor points.
- Replace clogged and dirty air and oil filters.
- Check for proper functioning of the automatic choke—a sticking one will waste gas.
- Be sure the air-fuel mixture of the carburetor is precisely adjusted.
- An oil change should be part of every tune-up. Use the correct weight oil as recommended in your car-owner's manual. A heavier weight oil will force the engine to use more fuel to overcome the heavier oil's resistance, while an oil too thin may not provide enough protection to prevent engine damage.
- While you're getting your car tuned, check to see that the tires are properly balanced and wheels properly aligned. If they're not, they can create drag, forcing the engine to use more power—thus more gasoline—while shortening tire life drastically. A bent frame could have the same effect.

- Check tire pressure on your car frequently. Under-inflated tires increase rolling resistance and cut fuel economy. But don't over-inflate by more than two or three pounds. This could cause rapid wear and cut tire contact with the road, causing a safety hazard. Follow the manufacturer's recommendations.

- An often overlooked item of car care is the radiator thermostat. A defective one can increase fuel consumption by increasing engine warm-up time in cold weather. Automatic brake adjusters also should be checked for improper operation which can create brake drag and increase fuel consumption.

- Once you've had your car tuned, don't forget about it. Keeping a car operating at peak performance and at peak fuel economy requires constant care. A car needs to be tuned at least twice a year, spring and fall, or as recommended in your car-owner's manual.

- When you fill up with fuel, choose the correct octane for your particular car. Using the wrong octane might cause engine problems, spark plug fouling and reduced gasoline mileage. Avoid a higher octane fuel than required. You'll be wasting money. Ask the attendant not to fill your tank to the brim. This can cause overflow if the car is parked on an incline, and fuel expansion in hot weather can lead to overflow even when the car is parked on level ground. Make sure your gas tank cap is on tight—a loose one can allow gas to leak out.

- During this period of fuel uncertainties, many car-owners are buying lock-type gas caps. AAA advises buyers to be sure that the cap selected is designed for the specific make, model and year of the vehicle on which it is to be used. Different models of autos use various gas tank or cap venting systems. Use of an improper cap can create a vacuum as fuel is drawn from the tank by the fuel pump. This could result in the serious consequence of a collapsed gas tank. Just because a gas cap fits doesn't mean that it will function properly on your car. Buy only one designed for your car.

Keep an accurate record of the amount of gas used and the cost. Over a period of time you'll be able to check on fuel economy and perhaps discover ways to improve performance even further. A drop in gas mileage also will help you determine that it's time for another tuneup.

## Good Driving Techniques

One of the major causes of poor fuel mileage for many drivers is poor driving technique and poor planning. Studies conducted by one AAA club showed gasoline efficiency could be increased by as much as 44% if driving habits were improved over a typical stop-and-go commuter route.

Good planning is the best introduction to good driving techniques:

- If you own more than one car, use the more economical one for as much of your driving as possible, particularly for commuting to and from work, or local stop-and-go driving.

- Plan your driving routes to avoid local bottlenecks such as extra-long lights and congested streets. Use less-traveled roads and free-flowing highways whenever possible, relying on traffic reports over your car radio for assistance. This will help you avoid fuel-robbing stop-and-go traffic. Avoid rush hours and other peak traffic times whenever possible.

- On long trips, start early in the morning to avoid heavy traffic and—in hot weather—minimize the need for use of your air conditioner. Time your driving to avoid rush hour traffic in urban areas, or plan your meal stops to coincide with these peak traffic periods.

- Unnecessary extra weight in your trunk will cut fuel economy. So keep baggage to a minimum when taking a trip. Packing baggage on a roof rack also creates fuel-robbing air resistance.

- Never carry spare cans of gasoline in your car trunk—that's extra weight you can definitely do without. This practice can be extremely hazardous since a spark or a lighted cigarette meeting an accumulation of vapors, or a collision, could set off an explosion. *One gallon of gasoline has the heat energy force (BTU's) of 50 pounds of dynamite.* Instead, buy an inexpensive hand-operated pump for possible siphoning requirements. Do not attempt to use a siphon hose by mouth. Inhaled fumes or possible fuel ingestion can be dangerous.

After good driving planning comes good driving execution:

- Begin the minute you fasten your safety belts and turn on your engine.



- Avoid extended warm-ups when starting a cold engine. It may be necessary, on cold mornings, to depress the accelerator once to set the automatic choke—any added pumping of the accelerator will only waste gas. Check the owner's manual for proper procedure.

- As soon as your car is drivable, accelerate gently and drive slowly for a mile or so—your engine will warm up faster and you'll save fuel. If your car is equipped with a manual choke, push it part way in as soon as the engine is running, then push it all the way in as soon as the car is safely drivable.

- Avoid unnecessary idling—which can consume gas at the rate of a half gallon per hour. Idling more than one minute will waste more gas than it takes to re-start the engine.

- Don't rev up the engine and then quickly shut it off, thinking you've primed it to re-start. Actually, you've dumped raw gasoline into the cylinder walls where it may wash away the protective oil film and increase engine wear when you re-start. It's also a waste of fuel.

- Even while you're driving you should still be planning. Look well ahead to spot slowdowns and red lights. Pace yourself to reach them when they turn green. A car uses much fuel when accelerating quickly from a complete stop. Keep a good space in front of you so you can adjust your speed gradually without closing the gap on the car ahead. If stops are necessary, release the accelerator early and brake gradually.

- Smooth "footwork" is crucial to good gasoline mileage. You'll get the best fuel economy by smooth, steady accelerator pressure for cruising conditions. Gradual acceleration and braking are also helpful. Hard acceleration pours more fuel into the engine for more power, but the fuel is incompletely burned and mileage suffers.

- You'll get the best fuel economy by traveling at moderate speeds. High speeds require more gasoline to overcome greater air resistance. Each car's engine has a speed at which it operates most efficiently, depending on axle ratios, tire diameter, vehicle size and weight and other factors. Generally, this ideal speed is under 55 miles per hour and cor-

responds with the speed in top gear at which the engine produces peak torque.

- When approaching a hill, build up speed early to avoid fuel-robbing hard acceleration on the upgrade. When accelerating with a manual transmission, shift up as soon as possible without causing the engine to "lug" or stumble. If the engine does "lug," the low carburetor vacuum condition that results will cause increased fuel consumption.

- You might want to consider installing a dash-mounted vacuum gauge calibrated in fuel economy ranges. Such gauges allow the driver to monitor fuel use and engine condition while driving. Cost is generally between \$5 and \$12 at most auto parts stores.

A great deal of fuel economy of your particular car will depend on the optional equipment on the car itself:

- Such options as air conditioning and—to a lesser extent—even electrical accessories such as heaters, defrosters and radios use more gasoline. AAA tests have shown that when air conditioning is not in use fuel economy improves by 5 to 14% or more. Air conditioning also adds weight—about 100 pounds—to a car, increasing fuel consumption even more merely because of the extra weight. If you have it, use it sparingly.

- An automatic transmission can be a gas-using option. Manual transmissions generally use less gas, particularly in small cars, although this may not hold true in situations where frequent shifting is required.

- Power steering also uses a bit more fuel.

Some options can help conserve gasoline:

- If you want air conditioning, for example, a light exterior car color combined with light interior upholstery will reduce heat build-up and keep your air conditioner from having to work so hard. Tinted glass also helps.

- Fuel injection usually saves gasoline by more uniformly and efficiently distributing the fuel than do carburetors. An electronic spark ignition system also is a gas saver since its improved spark means better combustion and less chance for fuel-robbing spark plug fouling.

- Top-quality radial tires usually will result in a 5 to 10% fuel saving because rolling resistance is reduced.

Steel-belted radials generally are even better than fabric-belted radials in this respect.

- If you'll be doing a lot of open-road driving, a cruise control option may be worthwhile since such an accessory can maintain a steady speed, rarely using the carburetor's accelerator pump.

## Summary

While some of the gasoline conservation measures we've described will affect only nominal savings individually, their collective impact can be great. Great enough to help revive the economy and prevent tough controls on driving.

They require your serious attention because the energy crisis is a very real problem involving all forms of energy, but most basically petroleum.

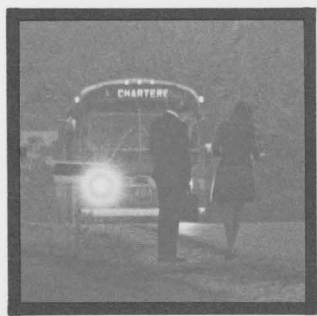
Energy problems will continue to face the U.S. for at least several years until the nation gains greater total energy self-sufficiency in a variety of ways—developing new sources and increasing productivity of existing sources.

You can help a great deal by simply using your car more sensibly. When you take it easy on the gas you make it easy on yourself. You save your own precious energy and money. And you put the brakes on inflation and recession.

Be a GAS WATCHER. Make 5 gallons do the work of 6.



**American Automobile Association**  
8111 Gatehouse Road, Falls Church, Va. 22042



# THE MANTUA EXPERIENCE







# A PRACTICAL PUBLIC TRANSPORTATION OPTION

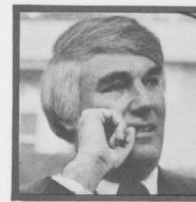
The American Automobile Association has long recognized the need for, and the desirability of, adequate public transportation systems for Americans. AAA has, however, taken exception to the funding of these systems from highway user taxes or tolls.

If public transportation requires a subsidy, AAA believes the obligation should be shared equally by all citizens and the subsidy should be paid for with general funds from the government rather than revenue accrued from highway users.

However, unlike many existing transit operations, the type of community operation embodied in Fairfax County, Virginia's Mantua system requires no public financing. Instead, the bus users themselves are financing the service in "pay-as-you-go" fashion.

The system provides an economical and efficient charter commuter service and, as the following text illustrates, one that is highly responsive to the changing needs of the Mantua community.

AAA presents this report on The Mantua Experience as a guide to encouraging and enabling other communities to create a similar transportation option — an alternative which will not require government subsidies and which is flexible enough to adapt to a community's ever-changing requirements.



# MANTUA, THE COMMUNITY

Mantua, a moderate size suburban subdivision in Northern Virginia lies approximately 15 miles due west of Washington, D.C. Established in the late 1950's, Mantua today is a community of 1,200 homes and nearly 7,000 residents.

Many building firms as well as individual families who contracted with custom builders are responsible for the homes that comprise the community. And although Mantua does not at first glance belie the random fashion in which it grew, the streets do reflect the typical patterns of suburban roadways — loping cul-de-sacs, dead-ends, and streets that simply go in circles.

On the southern edge, the community is bounded by U.S. Route 50 and on the north by U.S. Route 236 — both major arterial highways. And although two bus companies provide service along these routes to Washington, neither ventures into the maze of Mantua roadways, so for most residents access to this public transit can be gained only by car.

Nearly half of the residents — 3,000 according to the 1970 Census — are employed and before the community developed its own charter bus service, many of these workers had only one option for getting to work — their cars.

In 1969, however, the Mantua Citizens' Association decided to do something about that.





# THE MANTUA EXPERIENCE



2

The successful community bus service devised by Mantua's larger nearby neighbor, Reston, provided the seed that eventually germinated into the Mantua Bus.

In September, 1969, the president of the Mantua Citizens' Association invited a member of Reston's bus committee to discuss with members of the Mantua association how the community's bus service worked.

The talk generated so much interest among association members in the possibility of Mantua having its own commuter bus that a special committee was appointed by the president to determine whether the community as a whole would similarly be responsive to the idea.

In the next issue of the monthly association newsletter, distributed to all Mantua residents, the committee included a questionnaire that asked them to indicate whether they would use a commuter bus if one were provided and if so at what times and to what destinations they would desire it.

From the hundreds of newsletters sent, the Association received 75 questionnaires from residents who wanted a commuter bus service. To the early enthusiasts who later conceded that "it pays to be ignorant," the 75 responses seemed significant enough in number to actually merit setting the project in motion.

The chairman of the bus committee took the next step by drafting an aggressive three-member subcommittee which began immediately to delve into the reality of finding a bus company which would provide Mantua with a bus.

Each committee member was assigned a section of the listings of bus companies in the yellow pages and began calling. They soon discovered, however, that only one company (Washington, Virginia & Maryland — WVMA — which has since been incorporated into Metro) was authorized by the Interstate Commerce Commission to service the Mantua area.

From data provided in the 75 questionnaires, the committee presented the bus company with route and schedule requirements of the future Mantua bus. WVMA was cooperative and enthusiastic about the idea and after a couple of months of negotiations agreed to provide Mantua with a bus and driver at a per-trip cost of \$31 (\$1,300 monthly) — payable at the end of each month's service.

The cooperative attitude of the company was further evidenced by their agreeing to provide at first a small bus, and if ridership demand proved to be greater, WVMA would then supply a larger bus at no additional cost.



... many of these workers had only one option for getting to work — their cars.

In part, the amiable attitude of the company can be attributed to the success that the Reston project had enjoyed; a project for which WVMA also provided the buses. And, of course, the company would be bringing in a guaranteed monthly gross income of \$1,300 on one bus.

During the interval in which negotiations were being completed, the committee checked contracts WVMA had written with Reston to ensure that Mantua was going to be charged an equitable sum.

They also looked into any possible affinity requirements imposed by ICC that would restrict ridership of the Mantua bus to association members only and found that there were none. Although the committee itself decided to restrict use to association members, they quickly dropped this requirement.

In addition, they checked ICC regulations for any possible restrictions on points slated for passenger pick-up and discharge. The committee found that within Mantua itself, any point could be designated a bus stop. However, once

Finally, the committee investigated liability and found that the bus company was liable for any accidents involving the bus.

the bus went out of the community and ran along routes where commercial transit already existed, the bus would be prohibited from picking up or discharging passengers. These restrictions did not pertain, however, to final destination areas — Washington, D.C., the Pentagon, and the suburban Virginia business district of Rosslyn.

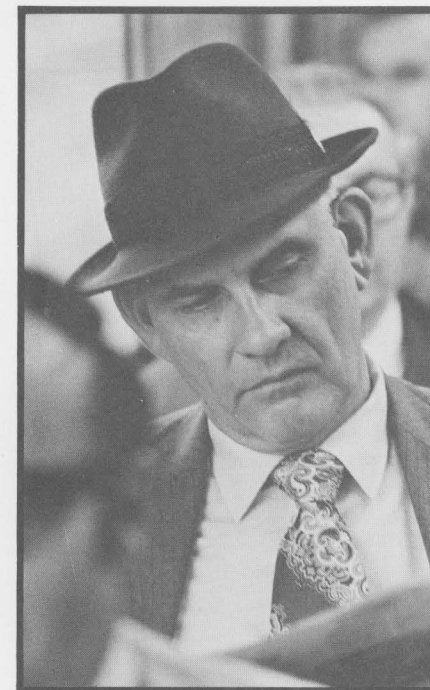
Finally, the committee investigated liability and found that the bus company was liable for any accidents involving the bus.

Financing the project provided the next hurdle. Although WVMA had agreed to post-payment of the monthly fee — and certainly the project would have been stillborn if the company had been opposed to this — the committee needed a cash reserve to fall back on in the event of poor rider turnout in the first months of service.

The committee decided to solicit the association for a \$500 subsidy. Although the majority of members were favorably disposed toward providing this loan, some objections were lodged.

Principally, objectors felt it inequitable to tap association coffers for a bus that would be used by only a "handful of riders" when the bulk of association members would never avail themselves of the service.

Others voiced apprehension over the increased noise in the neighborhood that would result from a bus lumbering along the streets. And, interestingly enough, one of those who voiced this objection happened to be the owner of the local service station — hardly a person without a logical economic concern before the energy crunch had materialized.



The committee countered the charges by asserting that the bus service would actually help to increase the property value of homes in the community because the availability of good, convenient transportation was often an important point in a real estate sales presentation.

In 1969, environmental considerations, fuel conservation, and traffic congestion were not as critical as they are today, but certainly the argument that bus transit can help address these issues should aid other communities in dimming the drone of objections.

Still, after receiving the majority of association members' blessings and \$500, the committee quickly discovered that the hardest part was yet to come — that of getting people to give up the single-occupant car syndrome and try the bus.

The service was advertised regularly in the association's newsletter — which was distributed by neighborhood youngsters to every home in Mantua.

Special editions of the newsletter played up the fact that the bus would not be an ordinary bus — rather it would be an extension of the social life of the community, providing an opportunity for neighbors to get together and converse or simply enjoy an express ride to work in a friendly atmosphere where people wouldn't have to fight each other for seats or elbow room.

The committee also used the neighborhood children to advertise the bus by placing them near major community intersections during rush hours with signs urging drivers to kick the car solo habit and ride the bus.

In the January, 1970 issue of the newsletter, the committee stated that they needed firm commitments from those who would ride the bus before they could complete arrangements with WVMA.

The committee developed three fare structures which they advertised as "subject to modification after experience." Rates were \$32 for a monthly pass for any number of trips, \$9 for a 10-trip coupon and \$1 per single trip coupon.

Fares were competitive with the commercial transit which at the time was \$.80 for a non-express bus restricted to routes missing most Mantua homes by at least a mile.

3



With a March, 1970 handshake agreement between the bus committee and WVMA, the Mantua bus was born and service began that month.

Only the monthly pass had an expiration date and the committee later realized that it would have been wiser to have had expiration dates on all coupons so they could have relied on those coupons being used within a set time period.

Future bus riders were asked to send the committee a check for either the \$9 or \$32 pass as a form of "earnest" money. If inadequate support was engendered in this manner, the committee advised that they would later return the checks.

Unfortunately, not much "earnest" money was raised, but the committee coupled what it did get with the \$500 subsidy from the association and elected to proceed with the project.

With a March, 1970 handshake agreement between the bus committee and WVMA, the Mantua bus was born and service began that month.

It was a month of economic disaster. The committee fell nearly \$400 short of the needed \$1,300 monthly payment and there was fear that the project would fold. But, they still had a \$100 reserve from the Mantua Citizens' Association.

Tenaciously, the bus committee decided to go ahead with the service for another month. In an attempt to increase their rapidly shrinking treasury, they appealed directly to the bus riders to make a \$20-25 donation. Contributors, called "bus boosters," would be given certificates, refundable when the project was operating in the black. However, if the project went under, the donors understood that they would simply lose their money.



About \$250 was raised in this fashion and by the end of April the project was in a slightly better but by no means secure financial position. With only \$27 in the treasury, the committee again went soliciting funds.

This time they approached local developers who were still building in the community and asked them for contributions. The committee was unable to raise any funds from the developers so they next solicited the local realtors' association.

The committee argued that the bus service would be a plus in selling homes in Mantua and the head of the realtors' association, who appreciated the community's need for better public transportation, was able to round up nearly \$300.

The committee went ahead with May service, but with growing apprehension that the project was doomed shortly because of an anticipated decrease in ridership as people began taking summer vacations.

Fortunately, however, the ridership actually increased as a new category of workers — students who had found summer jobs in the city — began riding the bus.

From the summer of 1970 on, the project steadily stabilized economically.

It took almost a year from the start of the operation for the bus to become solvent, but by March, 1971 the committee was able to repay both the association and the bus boosters.

During the next two years, as ridership increased and routing and scheduling were refined, the committee accrued a handsome \$2,000 cash reserve in the treasury. Fares which had been raised to \$1.25 after the beginning months of service, were lowered to \$1.00 per trip.

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By 1973, the patronage had become so large that the committee considered adding another bus to the service on an earlier schedule that would provide service to the Pentagon, Rosslyn and Southwest Washington.

This also would allow them to streamline the route of the original bus — which had been making the Pentagon and Rosslyn stops — to express service to downtown Washington only.

Although the bus committee had \$2,000 in its treasury, the Mantua Citizens' Association again agreed to underwrite the new bus for \$500, if needed.

While the original bus certainly had abundant riders, the committee was aware that the number was not great enough to fill both buses.

To circumvent this possibility, the committee decided to expand the bus service by inviting a community contiguous to Mantua to participate.

The bus committee went directly to the citizens' association of the neighboring Camelot subdivision and asked if they would poll residents to determine if any were interested in using the commuter buses.

The Mantua committee found they would pick up a number of riders from Camelot, so in March, 1973 the second bus was officially added.

Again, the committee went through the growing pains of economic uncertainty — the new bus lost nearly \$1,000 the first month. By the end of May the treasury was reduced to \$600 and the committee began to seriously consider cancelling the second bus.

In a last-ditch effort to save the early bus, the committee indicated to users, through the medium of the community newsletters, the financial condition of the bus, advising that more riders and cash donations would surely be accepted.

And, indeed, they received both — including donations from non-users. By the end of 1973, once again, the treasury had a healthy \$1,000 cushion and the association's second \$500 subsidy had been repaid. Even this achievement paled in the face of successes of the first three months of 1974. Patronage had swelled the bus treasury to \$5,000.

The early bus had then almost as many riders as the original, and the committee was reviewing schedules and routes for a *third* bus it had on order from Washington's Metro bus fleet.

For many reasons — from the gasoline shortage to the fact that both buses had provided economic, convenient, and pleasant transportation to congested Washington — which does not boast an abundance of inexpensive parking — the committee anticipated an influx of riders sufficient to populate a third bus comfortably.





# THE SOCIAL EXPERIENCE

6 The Mantua bus system is not simply a project that affords an admirably efficient and economical means of transportation to and from work. It is, in a very real sense, a social experience for most of the 400 passengers who ride it at one time or another.

And the unique atmosphere is sensed as soon as one boards.

The bus driver knows most of his passengers on a first-name basis and greets each with a broad smile and pleasant remark.

Passengers pay no fare as they board the bus. Rather, an appointed "Busmeister" collects from each rider after all have boarded and the bus is enroute. Thus, the impersonality of the fare box is avoided.



Passengers wishing to read or indulge in neighborly chit-chat most often choose to sit in the front and middle sections of the bus, while in the back a fraternity of card players assembles each day to play hearts.

On some days as many as three groups of four players each juggle cards and brief-cases-turned-cardtables as the bus rolls along. One rider regularly keeps score for all the games and compiles a weekly crib-sheet on each player's performance.

After the original bus had been in operation for one year, several riders organized a toast to the bus to mark the event, a fete liberally publicized by Washington news media. Out of that grew occasional coffee and donut sessions, provided by riders volunteering to make insulated jugs full of coffee and pick up pastries ahead of time.

When a young woman rider became engaged, a group of bus riders got together and planned a surprise engagement party for her, held on the last evening she rode with the bus gang before being married. The affair was "catered" by one of the bus regulars who purchased several trays of hors d'oeuvres.

Many friendships have been made while riding the bus — a bowling team was formed among male riders and several female riders regularly go out to dinner together.

Most of the regular passengers vow they would never go back to driving alone to work. Aside from the obvious advantage of not having to fight their way through the rush-hour traffic, they say they enjoy the unexpected comradeship that has developed.

It is in a very real sense, a social experience for most of the 400 passengers who ride it at one time or another.

The once-dreaded commute to and from work for them has been transformed into a relaxing hour spent in the company of neighbors and friends.

The bus provides virtual door-to-door service which conventional bus operations cannot in communities as spread out as Mantua.

And because the service is so highly individualized, routing and scheduling of the buses can easily be modified to fit the changing needs of the riders.

For example, as more riders are gained on a particular street, the bus will accommodate them by making a swing down that street.



Another encouraging note: Fares in 1974 were the same as in 1971 — \$1.00 per trip and discount fares had been incorporated for family groups and those not traveling the entire way to Washington. At the same time, the commercial bus lines had boosted their fares by \$.10, still offering far less service and comfort.

Moreover, the bus once enroute to Washington, is not tied to any particular route. If one major highway seems too congested, the driver and Busmeister will simply choose an alternate one. For aside from collecting fares and banking the bus funds, the Busmeister serves as trail blazer in traffic and as "commander of the ship."

Another encouraging note: Fares in 1974 were the same as in 1971 — \$1.00 per trip and discount fares had been incorporated for family groups and those not traveling the entire way to Washington. At the same time, the commercial bus lines had boosted their fares by \$.10, still offering far less service and comfort.

But perhaps the Mantua Experience can best be summed up in the words of an enthusiastic rider:

"What a shock. I was expecting the regular type bus ride . . . people buried in newspapers, others asleep or gazing out windows, a driver who got insulted if you asked him a question, and certainly I did not expect a seat.

"Well, not only did I get a seat, but a bus load of new friends and two hours of each work day that I can now really look forward to."







# HOW YOUR COMMUNITY CAN DO IT

Can your community start a commuter bus?

The Mantua Experience proves that almost any community — no matter what its size — can initiate and successfully operate a commuter bus service for its residents.

Here is a step-by-step guide to starting your own "Experience."

**1** *The first thing you must do is determine if a commuter bus is practical.* Are there, for example, enough people in your community who work in the same general area to generate enough passengers to make the bus pay for itself? The important thing to remember here is that the route has to be convenient. If some passengers have to be taken far out of their way to drop off or pick up others, the bus will not be convenient for them.

This does not mean that all passengers have to work within a two or three block area. It does mean that you cannot try to serve two, three or more employment centers with only one bus.

**2** *An element crucial to the success of your project is leadership.* Select a strong leader and conscientious person to be chairman of the bus committee. This individual should be a prominent and respected member of the community and sincerely determined to "make a go" of the operation.

Likewise, members of the committee should be enthusiastic about the project and willing to dedicate wholeheartedly their time and energy in getting it off the ground.

**3** *The next step is to get the community interested in the bus project.* It helps if your community has a functioning organization to work through, such as a civic, citizens or homeowners' association. Arrange to present the idea at one of the meetings using the information contained in this booklet and relating it to the needs and situation of your own community.

Do not seek a commitment at this first meeting.

Once you have made the basic presentation, distribute a questionnaire to the households in the community. Mention the presentation, give a few basic facts, and ask for an indication of interest.

Make it clear that this is an indication of interest only — not a firm commitment.

The questionnaire should include space for name and address; phone number; time leaving for work in the morning and time leaving work for home in the evening; and, most importantly, the exact destination of the prospective rider.

Do not be disappointed if the response to the initial survey is not exactly overwhelming. Remember, to successfully operate one bus you need from 30-50 passengers on each trip depending on the size of the bus and the cost.

You should get an indication of interest from at least 75 to 100 people. This amount is necessary because you will find that at times, as many as half of your regular riders may not be on the bus for a particular day or even week, as they take their vacations, become sick or go out of town on business trips.

**4** *At this point it is time to begin serious discussions with local bus companies.* Check regulations and find out which companies can serve your area and if they are permitted to offer charter service. The bus companies themselves or your local regulatory agency can tell you this.



When you begin your discussions with the bus company, be prepared to give them tentative specific routing and scheduling information. It will be tentative because it will be based on expressions of interest gathered through your questionnaires, but it must be specific enough so that the bus company will have a good idea of the cost of the service.

There are some things you should look for in a contract:

- ☐ be sure that the bus company retains liability in insurance matters.
- ☐ check public tariff information to see that the price the company is quoting you is comparable to its other charter operations.
- ☐ check for any affinity requirements which may limit ridership.
- ☐ check to see that the bus company can make pick-ups in the entire area your service will cover.
- ☐ try to avoid having to pre-pay the company for a guaranteed time of service. This could amount to a large sum of money and could stop your project before it even gets off the ground.

One of the distinct advantages of the Mantua service is the fact that the bus will stop for passengers anywhere along the route within Mantua — this means riders not having to walk long distances to be at a specific street corner.

When dealing with the bus company, stress that the service will have to be as flexible as possible, especially concerning routes and pick-ups. This will be very important to your future success. One of the distinct advantages of the Mantua service is the fact that the bus will stop for passengers anywhere along the route within Mantua — this means riders not having to walk long distances to be at a specific street corner.

It also means that the bus will have some of the flexibility of the private auto; that it will not be wed to traveling one specific route once outside the community regardless of traffic conditions.

**5** *Once you have negotiated with the company and have contract terms agreed to, you must go back to the community and begin the sometimes laborious experience of getting definite ridership commitments from your neighbors.*

Start the process by going back to the group you started with and reporting to them on the progress to date. Stress the positive aspects of the services, the benefits to the individual and to the community. Enlist the support of everyone in building ridership and start right then to get commitments.

Then distribute leaflets through the community with information on the service — date it will begin, cost, schedules, routes. The leaflet should include a return form seeking ridership commitments.

About a week after the leaflet has gone out, start a telephone campaign into every household in the neighborhood — making sure you begin with those who originally expressed an interest in the service, but have yet to give a definite commitment.

Promoting ridership is limited only by your imagination. If you have enough volunteers, you might try sending them door-to-door with information on the service.

**6** *The contract terms with the bus company will determine what fares you will have to set for your riders, but there are some things you can do within that fare structure.*

First and foremost — have your fares determined when you start soliciting riders. It will be difficult, if not impossible, to get potential riders to commit themselves to ride the bus if they do not know the fares.

Payment for ridership should be as painless as possible. For a small service, cash payable on boarding is preferable. But do not have the riders put the fare in the bus fare box. Have someone designated on the bus — a Busmeister — to collect fares after the last community rider pick-up has been made. This will further emphasize that this service is different from regular bus services.

There are other ways to price the service — by selling tickets, for example, or by giving discounts for purchasing a certain number of rides — but the best and simplest way to operate at the beginning is cash for each ride.



... inexpensive, reliable public transportation with a friendly flavor.

**7** *Once you have enough commitments to start the bus, you will have to determine routes and schedules.* Remember flexibility. But remember, also, that your service must be convenient and time-saving or you will lose riders.

Take the information on time and destinations provided by the potential riders and chart your route schedule. In the community you should be able to pick up people anywhere along the route, but in the business areas you will have to designate certain stops as pick-up points for the return trip.

As your service grows, you may have to make modifications in your original route plan, but this is relatively easy and the adaptability of such service to changing needs is indeed one of its chief assets.

Unlike most transit operations existing today a community-based "do-it-yourself" operation such as Mantua's can ultimately be designed to provide inexpensive, reliable public transportation with a friendly flavor.

At the same time, this service can be achieved without the enormous taxpayer-subsidized conventional dole public transit is normally nursed on if a community uses the "pay-as-you-go" method proved by The Mantua Experience.





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Automobile  
Association**

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