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MASTER

DEPARTMENT OF ENERGY

Conservation in Transportation

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Report
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INTRODUCTION

To augment existing energy conservation programs in the public and private sector, Fraser/Associates has undertaken a nationwide examination of grassroots energy conservation projects to determine their effectiveness and outreach.

Trade associations and organizations involved in driver awareness, mass transit and ride sharing were targeted for study. Evaluation criteria to determine effectiveness of information distribution were developed. The quality of materials and outreach capabilities were studied. Existing programs were researched to determine current outreach impact and markets reached. The degree of information available concerning driver awareness, mass transit or ride sharing was investigated.

One hundred twenty representative trade associations and corporations actively involved or having influence in energy conservation were contacted (Exhibit A). These groups were asked to outline programs developed and project objectives and results, types of materials used to implement and enhance the program, and numbers of persons/organizations reached. The information was recorded on survey forms (Exhibit B). Each organization was asked to send sample materials and related information dealing with its specific programs. Quality of materials and size of the project's outreach were evaluated.

Reports, highlighting the outstanding programs selected from the organizations surveyed, were written.

The spectrum of contacts has been condensed into three major subject areas: driver awareness/mass transit, travel and ride sharing. A section of this report is devoted to each area. In each section, the names of the organizations contacted are listed, a general description of the projects and their results given, and companies with outstanding programs detailed.

DRIVER AWARENESS/MASS TRANSIT

This section reports on educational programs established by trade associations and organizations to promote driver awareness and mass transit for energy conservation. Seventy-three organizations were contacted (Exhibit C).

Program information and sample materials were requested and upon receipt were evaluated and rated on a scale of 1-10, based on the following criteria:

- Applicability -- Does it fulfill an information need in driver awareness and mass transit? Does it properly address the issue?
- Style -- Is the information understandable as well as believable? How is the clarity of the message judged?
- Graphics -- Do the illustrations and use of color reinforce the message? Do the graphics add to the appeal and convey the desired image? Is it innovative? What sets the material apart from the others? Is it imaginative?
- Size -- Can it be handled easily, mailed in standard-size envelopes at no more than first class rates?
- Cost -- Can it be mass-produced inexpensively? If less than 15¢ per unit, give a higher rating than if it costs more. Is it a self-mailer?

Each category is worth 20 points. A rating of 1-6 is low, 7-15 is medium, 17-20 is high. The total score between 1-100 was divided by 10 to get the "10" rating.

Also judged was the project's outreach, rated on a scale of 1-10, based on the following chart:

Outreach	Score
30,000 +	10
25,000	9
20,000	8
15,000	7
10,000	6
8,000	5
5,000	4
3,000	3
2,000	2
1,000 or less	1

(See Exhibit D for the results of the materials/programs and networks ratings.)

The following is a summary of the chart:

TOTAL ORGANIZATIONS CONTACTED: 73

NETWORKS:

High rating	27	
Medium rating	15	
Low rating	<u>31</u>	73

PROGRAMS/MATERIALS:

High rating	9	
Medium rating	5	
Low rating	<u>59</u>	73

A majority of the organizations surveyed indicated they consider energy conservation a priority issue. However, because funding or motivation is lacking, only a few have actually developed substantial programs designed to alleviate America's energy problems. Rather than develop programs, the organizations' headquarters issue policy statements and leave program development to the members.

Several groups, however, expressed willingness to participate in a national conservation effort by using their extensive networks to disseminate other organization's information nationwide.

The following organizations have been selected from those surveyed as having outstanding conservation programs:

- American Automobile Association
- American Legion
- American Public Transit Association
- Atlantic Richfield Company
- Dallas Transit System
- Institute of Industrial Launderers
- National School Transportation Association
- Shell Oil Company
- Springfield, Mass. Energy Conservation Commission

Some associations chosen to be highlighted did not have existing materials or a substantial network, but program quality and success are worthy of mention.

AMERICAN AUTOMOBILE ASSOCIATION

In 1974, the American Automobile Association (AAA) began a "gas watchers" program to inform the public that reducing energy demand means using energy more wisely.

To implement this project, AAA developed a brochure presenting several ways America can help solve its petroleum problems -- car and van pooling, car maintenance, fuel and car purchasing. Pocket-size, one-page "gas watchers" (tips with simple steps to conserve gasoline) are printed for easy reference. Decals and a gas-watcher car maintenance guide are included among the projects' materials.

Ten million AAA members received the program's various publications, but the number of persons utilizing conservation suggestions is unknown. Program results indicate gas consumption is down due to price increases on gasoline and changing public attitudes.

AAA also highlighted, in a special report to its members, a suburban community's efforts to develop an alternate form of mass transit.

Ten years ago, the 3,000 working residents of Mantua, Virginia had only one means of getting to work -- their cars -- because they lacked accessibility to a bus system.

In 1969 the community developed a commuter bus service linking Mantua to a highway bus system. The service was financed pay-as-you-go. To date, 400 persons have used the bus.

AAA chose to spotlight Mantua because this community's outstanding solution to its commuter problem could serve as an example to encourage creation of similar transportation options by other communities -- alternatives which do not require government subsidies and are adaptable to individual community needs.

Also, AAA recently devised a modular, inexpensive driver improvement program. Drivers, both new and experienced, receive current information to increase driving abilities. So do traffic offenders. The program can be modified to enrich high school driver education courses.

The cost of the program, with eight modules containing slides, teacher's guide, sound cassettes, binder, how-to-drive student manual, test and test answer sheets, and three films is \$401.75. Items can be purchased separately. So far, the program has been adopted fleet-wide by the Navy and by 19 states.

An overview of AAA's efforts recorded over the past sixty years to make America's streets and highways safer shows a dedication to public service. Noteworthy programs developed during this period include:

- School safety patrols, involving more than 1 million patrol members protecting 30 million children;
- High school driver education courses taught in 19,000 high schools to more than 3 million students;
- Pedestrian safety improvements with 2,500 cities in more than 30 states participating;
- "Preschool Children in Traffic," assisting parents in teaching children to understand the characteristics of residential area traffic through distribution of 1 million program kits;
- DWI (Driving While Intoxicated) Counterattack program, helping more than 800 communities in the United States and Canada re-educate and rehabilitate drivers convicted of DWI offenses, teaching them about alcoholism and about safe driving techniques.

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AMERICAN LEGION

In 1977, realizing the fight for energy independence would be one of this country's toughest battles, the American Legion launched a nationwide energy conservation and information program to increase energy awareness throughout its membership.

So far, the Legion has distributed an energy booklet to its 16,000 posts and asked each to sign a pledge of participation in the Legion's conservation efforts. The posts were instructed to appoint an energy chairman and elect an energy committee. The next step involved implementation of an education program involving car/van pooling, tips for energy savers, driver education, weatherization and energy audits.

Each post also received suggested areas for program development (i.e., in residences and commercial buildings, in industry, in transportation) and an outreach campaign outline, designed to mobilize citizens and generate significant energy-saving action.

Also presented in the energy booklet are:

- Contacts for additional materials, assistance and information;
- List of state energy offices;
- Other possible contacts if the post wants to utilize resources besides their own;

- Partial listing of energy sites that can be visited;
- Sixty-question energy quiz;
- Agenda, invitation, reservation card, room layout, list of participants and characteristics for a series of statewide or area energy forums.

To date, 7,365 posts have become involved in the Legion's energy conservation program. Over the three-year life of the program, \$250,000 - \$350,000 have been spent.

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AMERICAN PUBLIC TRANSIT ASSOCIATION

The American Public Transit Association (APTA) has developed a multi-faceted energy conservation program to supplement the search for an alternative to the private automobile.

In 1977 APTA teamed up with the White House, and in 1979 with DOE, in a gas-saver ad campaign to promote transit for energy conservation. In 1977, car cards signed by President Carter and thanking Americans for taking mass transit and saving energy, were posted in buses and subways. In the 1979 campaign, the car cards, without Mr. Carter's signature, were printed in Spanish and English. APTA provided visual technical assistance to both campaigns and implemented a nationwide car card distribution program. New York and Washington, D.C. are among the participating cities. Program costs to APTA have been minimal, involving only staff time and mailings.

APTA has published many articles on mass transit issues in its quarterly Transit Journal, its weekly newspaper Passenger Transit, its Transit Fact Book and in three reports about rail transit. All written materials serve as comprehensive indicators of areas of accomplishments and needs in energy conservation.

Perhaps its most successful project -- introduced nationally in September, 1979, and continuing -- is APTA's production of an audiovisual transit education program for schools. Its theme is "Getting Around: Transit Makes the Difference." The program, designed for use in the fourth-through sixth-grades, introduces the concept of public transit by having children explore the relationship between transit and energy, the environment and the economy.

The program kit includes samples from student worksheets, a teacher's guide, a 10-minute filmstrip, and a take-home brochure. The student activity sheets use games and puzzles to reinforce learning. The guide provides teacher orientation and support, discussion questions, and activities and suggestions for local community application. The brochure highlights the programs main points. Additionally, the kit contains an information sheet for teachers and a news release on the kit's presentation to President Carter at APTA's Annual Meeting. To date, more than 1,200 kits have been sold.

On January 11, 1980, APTA reported that local employers were sponsoring the development of a transit pass program, in conjunction with the Washington Metropolitan Area Transit Association (WMATA), to stimulate the use of public transportation among employees. As part of this effort, a questionnaire was sent to all transit system members to obtain information

about the program's functions, extent of employee and employer participation, range of discounts available, and tax-related obstacles, as well as any marketing techniques or useful suggestions. The results of the questionnaire indicate that 33 transit agencies, 223,036 employees, and 2,842 employers participated in the program. The cost of APTA's share of the subsidy is \$6,000 per year.

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ATLANTIC RICHFIELD COMPANY

Atlantic Richfield Company (ARCO) has developed a national program, "The Drive for Conservation," designed to teach American motorists how to save gas. The program will reach hundreds of thousands.

The two-part project, consisting of a Fuel Efficient Driving System and an Energy Efficiency Maintenance Program, teaches driving and maintenance techniques. Other gas-saving methods taught include: ride sharing, use of public transportation and improved automobile equipment.

Four "Drive for Conservation Caravans" traveled nationwide for one month, demonstrating to public civic and community groups the gas-saving Fuel Efficient Driving system, fuel efficient car maintenance and video programs on gasoline conservation. To date, 225,000-250,000 persons have been reached.

ARCO has produced a filmstrip on the Fuel Efficient Driving System to donate nationally to 3,000 driver education classes. It has also developed an extensive advertising campaign focusing on the program as well as a wide range of energy-saving issues. The campaign's theme is "It's Time We All Went on An Energy Diet."

ARCO has a 750-member speakers' bureau to explain the program and, working with civic and energy groups, police

departments, and state and local government agencies, to promote gas-saving techniques.

Other materials developed by ARCO include a program brochure, a gas mileage quiz for driver awareness and a 10-minute weekly automobile examination guide for owners. The guide helps to spot and correct minor problems as well as the major difficulties and can lower fuel efficiency.

Currently, the Drive for Conservation project has trained 112,000 persons, involved 150,000 students in educational programs, and distributed 286,000 copies of its "how-to" book, Read to Conserve.

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DALLAS TRANSIT SYSTEM

From 1977 into part of 1979, Dallas Transit System (DTS) inaugurated two new routes in its downtown area. The service, known as "hop-a-bus," encourages downtown ridership. The "hop-a-buses" are painted pink to differentiate themselves from the larger regular-service vehicles. They resemble bunnies (hence the birth of the service's nickname -- "bunny bus"). The fare was 10 cents; now it's 15 cents.

Claudia Goad, public relations representative for DTS, says the concept generated a great deal of enthusiasm but the program has never been financially successful. In the beginning, from 1977 to 1978, some 1,040,000 persons rode hop-a-bus at a cost to DTS of \$429,334. In 1979, because only 18 percent of costs were recovered through fares, the North-South route was discontinued. Service on the East-West route was reduced and the fare was raised to 15 cents. Accordingly, ridership has dropped to 30 percent of 1978's level, or 286,000, at a cost to DTS of \$210,500.

Nonetheless, the bus company's employee discount program is participated in by 240 companies. They give monthly passes to employees who commute via the bus. The program costs \$300,000 annually, and to date, 10,000 passes have been sold.

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INSTITUTE OF INDUSTRIAL LAUNDERERS

Within its network, the Institute of Industrial Launderers has developed an ongoing energy program, "Energy Effectiveness '80." It is "designed to use the existing business/employee structure to achieve conservation education and direct energy savings in business activities and personal living."

The program's objective is route efficiency through better geographic route alignment and organization which results in fuel conservation.

A training course, documented in Industrial Launderer (April 1980), has been developed to communicate the program. A comprehensive kit contains course materials consisting of booklets covering topics such as energy effective areas for vehicles, marketing and production, audits, gas- and money-saving tips, posters, decals, steps for program implementation, 1980 calendar of events, activities checklist and a report guide. Five hundred kits have been distributed.

Program status, as of April 16, 1980, indicates that five 25-person sessions have been held. A total of 205 of the Launderers' 1000-member plants have participated, 17,000 employees have become involved and one million customer employers are now represented.

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NATIONAL SCHOOL TRANSPORTATION ASSOCIATION

The National School Transportation Association (NSTA) has developed an energy contingency plan for the school transportation industry that suggests Americans modify present transportation systems by sharply curtailing use of and dependence on private automobiles. While the primary obligation of the school transportation industry is to safely carry children to and from school on America's 391,000 school buses, fuel shortages will necessitate utilization of school buses to provide broader community service.

NSTA's contingency plan prepares for both immediate and long-range dependence on multi-passenger vehicles to save petroleum. Sepcifically, the plan addresses the need to increase the capacity of local bus transportation systems. The role played by bus operators and the chief elements of the plan are clearly defined. Financial considerations and plan implementation are also presented, and state planning coordinators are listed. More than 2,000 copies of the plan have been distributed.

NSTA also conducted a survey to determine the extent of fuel savings if all high school pupils driving automobiles to school were riding on school buses instead. Some 1,200 copies of the survey were distributed nationwide to school bus operators and transportation supervisors of high schools.

To facilitate program implementation, NSTA in October, 1977, developed a series of booklets highlighting:

- Pupil transportation and energy conservation;
- Purchasing for fuel economy;
- Driving for fuel economy;
- Operating for fuel economy;
- The science of saving fuel.

Four thousand copies of the booklets have been circulated in all.

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National School Transportation
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SHELL OIL COMPANY

Shell has developed 23 Answer Books for the public in a question-answer format. The booklets cover automobile problems, usage, buying and selling, maintenance, safety, repairs, theft, driving skills, accidents and gasoline.

There is an additional Energy Book which, like the 23 Answer Books, asks the necessary questions and gives practical answers in an understandable, concise and clear fashion. The Energy Book also lists available and future energy sources, energy-saving tips and existing state programs.

The booklets are distributed by:

- Insertion in national magazines.
- More than 7,000 Shell service stations nationwide.
- TV spots.

The cost of the campaign ranges between \$10-12 million a year. The booklets have reached 60 percent of the American population aged 18 and over. Since the campaign began four years ago, more than 800,000 positive letters and fewer than 200 negative letters have been received by Shell.

The large number of positive responses indicates that Shell's Answer Books are an excellent vehicle for public education about the "do's" and "don'ts" of driving and car maintenance.

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SPRINGFIELD ENERGY CONSERVATION COMMISSION

The Springfield Energy Conservation Commission consists of 11 city officials from Springfield, Massachusetts who meet twice monthly to discuss city energy affairs. It has taken positive steps toward conservation.

Three years ago, a "Save Your Money and Your Breath" fuel-efficiency check program/promotional campaign was initiated by United Technologies. The company provided to Springfield, free-of-charge, its Autosense Vehicle Test System which conducts a computerized inspection of automobile exhaust emissions. The program's objective is to educate the public that a car polluting the air also wastes large amounts of gasoline.

During the one-week program, 214 city-owned vehicles were tested, with 42.5 percent passing and 57.5 percent failing. Mechanics worked on the cars failing to improve fuel efficiency. Those cars were then re-tested. All passed.

Four thousand five hundred and thirty privately-owned cars were later tested at designated centers where a mechanic attached "Autosense." When the computerized unit's sensors measured the various engine conditions, 54.4 percent passed and 45.6 percent failed. All participants received computer printouts outlining areas where repairs are necessary for vehicle fuel-efficiency and to regulate air pollution. There are no available figures of the number of participants.

Another city project was Energy Conservation Week, March 26-31, 1979, sponsored by Springfield's Energy Conservation Commission. On a volunteer basis with no cost to the city, the Week's goal was to increase awareness to conserve energy. Workshops and seminars were conducted to show homeowners, businesses and local industries how to cut fuel bills. Topics covered include oil burner efficiency, car and van pooling, residential energy audits and use of solar energy. Excellent community attendance at citizen-participation events facilitated the awareness.

An additional program, sponsored by the State of Massachusetts Energy Policy Office, was conducted in Springfield. "Project Conserve," held in mid-1976, was aimed at detection of heat loss from buildings. A "Red Rover Scanner" van provided free energy-loss scans to homeowners who requested them.

When the program began, the State distributed to homeowners questionnaires which measured the quality of home insulation to save energy and cut heating costs. One hundred homes were analyzed at a cost of \$230,000. The scans showed a potential saving in fuel costs of 20 percent.

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TRAVEL

Common sense suggests that any travel-related company or association would take all possible steps to promote energy conservation and thus head off fuel rationing and the recurrence of shortages and long lines at the gas pumps. But the overwhelming majority of travel-related groups contacted by Fraser/Associates exhibit opposite tendencies. The majority have not organized national conservation programs. Instead, major responsibility for programming is left to the membership and franchisees.

The following organizations were contacted to determine existence, quality and extent of energy conservation programs:

- American Automobile Touring Alliance
- American Hotel and Motel Association
- American Recreation Coalition
- American Society of Travel Agents
- Association of American Air Travel Clubs
- Association of Bank Travel Bureaus
- Avis Rent-A-Car System, Inc.
- Holiday Inns, Inc.
- Marriott Corporation
- Travel Industry Association of America (formerly
Discover America Travel Organizations, Inc.)
- Winnebago Industries

Generally, the above organizations do not initiate development of national conservation programs. Frequently, if conservation programming exists, it has been developed by members or franchisees. While a plethora of policy and

position statements are issued by national headquarters, little, if any, proactive material is produced. Most of these organizations respond quickly to government proposals for gas rationing and other conservation measures, but do little to prod members or franchisees to initiate activity. Action taken is usually reactive.

Activities of five organizations are highlighted below:

AMERICAN HOTEL AND MOTEL ASSOCIATION

Typical of the travel industry's lackluster conservation activity, this association can be classified as supportive of the cause but not action-oriented. Program development is left to its corporate members. The association has a limited outreach of 1,800.

AMERICAN RECREATION COALITION

Although this organization frequently makes prodigious efforts to react to potential government programs -- notably, gas rationing -- they do not engage in conservation programming. Initial outreach can be considered small: 50 organizations. However, an official of the Coalition claims a potential outreach of over 30 million Americans engaged in recreational activities.

AMERICAN SOCIETY OF TRAVEL AGENTS

With a substantial outreach of 16,000 members, consisting primarily of travel agents, this organization does not exhibit program development and, surprisingly, has no future contingency plans to do so.

AVIS RENT-A-CAR SYSTEM, INC.

The company, which operates a fleet of 235,000 vehicles in 100 countries, introduced an enlightened program for car pool promotion in the Fall of 1979. The program, entitled Avis Car Pool Promotion Program, was originally geared for Avis' North American Headquarters in Garden City, New York, where over 1,000 employees were straining parking facilities.

The program offers promotional material as a model for other organizations. It includes a 23-minute professionally-produced film, an implementation manual, presentation outline and brochures. The package has been promoted through state departments of energy, ads in business magazines, and mailings to major Avis accounts.

Results include usage by the United States Departments of Energy, Education and Transportation and adoption of the program by American Express, Amoco and Blue Cross/Blue Shield.

Over 77 organizations have bought the film (@\$350) and over 66 have rented it (@\$50). Additionally, over 118 copies have been presented, upon request, to public service groups and government agencies.

TRAVEL INDUSTRY ASSOCIATION OF AMERICA

The Travel Industry Association of America was, until mid-May, 1980, known as the Discover America Travel Organizations, Inc. (DATO). It is an umbrella trade association for the domestic travel industry. It has a primary outreach of 2,000, with a secondary multiplier membership (members-of-members), and is composed of hotel, tour, airplane, bus and other operators in the travel field, including state travel bureaus.

While the association has not organized an orchestrated conservation campaign to date, the genesis for such a program may be in the making. At its urging, a Special Travel Industry Energy Council has been formed to serve as a coalition on energy for the travel industry. Although this group has been exclusively engaged in formulating policy positions on potential government energy policies and programs for the industry, it may in the future play a significant role in planning a concerted travel industry conservation effort.

VAN POOLING

INTRODUCTION

Rising prices in gasoline and automobiles, traffic congestion and air pollution have encouraged people to use an alternative mode of transportation -- van pools. This transportation mode has experienced great success since the inauguration in 1973 of a pilot van pool program by the 3M Company in St. Paul, Minnesota. Since then, more than 400 companies have developed similar programs.

Numerous studies indicate van pooling's successful contribution -- reduction in traffic congestion in peak-time loads, a major potential benefactor in reducing road use and maintenance and essential in reducing carbon monoxide levels.

CURRENT STATISTICS

Approximately 23,000 vans are currently in operation. Constant growth is projected, with an estimated one million vans operating by 1982.

On the average, each van, when used in a "pool," saves 8,000 gallons of gas annually and reduces air pollution annually by six tons. By 1990, use of van pools could save an estimated 250,000 barrels of gasoline per day.

Research also shows that with the use of one van pool, a company removes six to eight vehicles from the road, thus saving

an estimated \$135 a year on each space in a parking lot and approximately \$395 per year for a space in a parking garage.

SURVEY

Fraser/Associates surveyed 18 companies (Exhibit E) which have van pooling programs. The following information summarizes the results of the survey:

- Fifteen companies claim their primary purpose for program development was to help conserve energy. Four developed programs to alleviate parking problems and traffic congestion. (Exhibit F)
- Eleven companies own their vans, while six lease. Two companies do both. (Exhibit G) The purchase price of vans (Exhibits H and J) ranges from \$8,800 to \$10,000, depending upon van specifications, quantity bought and financing costs. The estimated cost of leasing a van (Exhibits I and J) is \$325 monthly. This price includes insurance costs (approximately \$40), maintenance costs (\$45), and average leasing price (\$240), which covers the cost of the van, freight, dealer preparation, excise tax, registration fees, sales tax and financing charges.
- Passenger fares vary (Exhibit K), and the financial affairs of each van are the driver's responsibility.
- Five companies also work with their local mass transit system to facilitate transportation and selling of bus tickets. (Exhibit L)
- Communications are necessary when initiating van pool programs. Company newsletters and bulletin board memos are widely used, as are departmental memos, surveys and posters/flyers.
- The following ideas are expressed by surveyed companies:

- Possible development of PARK AND RIDE (driving to a location and catching a van at a designated location).
- Possible four-day work week.
- Development of additional DRIVER SAFETY programs.
- Development of a special van-pooling department (most programs are handled by personnel and security departments).

The following companies are summarized, due to the large size of their van pool programs:

Chrysler Corporation

Continental Oil Company

Hoffman-La Roche

Minnesota Mining and Manufacturing Company

Texas Instruments

CHRYSLER CORPORATION

Chrysler Corporation, located in Detroit, Michigan, developed its van pooling program in mid-1974. Currently, 150 company-owned vans operate in Detroit and Canada. The vans are insured for collision and liability by Chrysler and insured by an outside organization for physical damage.

The program's objectives are energy conservation and reduction of traffic congestion and parking problems.

Van pooling is advertised through departmental meetings, mailings to employees, displays and senior corporate officials.

Each van operates on a nine-passenger, break-even basis. The driver rides free, retaining the fares of the tenth and eleventh passengers. Fares are determined by distance traveled, maintenance and gasoline costs.

The net effects of Chrysler's 150 vans are:

- Reduction in peak hour traffic by 1,050 vehicles, and
- Savings of 808,200 gallons of gasoline per year.

Further program expansion is anticipated.

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CONTINENTAL OIL COMPANY

Continental Oil Company (Conoco), located in Stamford, Connecticut, developed its van pooling program in 1975 and currently operates 120 company-owned vans in 24 work locations covering 12 states. Conoco absorbs all administrative costs.

Conoco's program encourages energy conservation. Setting an example to other energy companies and the public is a constant concern.

Prior to program implementation, Conoco conducted an economic analysis of costs, salvage value of the vans over a period of time and other fixed and variable expenses. A letter was distributed to employees explaining and introducing the program. The number of participants and geographical proximity to each other were determined.

Fares are designed to recover operating expenses and vehicle depreciation. Cost varies according to distance traveled and number of riders. One van carrying eight passengers for a distance of 20-miles round-trip cost \$18 per month.

Program expansion is anticipated.

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(713) 965-1484

HOFFMANN-LA ROCHE

Hoffmann-La Roche, located in Nutley, New Jersey, developed its program in 1974 and currently operates eighty-two 12-passenger vans. They are purchased and insured for collision by the company, with liability coverage acquired elsewhere.

The primary purpose in developing this program was to conserve energy. In 1973, when 3M became the first American company to use van pooling for conservation purposes, Hoffmann-La Roche began designing its own program. Benefits to the company have been extensive: fewer parking spaces, less traffic congestion and less automotive pollutants.

Communication of the program is accomplished solely by bulletin board memos and a "Grit Board," where van and car pool openings are posted. To date, 8,400 employees have participated in the program.

Fare determination is based on mileage and operation costs, excluding administrative charges. The project is partially subsidized by the company in order to lower fares. An average 50-mile roundtrip fare is \$39.60 per month (company-subsidy included). The driver has unlimited use of the van and pays 16 cents a mile for all personal travel.

Program changes are not anticipated.

CONTACT: Ms. Sylvia Thomann
Director, Van Pooling
(201) 235-5000

Mr. Irwin Lerner
President and Chief Executive
Officer
Hoffman-La Roche
340 Kingsland Street
Nutley, New Jersey 07110
(201) 235-5000

MINNESOTA MINING AND MANUFACTURING COMPANY

The Minnesota Mining and Manufacturing Company (3M) "Commute-A-Van" program was developed in 1973 to reduce traffic congestion and help cope with growing parking demands. Air pollution and energy savings were also studied.

The initial effort was preceded by a "home-work travel survey," which identified residence areas, travel habits, specific arrival and departure times and routes. The survey, along with bulletin board notices and departmental memos, generated a great deal of interest among employees.

The pilot program of six vans has grown to 135. Passengers pay on a monthly basis, which varies per van depending on operational costs, van mileage and particular driving and riding characteristics. The driver rides free, has personal use of the van and collects profits from passenger fares exceeding the eight-passenger minimum. The average cost of a 50-mile roundtrip is \$39 per month.

3M forecasts constant expansion of its program. More important, it envisions an increasing amount of acceptance and expansion of van pooling nationally.

The following additional information has been supplied by 3M:

- Vans serve 1,500 3M employees in the St. Paul area.

- 297,000 gallons of gasoline are saved annually, for a cumulative eight-year total of 1,407,000 gallons saved.
- 81 tons of pollutants are saved from the atmosphere in the form of auto exhaust emissions, for a cumulative eight-year total of 382 tons of pollutants saved.
- The number of vehicle miles traveled by 3M employees has been reduced by 3,670,000 miles, for a cumulative eight-year reduction of 17,364,000 vehicle miles.

3M's Commute-A-Van fleet will average 104 passenger miles per gallon in 1980, making the program one of the most efficient forms of employee transportation devised to date.

CONTACT: Mrs. Helen Sever
Supervisor, Van Pooling
and Employee Parking
(612) 733-5494

Mr. L.W. Lehr
Chief Executive Officer
(Chairman beginning 6/1/80)
3M Company
3M Center
St. Paul, Minnesota 55101
(612) 733-1110

TEXAS INSTRUMENTS

Texas Instruments developed its program in 1974 and currently operates forty-five 12 passenger vans. The main purpose in developing a van pool program was energy conservation. The company's security department conducted studies on van pooling and surveyed company employees to determine interest level and to establish program guidelines.

The program is advertised through bulletin board memos, in the company newsletter, The Dallas Site, and daily "green sheets" which are placed in distribution boxes.

The vans are insured for collision by Texas Instruments and are insured by an outside organization for liability. Some vans are leased, others are purchased. The company has concluded that leased vans are preferable because they are better equipped. The cost per month of each van varies according to usage and mileage.

The company is pleased with the success of the program. Plans call for in-depth safety seminars for van pool drivers and the possible addition of 20 vans by the end of 1980.

CONTACT: Ms. Sara Kenny
Transportation Supervisor
(214) 995-3942

Mr. Jay Fred Bucy
Chief Executive
Texas Instruments
P.O. Box 225474
Dallas, Texas 75265
(214) 238-4879

SUMMARY

This report presents the results of the transportation conservation program's first phase: identification and evaluation of materials available in the private sector.

While many organizations believe transportation conservation can help solve America's energy problems, they approach the issue indirectly, issuing policy statements to their membership and encouraging decentralized program development. This approach usually produces limited results. However, among the first 120 associations and companies surveyed, we discovered several very impressive national programs. (We have also targeted other groups where, it is hoped there has been more program development.)

Fraser/Associates' initial survey has uncovered a willingness for increased program development. Motivation, recognition and funding assistance -- possibly government sponsorship -- will turn this willingness into action.

Specifically, the outstanding organizations highlighted were asked if they had the financial capability to expand their conservation program and sustain an outreach activity.

Nine answered yes: AAA, American Legion, ARCO, Chrysler, Conoco, Dallas Transit System, Shell and Texas Instruments.

Five answered no: APTA, Hoffman-La Roche, Institute of

Industrial Launderers, National School Transportation Association and Springfield Energy Conservation Commission. All are willing to cooperate with other groups -- giving advice and counsel, conducting workshops/seminars, answering questions and sending information. However, it is clear that cooperation between organizations hinges upon outside funding. Also, the organization requesting development of a conservation program must take the initiative, providing incentives, motivation and personnel. Companies with successful programs want to serve only in supervisory capacities. Program planning and implementation would be the responsibility of the company developing the program.

There are several ways to develop an outreach and distribution plan on a national level by utilizing resources of previously-identified organizations.

One approach, already discussed, involves cooperation and participation by and between companies, their affiliates and local allies. Here, interdependency is emphasized; motivation and involvement are the goals.

A second approach involves expansion of Phase One's list of allies. There exists a multitude of untapped organizations with potential. These groups can also be tied in with government, the media and other organizations (see Exhibit M for a graphic representation of this concept).

A third approach involves dissemination of news, facts and other information to a national audience within the 264 Standard Metropolitan Statistical Areas (SMSA's) of the United States. An SMSA, as defined by the Census Bureau, is an area in which all local governments are interdependent. Ninety percent of America's population lives in these areas, and there are 10 such regions in the country. (Exhibit N). Therefore, the network can reach a majority of our citizens.

Key audiences for this network include:

o Local Government

- Mayor/City Manager
- Municipal Public Affairs Office
- Municipal Energy Office

o Business Sector

- Local Chambers of Commerce
- Local Retail Merchants Association
- Electric and Gas Companies
- Major Energy Intensive Corporations
- Corporate Allies

o Media

- Newspapers (Editor and Energy Desk)
- Television (News/Assignment Editor, Energy Beat, Public Affairs)
- Radio (News & Program Directors, General Managers)
- City Magazine Editors (185 markets)
- Wire Services

o Allies

- Civic Groups
- National Associations and Local Affiliates
- Energy-Related Associations
- Religious Organizations and Congregations
- Youth Organizations (4-H, Scouts etc.)
- Labor Unions
- Corporations

o State Capital SMSA's

- Governors
- Energy Departments
- State Corporation Commissions
- Legislative Leaders
- State Consumer Affairs Offices

o Federal District Offices (10 Branches)

- Department of Energy
- Department of Transportation
- Environmental Protection Agency

o National List

- U.S. House of Representatives
- U.S. Senate
- Staff Directors -- Congresssional Energy Committees
- National Media
- Speakers Bureau

Additionally, DOE should look at what materials are needed to reach these audiences, and how the cooperation of other organizations can be enlisted to support conservation promotion.

We believe that if American business and associations are galvanized into action to meet the energy threat, not only will the conservation education program be successful, but the Department of Energy will acquire additional credibility, media attention and support from businesses and corporations as well.

TRANSPORTATION CONSERVATION OUTREACH CONTACT LIST

Auto-Related

Allstate Car Club
American Association of Motor Vehicle Administration
American Automobile Association
American Car Rental Association
American Driver and Traffic Safety Education
American Imported Automobile Dealers Association
Amoco Car Club
Automotive Advertisers Council
Automotive Affiliated Representatives
Automotive Information Council
Automotive Parts and Accessories Association, Inc.
Automotive Service Councils, Inc.
Car Care Council
Chrysler Corporation
Diesel Automobile Association
Electric Vehicle Council
Motor Vehicle Manufacturers
National Automobile Dealers Association
National Parking Association
North American Professional Driver Education Association
Recreation Vehicle Industry Association
Society of Automotive Engineers, Inc.
United States Auto Club

Business -- General

American Federal Savings and Loan Association
Chamber of Commerce of the United States

Conservation Education

Conservation and Environmental Center
Conservation Education Association

Education

National Education Association

Energy Groups

American Petroleum Institute
Americans for Energy Independence
Atlantic Richfield Company
Independent Petroleum Association of America
Service Station Dealers of America
Shell Oil Company
Society of Independent Gasoline Marketers of America

Entertainment

American Theatre Association

Fraternal Organizations

American Legion
Young Mens Christian Association (YMCA)
Young Womens Christian Association (YWCA)

Food

American Farm Bureau Federation
McDonald's Corporation
National Restaurant Association

Highway

American Association of State Highway and Transportation Officials
Highway Users Federation for Safety and Mobility

Industry - General

American Can Company
American Dairy Association
American Retail Federation
ARA Services
AT&T Long Lines
Cenex
Chrysler Corporation
Continental Oil Company
Corning Glass
Engine Manufacturers Association
General Mills
Hallmark Cards, Inc.
Heinz USA
Institute of Industrial Launderers
Montgomery Ward
National Association of Industrial and Energy Parks

Prudential Insurance Company
Scott Paper Company
SmithKline Corporation
Sperry Rand
Texas Instruments
3M Corporation
Zenith Radio Corporation

Labor

Amalgamated Transit Union
International Brotherhood of Teamsters, Chauffeurs,
Warehousemen and Helpers of America

Minority

League of United Latin American Citizens
NAACP
National Urban League

Public Interest Groups

Citizen/Labor Energy Coalition
Consumer Federation of America

Research and Technology

Institute for Policy Studies
Institute of Automotive Engineers, Inc.
Transportation Research Board

State and Local

City of Greensboro, North Carolina
Conference on Alternative State and Local Public Policies
Energy Conservation Commission (Springfield, Mass.)
International Association of Police Chiefs
National Governors Association
National League of Cities
U.S. Conference of Mayors

Transportation

Aerospace Industries Association of America
Air Transportation Association
American Bus Association
American Institute of Aeronautics and Astronautics
American Movers Conference

American Public Transit Association
American Society of Traffic and Transportation
American Trucking Association
AMTRAK
Association of American Railroads
Bicycle Manufacturers of America, Inc.
Commuter Airline Association of America
Dallas Transit System
Department of Transportation - San Antonio, Texas
Electric Vehicle Council
Greyhound Corporation
Institute for Public Transportation
Institute of Transportation Engineers
International Taxicab Association
Motorists Information, Inc.
National Association of Railroad Passengers
National Association of Truck Stop Operators
National Passenger Traffic Association, Inc.
National School Transportation Association
National Waterways Conference
Railroad Public Relations Association (Association of American Railroads)
Transportation Association of America
Transportation Research Board
United Bus Owners of America

Travel Related

American Automobile Touring Alliance
American Hotel and Motel Association
American Recreation Coalition
American Society of Travel Agents
Association of American Air Travel Clubs
Association of Bank Travel Bureaus
Avis Rent-A-Car System, Inc.
Holiday Inns, Inc.
Marriott Corporation
Travel Industry Association of America
Winnebago Industries

Women

League of Women Voters

TRANSPORTATION CONSERVATION SURVEY

DATE _____

NAME OF ORGANIZATION _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____ TELEX _____

TELEPHONE _____

CHIEF EXECUTIVE _____

ENERGY DIRECTOR _____

PUBLIC RELATIONS DIRECTOR _____

MEMBERSHIP (IF APPLICABLE)

STATE OR REGIONAL COUNCILS _____

TYPE MEMBERSHIP
(CORP., INDIVIDUAL., ORGAN.) _____

AFFILIATES _____

TOTAL MEMBERSHIP (OUTREACH) _____

1. WHAT ENERGY CONSERVATION ACTIVITY HAS YOUR ASSOCIATION
UNDERTAKEN IN DRIVER AWARENESS, RIDE SHARING, VAN POOLING,
AND MASS TRANSIT: (IF NO ACTIVITY, PLEASE GO TO QUESTION 5).

2. HOW HAVE YOU ADDRESSED THE ISSUE? _____

3. SPECIFICALLY, WHAT HAVE YOU DONE IN THE FOLLOWING AREAS?

A. RIDE SHARING _____

B. VAN POOLING _____

C. DRIVER AWARENESS _____

D. MASS TRANSIT _____

4. GENERAL COMMENTS ON PROGRAM: _____

A. WHAT WERE THE OBJECTIVES? _____

B. HOW WERE THE OBJECTIVES IMPLEMENTED? _____

C. RESULTS: _____

D. WHAT MEANS OF COMMUNICATION DID YOU USE?

NEWSLETTER _____

CONTACT* _____

TRADE PAPER _____

CONTACT* _____

MAGAZINE _____

CONVENTION _____

OTHER _____

E. HOW MANY PERSONS DO YOU THINK YOU REACHED?

F. WHAT CHANGES WOULD YOU MAKE IF THE PROGRAM(S) CONTINUES;
WOULD YOU DO IT AGAIN? _____

5. (IF NO CURRENT ACTIVITY) DO YOU HAVE ANY IMMEDIATE PLANS FOR
YOUR ASSOCIATION TO DEVELOP ENERGY PROGRAMS OR POSITIONS?

A. WHAT WILL BE YOUR OBJECTIVES? _____

* TO UPDATE OUR MEDIA FILES

B. HOW WILL THEY BE IMPLEMENTED? _____

C. EXPECTED RESULTS: _____

D. HOW WILL YOU COMMUNICATE THE PROGRAM?

NEWSLETTER _____

TRADE PAPER _____

MAGAZINE _____

CONVENTION _____

OTHER _____

E. HOW MANY PERSONS DO YOU INTEND TO REACH?

6. WHEN ARE YOUR CONVENTIONS/MEETINGS?

DATE _____ EXPECTED ATTENDENCE _____

DATE _____ EXPECTED ATTENDENCE _____

DATE _____ EXPECTED ATTENDENCE _____

DATE _____ EXPECTED ATTENDENCE _____

7. WOULD YOU CONSIDER CONDUCTING A SPECIAL "ENERGY WORKSHOP" AT THAT TIME? _____

DRIVER AWARENESS/MASS TRANSIT

Organizations Surveyed

Aerospace Industries of America	Institute for Public Transportation
Air Transport Association	Institute of Industrial Launderers
Allstate Car Club	Institute of Transportation Engineers
Amalgamated Transit Union	International Association of Police Chiefs
American Automobile Association	International Taxicab Association
American Bus Association	League of United Latin American Citizens
American Farm Bureau Federation	Motor Vehicle Manufacturers
American Federal Savings & Loan Association	NAACP
American Institute of Aeronautics & Astronautics	National Association of Industrial & Energy Parts
American Legion	National Association of Truck Stop Operators
American Movers Conference	National Automobile Dealers Association
American Petroleum Institute	National Education Association
American Public Transit Association	National Governors Association
American Retail Federation	National League of Cities
American Society of Traffic & Transportation	National Passenger Traffic Association
American Theater Associations	National Restaurant Association
American Trucking Association	National School Transportation Association
Americans for Energy Independence	National Urban League
AMTRAK	National Waterways Conference
Association of American Railroads	North American Professional Driver Education Association
Atlantic Richfield	San Antonio, Texas, Dept. of Traffic & Transportation
Automotive Information Council	Service Station Dealers of America
Automotive Parts & Accessories Association	Shell Oil Company
Automotive Service Council	Society of Automotive Engineers
Bicycle Manufacturers of America	Society of Independent Gas Marketers of America
Care Care Council	Teamsters
Citizen/Labor Energy Coalition	Transportation Association of America
City of Greensboro, North Carolina	Transportation Research Board
City of Springfield, Massachusetts	United Bus Owners of America
Commuter Airline Association of America	U.S. Auto Club
Conference on Alternative State & Local Public Policies	U.S. Chamber of Commerce
Conservation & Environmental Center	U.S. Conference of Mayors
Consumer Federation	YMCA
Dallas Transit System	YWCA
Diesel Automobile Association	
Engine Manufacturers Association	
Highway Users Federation	
Independent Petroleum Association of America	

NETWORKS

High (5+)

Medium (3-4)

Low (1-2)

AAA
 Aerospace Industries
 of America
 Allstate Car Club
 Amalgamated Transit Union
 American Institute of
 Aeronautics & Astronautics
 American Legion
 American Movers Conference
 American Trucking Assoc.
 AMTRAK
 Atlantic Richfield
 Citizen/Labor Energy
 Coalition
 City of Springfield, Mass.
 Consumer Federation
 Dallas Transit System
 Diesel Automobile Assoc.
 International Association
 of Police Chiefs
 Motor Vehicle Manufacturers
 NAACP
 National Automobile
 Dealers Association
 National Education Assoc.
 National League of Cities
 National Urban League
 San Antonio, Texas Dept. of
 Traffic and Transportation
 Service Station Dealers
 of America
 Teamsters
 U.S. Chamber of Commerce
 U.S. Conference of Mayors

Americans for Energy
 Independence
 American Petroleum
 Institute
 American Public Transit
 Association
 Automotive Service
 Councils
 Bicycle Manufacturers
 of America
 City of Greensboro,
 North Carolina
 Conference on Alternative
 State & Local Public
 Policies
 Independent Petroleum
 Association of America
 International Taxicab
 Association
 Institute of Transporta-
 tion Engineers
 National School Transpor-
 tation Association
 Shell Oil Company
 Transportation Association
 of America
 Transportation Research
 Board
 U.S. Auto Club

Air Transport Association
 American Bus Association
 American Farm Bureau
 Federation
 American Federal Savings
 & Loan Association
 American Recreation
 Coalition
 American Retail Federation
 American Society of Traffic
 & Transportation
 American Theater Association
 Association of American
 Railroads
 Automotive Information
 Council
 Automotive Parts & Acces-
 sories Association
 Care Care Council
 Commuter Airline Associa-
 tion of America
 Conservation & Environ-
 mental Center
 Engine Manufacturers Assoc.
 Highway Users Federation
 Institute for Public Trans-
 portation
 Institute of Industrial
 Launderers
 League of United Latin
 American Citizens
 National Association of
 Industrial & Energy Parts
 National Association of
 Truck Stop Operators
 National Governors Assoc.
 National Passenger Traffic
 Association
 National Restaurant Assoc.
 National Waterways Confer.
 North American Professional
 Driver Education Association
 Society of Automotive Engi-
 neers
 Society of Independent Gas
 Marketeers of America
 United Bus Owners of America
 YMCA
 YWCA

PROGRAMS/MATERIALS

High (5+)	Medium (3-4)	Low (1-2)
AAA American Legion American Public Transit Assoc. Atlantic Richfield Company City of Springfield, Mass. Dallas Transit System Institute of Industrial Launderers National School Transportation Association Shell Oil Company	Americans for Energy Indepen- dence AMTRAK City of Greensboro, North Carolina International Taxicab Assoc. U.S. Conference of Mayors	Aerospace Industries of America Air Transport Assoc. Allstate Car Club Amalgamated Transit Union American Bus Assoc. American Farm Bureau Federation American Federal Savings & Loan Assoc. American Institute of Aeronautics & Astro- nautics American Movers Confer. American Petroleum Inst. American Retail Federa- tion American Society of Traffic & Transporta- tion American Theater Assoc. American Trucking Assoc. Association of American Railroads Automotive Information Council Automotive Parts & Accessories Association Automotive Service Council Bicycle Manufacturers of America Car Care Council Citizen/Labor Energy Coalition Commuter Airline Association of America Conference on Alternative State & Local Public Policies Conservation & Environ- ment Center Consumer Federation of America Diesel Automobile Assoc.

PROGRAMS/MATERIALS

High (5+)

Medium (3-4)

Low (1-2)

Engine Manufacturers Assoc.
Highway Users Federation
Independent Petroleum Association of America
Institute for Public Transportation
Institute of Transportation Engineers
International Association of Police Chiefs
League of United Latin American Citizens
Motor Vehicle Manufacturers NAACP
National Association of Industrial and Energy Parts
National Association Truck Stop Operators
National Automobile Dealers Assoc.
National Education Association
National Governors Association
National League of Cities
National Passenger Traffic Assoc.
National Restaurant Association
National Urban League
National Waterways Conference
North American Professional Driver Education Association
San Antonio, Texas Department of Traffic & Transportation
Service Station Dealers of America
Society of Automotive Engineers
Society of Independent Gas Marketeers of America
Teamsters
Transportation Association of America
Transportation Research Board
United Bus Owners of America
U.S. Auto Club
U.S. Chamber of Commerce
YMCA
YWCA

VAN POOLING

Companies Surveyed

AMERICAN CAN COMPANY.....GREENWICH, CONN.
AT&T LONG LINES.....BEDMINISTER, N.J.
CENEX.....ST. PAUL, MINN.
CHRYSLER CORPORATON.....DETROIT, MICH.
CONTINENTAL OIL COMPANY.....STAMFORD, CONN.
CORNING GLASS.....CORNING, N.Y.
GENERAL MILLS.....MINNEAPOLIS, MINN.
HALLMARK CARDS, INC.....KANSAS CITY, MO.
HEINZ, USA.....PITTSBURGH, PA.
HOFFMANN-LA ROCHE COMPANY.....NUTLEY, N.J.
MINNESOTA MINING AND MANUFACTURING COMPANY....ST. PAUL, MINN.
MONTGOMERY WARD.....CHICAGO, ILL.
MOTOROLA.....SCHAUMBERG, ILL.
PRUDENTIAL INSURANCE COMPANY.....NEWARK, N.J.
SCOTT PAPER COMPANY.....PHILADELPHIA, PA.
SMITHKLINE.....PHILADELPHIA, PA.
SPERRY RAND.....PHOENIX, ARIZ.
TEXAS INSTRUMENTS.....DALLAS, TEX.
ZENITH RADIO CORPORATION.....GLENVIEW, ILL.

VAN POOLING PROGRAM DEVELOPMENT

ENERGY CONSERVATION

American Can Company
AT&T Long Lines
Cenex
Chrysler Corporation
Continental Oil Company
Corning
General Mills
Hoffmann-La Roche
Minnesota Mining and Manufac-
turing Company
Montgomery Ward
Motorola
Prudential Life Insurance
Scott Paper Company
SmithKline
Texas Instruments

PARKING TRAFFIC PROBLEMS

Hallmark Cards, Inc.
Heinz, USA
Sperry Road
Zenith Radio Corporation

VAN OWNERSHIP

<u>Company- Owned Vans</u>	<u>Leased Vans</u>
Cenex	American Can Company
Chrysler Corporation	AT&T Long Lines
Heinz, USA	Continental Oil Company
Montgomery Ward	Corning
Sperry Rand	General Mills
Zenith Radio Corporation	Hallmark
	Hoffmann-La Roche
	Minnesota Mining and Manu- facturing
	Motorola
	Prudential Life Insurance
	SmithKline

COMPANY-OWNED AND LEASED

Scott Paper Company
Texas Instruments

PURCHASED VANS

1. Cost of van	\$10,000	
Less salvage value (after 4 yrs.)	<u>3,300</u>	
Depreciable value	\$ 6,700	or \$140/month

2. Other annual expenses	\$ 120	
License, registration, taxes,	<u>460</u>	
insurance	\$ 580	or \$ 48/month
Fixed expenses		

3. Monthly fixed cost (items 1+2 above)		\$188/month
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4. Optional maintenance contract		<u>\$ 45/month</u>
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TOTAL MONTHLY FIXED COST		<u>\$233/month</u>
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LEASED VANS

1. Monthly leasing cost \$240/month

2. Maintenance contract (if
not in lease) \$ 45/month

3. Insurance (if not in lease) \$ 40/month

4. TOTAL MONTHLY FIXED COST \$325/month

PER MILE OPERATING COSTS

1. Cost of gasoline \$.135/mile
(\$1.35/gal. ÷ 10 mi./gal.)
If you included a maintenance
contract, on Exhibits I and J,
gas is your only per mile cost.
Otherwise:
-

2. Cost of oil change, filter and lubrication \$.005/mile
-

3. Other maintenance costs \$.025/mile
-

4. Tire costs over the life of the van \$.01/mile
-

TOTAL OPERATING COST/MILE \$.175/mile

PASSENGER FARESSAMPLE

1. Van's daily round trip distance	50 miles
2. Number of working days in a month	x 21 = 1,050 miles
3. Per mile operating cost from Exhibit J	x \$.175 = \$183/month
4. Van's monthly fixed cost from Exhibits
I or J	+ \$188 = \$371/month
5. Divide by break-even number of pas-
sengers	÷ 9 = <u>\$40</u> /month

COMPANIES WITH MASS TRANSIT PROGRAMS

AT&T Long Lines
Hallmark Cards
Heinz, USA
Minnesota Mining and Manufacturing Company
Sperry Rand

POTENTIAL NETWORK OUTREACH PLAN