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THE WHITE HOUSE

WASHINGTON

Bill Baroody!  
The AAA  
program is excellent.  
Why can't we get  
WIN to promote a  
Victory Garden effort  
to produce FOOD?  
I will meet with  
AAA + WIN

THE WHITE HOUSE

WASHINGTON

January 13, 1975

MEMORANDUM FOR THE ECONOMIC POLICY BOARD

FROM: WILLIAM J. BAROODY, JR.

SUBJECT: WIN Program and Voluntary Effort  
Discussion in the SOTU

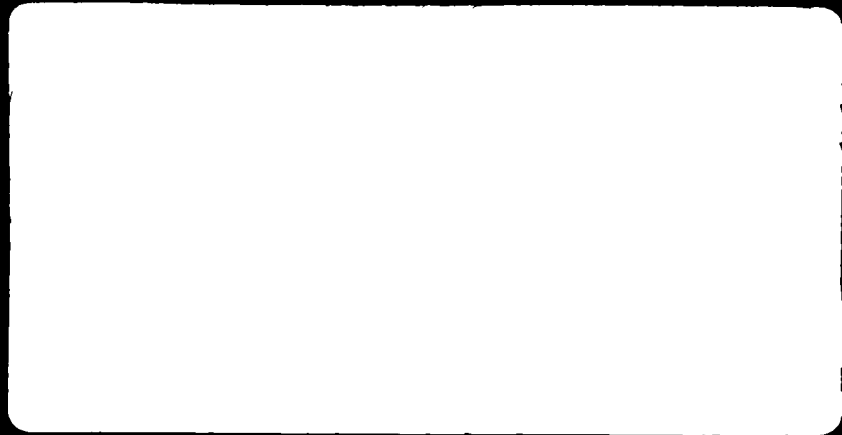
I would like to strongly recommend that the SOTU reaffirm the need for organized, voluntary citizen efforts with respect to energy, inflation -- and now -- restoring the economy.

Two reasons argue for this, it seems to me.

- (1) Whatever governmental measures are taken to spur economic recovery, conserve energy and control inflation cannot succeed without public understanding and cooperation. This is basic and it ought to be said.
- (2) The Citizens Action Committee has now been incorporated and granted tax exempt status. Its Board will meet Saturday (at the White House) to consider new and explicit programs designed to:
  - help motorists reduce gasoline usage;
  - encourage conservation of all forms of energy;
  - foster labor/management cooperation to spur productivity;
  - reduce food waste;
  - guide a feasible community garden movement.

Other such explicit programs will be developed as rapidly as promising opportunities can be identified.





**URGENT**

A

**Do not release or use in any way any of the enclosed until you hear further from us directly.**

**It is for your information only until we have confirmed the date and time of the joint White House/AAA kickoff for GAS WATCHERS.**

**We will be in touch with you when we know.**

**J. B. Creal**





# AMERICAN AUTOMOBILE ASSOCIATION

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

## AAA GAS WATCHERS

January 10, 1975

To: AAA Club Managers

Attached are several copies of a complete, detailed outline for the AAA public service program "GAS WATCHERS," the first nationwide gas conservation plan around which people can rally.

The GAS WATCHERS program should be undertaken immediately by all AAA clubs despite recent headlines and television comment predicting such things as the imposition of an oil import tax (raising gasoline prices 14 cents a gallon) or letting domestic gas prices double, all for the supposed purpose of promoting conservation. (Also see pages 15-17 in attached outline.)

These proposals are all the more reason your GAS WATCHERS program should be started without delay in order to forestall such rash actions. Many are being floated as trial balloons in anticipation of the convening of the new 94th Congress and President Gerald Ford's State of the Union message on January 20.

None of these are at the stage yet of being a specific legislative proposal nor is there any certainty that any of them will survive the law-making process which usually can modify or compromise even the most radical idea. Indeed, a successful voluntary program such as ours can itself modify such proposals by lessening the need for them. No matter what shape Congressional legislation takes, the conservation techniques motorists can learn from the GAS WATCHERS program will stand them in good stead.

As soon as you finish this letter, please read the attached program outline carefully and completely. You must be familiar with the material in it since it will be the basis for a joint White House-AAA public announcement later this month including the fact that President Ford is committed to asking all governors to publicly support the program in their states.

We have included a sample news story for release on the date of the White House announcement detailing your participation in the program as well as a question and answer sheet to help you respond to news media or other queries.

There are some other things we request you do immediately:

- \* Write a letter to President Gerald Ford saying you enthusiastically support the program. Send a copy to us. Material on which to base the letter is in the outline and the news release. You may wish to attach a copy of your letter to the President to your local news release.

(over)



- \* Arrange a meeting with your Governor (clubs coordinate in each state or state association handle) at which you present him with the spiral-bound copy of the program outline which we have enclosed and explain the program. A similar presentation should be made to the mayor of each major city in your territory. The program outline has been designed to inform others as well as AAA clubs.
- \* Advise your Board of Directors of the program and ask them to actively participate.
- \* Meetings should be held with employees to explain the program and enlist their support.
- \* Write letters to your Congressmen and Senators asking them to urge their constituents to take part in this program (we will have sent each one a copy of the program outline so they will know what you are talking about). Do the same for your state legislators.

Many other procedures are listed in the outline itself beginning with the section on methods starting on page 8. Also, we will be sending you additional suggestions and materials for the program in the coming weeks. Like this material you have just received, it will have holes punched in it so that you can maintain an up-to-date coordinator's notebook on the program.

The backbone of AAA club participation will be the GAS WATCHERS' Guide, details of which will be found on page 12 of your outline. We are shipping you a small initial stock of these pamphlets next week. Details on reordering will come later as well as information and order blanks on other available materials.

We have been in touch already with some clubs on the various techniques we will be using to measure the success of the program and in the near future will outline them in complete detail to all of you.

Finally, we have attached some repro proofs of the GAS WATCHERS logo which you can use in making up your own distinctive GAS WATCHERS news releases to give the program and your club high visibility.

We believe this is a program which demands the participation of all AAA clubs. Its success can have a strong influence on reviving the economy and will again demonstrate that it truly does pay to belong to AAA.

Cordially,

  
J. B. Creal  
Executive Vice President

JBC/bk  
Encls.

P.S. Be sure and route this material to the proper personnel in your club.



# CLUB NEWS SERVICE

DEPARTMENT OF PUBLIC RELATIONS

SPECIAL

NOTE: HOLD FOR NOTIFICATION OF  
ACTUAL DATE AND TIME OF  
WHITE HOUSE ANNOUNCEMENT

PRESIDENT FORD ENDORSES AAA PROGRAM  
FOR VOLUNTARY GASOLINE CONSERVATION

The (NAME OF CLUB) said today that it is enthusiastically joining the nationwide program of voluntary gasoline conservation endorsed by President Gerald R. Ford as presented to him this morning by the American Automobile Association at the White House.

"The program, to be known as 'GAS WATCHERS,' has a specific goal of getting all American drivers to make 5 gallons of gasoline do the work of 6," according to (NAME AND TITLE OF CLUB OFFICIAL). This is in line with the national goal of reducing oil imports by one million barrels per day from the present rate of about 6 million barrels, (LAST NAME OF CLUB OFFICIAL) said.

At the White House meeting today with AAA executives, President Ford recognized GAS WATCHERS as the first substantive program to





offer detailed advice for motorists to follow in trimming fuel use to help put the brakes on inflation and recession. President Ford said the program is "very much in the national interest, very constructive."

"Few American citizens seem to personally relate the ravages of inflation, recession and unemployment with the amount of gasoline they use in the family automobile," (LAST NAME OF CLUB OFFICIAL) said.

The auto club official said that with gasoline supplies adequate at present, the majority of the driving public sees no apparent need to make more judicious use of every tankful of gasoline. "Yet, while there presently is no acute shortage of gasoline," (LAST NAME OF CLUB OFFICIAL) stressed, "the national energy problem is more of a crisis today than it was last winter during the oil embargo."

He pointed out that until now no comprehensive voluntary program existed. "Claims that 'voluntarism isn't working' fail to reflect the fact that there has been no real program to make it work," (LAST NAME OF CLUB OFFICIAL) said.

Despite the fact that in recent weeks there have been various reports that the Administration has under consideration such measures as a tax on imported oil and a move to allow domestic oil prices to increase, (LAST NAME OF CLUB OFFICIAL) said, "these are merely speculative and would represent but one step toward possibly more severe restrictions on U.S. drivers if voluntary fuel use reductions are not made immediately. Such harsh measures could be formal gasoline rationing or a much higher gasoline tax."



-more-

(LAST NAME OF CLUB OFFICIAL) also pointed out that the possibility of individual states imposing additional gasoline taxes also presents a serious threat to the 78 per cent of all drivers who use their cars to get to and from their jobs.

"All this makes it clear," (LAST NAME OF CLUB OFFICIAL) said, that Americans must act -- in their own as well as the national economic interest -- to reduce gasoline consumption voluntarily as soon as possible.

"But any such voluntary plan must of necessity rely on the motivation of the individual driver. In order to achieve this motivation," he said, "drivers need to have a structured, comprehensive plan before them to clearly understand why they should reduce gasoline use and how to do it without hardship.

"GAS WATCHERS," (LAST NAME OF OFFICIAL) said, "does just this."

The three-part GAS WATCHERS program consists of:

-- Helping the public to understand -- through information programs in various communications media -- the soaring energy costs are a prime factor in feeding inflation and recession, with high-cost oil imports contributing to unemployment and rising consumer prices.

-- Offering practical advice -- through a special "GAS WATCHERS' Guide" -- on how drivers can conserve gas with least inconvenience to themselves and their families. A variety of gas-saving options suited to different types of driving is clearly outlined.

-- Measuring and publicizing results of the program on a regular basis, based on gasoline consumption figures.



-more-

Recognizing that such a vital, massive effort will need broad support from other organizations, as well as individuals, the official said AAA will seek joint participation from key businesses and associations, professional societies, civic clubs, neighborhood groups, students and churches in getting all drivers to become GAS WATCHERS.

# # #

1/75





a plan for action to achieve  
voluntary gasoline conservation

TABLE OF CONTENTS

|   | <u>Page</u> |
|---|-------------|
| FOREWORD  |             |
| I. THE MOTORIST AND THE ECONOMY .....                         | 2           |
| II. THE U.S. PETROLEUM SITUATION .....                        | 4           |
| III. THE AAA VOLUNTARY GASOLINE<br>CONSERVATION PROGRAM ..... | 6           |
| IV. SUMMARY AND CONCLUSIONS.....                              | 15          |
| V. ADDENDUM .....   | 20          |





# 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  
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 reinstated, 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.



# # #



STATEMENT OF PURPOSE

B

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 concurrent 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. Regretably 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.



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 measurable progress toward reaching them. There is, therefore, no need to impose a single model on each and every participating community.



## PROSPECTIVE PROGRAMS

Following is a list and 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 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.

Industry and business Energy Conservation Task Forces will be formed, both at the National Committee level and in local communities. Programs of the Federal Energy Office, the U.S. Department of Commerce, the Department of Transportation and other government agencies will be available as resources, and their programs integrated into Citizens 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 will be 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 "HOW-TO" 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. Under the slogan, "Work Improvement Now" ~~which enables us to retain the~~  
~~with the improvement),~~



4) Cont'd

*Task Force work closely with*  
~~This program will use as a national resource not an ad hoc Task Force as with other Citizens Action Programs, but~~ 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 broadbased 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. 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 state and local consumer affairs departments will be utilized to spread the face-to-face educational process, so necessary to insure 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 their need becomes apparent. 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.

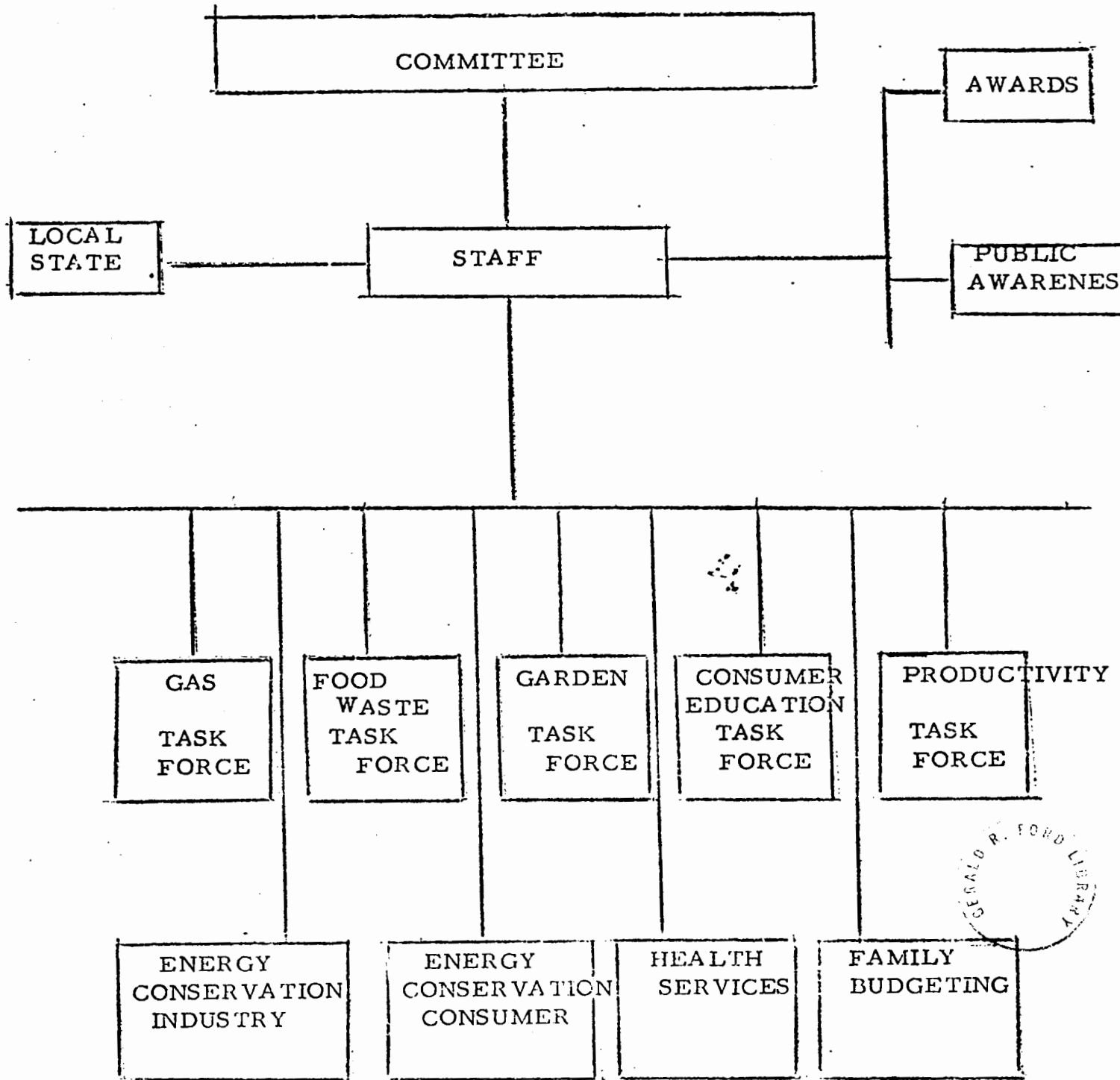
Programs of action would be suggested and developed by volunteer "task forces" (or sub-committees) consisting of representatives from business, government, labor and other organizations, and also, private citizens whose expertise would be helpful. Thus, the committee's full time staff would require only 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.

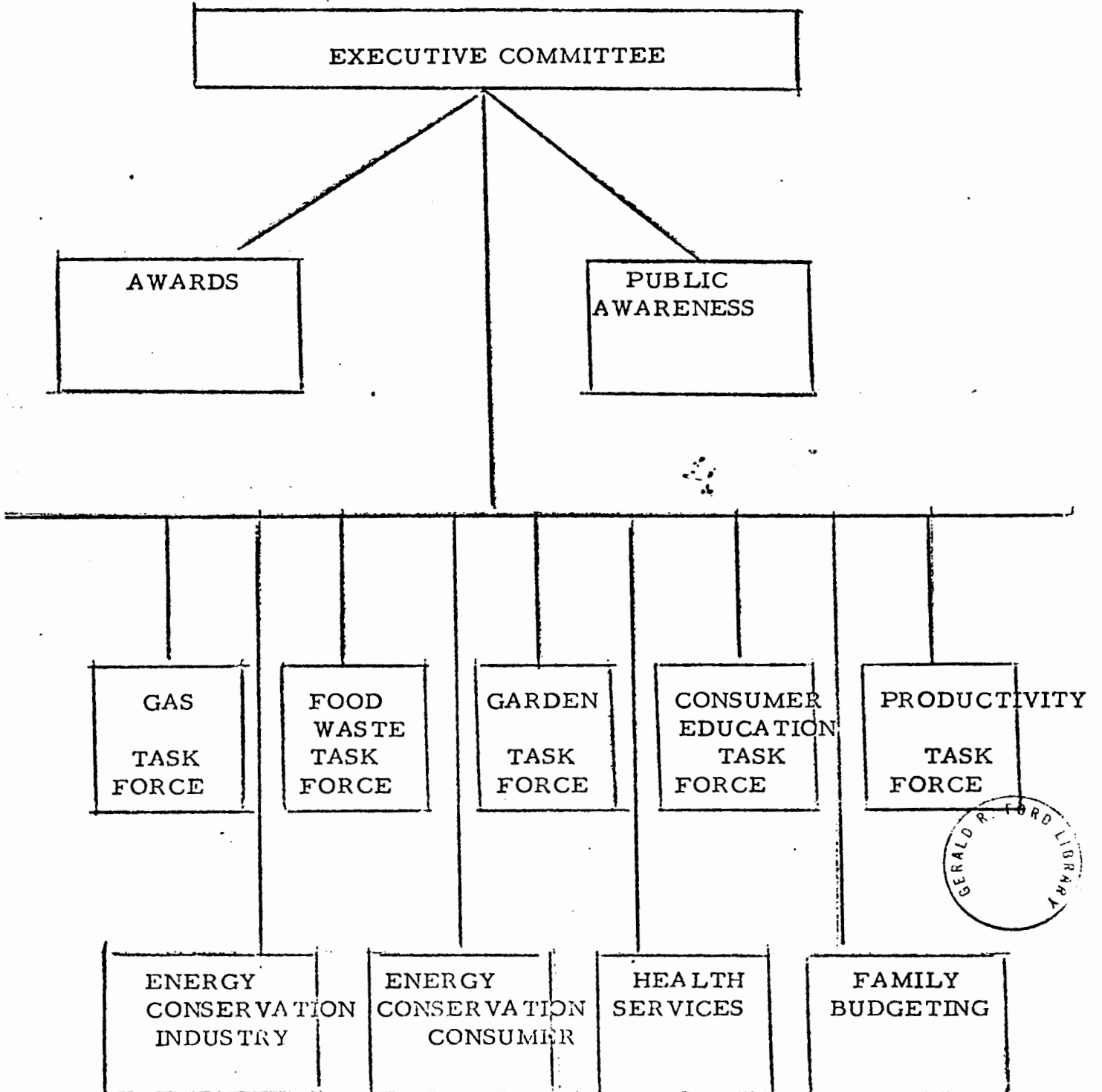


THE "WIN" MODEL  
(National Organization)



CITIZENS' ACTION COMMITTEE TO FIGHT INFLATION  
P. O. Box 19188  
Washington, D. C. 20036  
202/456-6466

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  
AFL/CIO

William J. Meyer, President  
Central Automatic Sprinkler Company, Inc.

Members

Willis W. Alexander  
Executive Vice President  
American Bankers Association

Mayor Joseph Alioto  
Chairman  
U.S. Conference of Mayors

Charles L. Andes  
President  
Franklin Mint

Arch Booth  
President  
Chamber of Commerce of the  
United States

Ronald Brown  
Executive Director  
National Urban League

John P. Condon  
President,  
The National Alliance of Businessmen

Roger Fellows  
4-H  
University of Minnesota

William H. G. France  
Chairman  
National Motor Sports Committee

David L. Hale  
President  
United States Jaycees

James A. Harris  
President  
National Education Association



Members  
(con't)

Mrs. Lillie Herndon  
President  
National Congress of  
Parents and Teachers

Robert P. Keim  
President  
The Advertising Council

Stephen Kelly  
President  
Magazine Publishers' Association

E. Douglas Kenna  
President  
National Association of Manufacturers

Mrs. Carroll E. Miller  
President  
General Federation of Women's  
Clubs

George Myers  
President  
Consumer Federation of America

Ralph Nader  
Private Citizen

Richard E. Ohendalski  
Boy Scouts of America

William A. Raftery  
Executive Vice President  
Motor Equipment Manufacturers  
Association

Governor Calvin Rampton  
Chairman  
National Governors' Conference

George Romney  
Chairman of the Board  
National Center for Voluntary Action

Theodore A. Serrill  
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



THE WHITE HOUSE

WASHINGTON

January 15, 1975

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: BILL BAROODY

FROM: JERRY H. JONES 

The attached material was returned in the President's outbox with the following notation:

-- The AAA program is excellent. Why can't we get WIN to promote a Victory Garden effort to produce FOOD? I will meet with AAA and WIN.

Please follow-up with the appropriate action.

Thank you.

cc: Don Rumsfeld  
Warren Rustand



The Committee is also arranging, with White House sanction, to establish local citizens action committees throughout the nation. The AFL/CIO will spearhead and coordinate an effort in the 40 largest cities to encourage Mayors to sponsor and organize such groups.

This renewed effort by the Citizens Action Committee is serious, well organized and directed toward specific goals. Its effort will stress discrete programs (not buttons and slogans) designed to achieve significant, measurable results. Given time these undertakings will give focus to a credible and useful voluntary movement.

We plan to build up momentum behind the Citizens Action Committee scheduling a series of events that will receive considerable media attention. The series of events consists of the following:

- (1) The President will meet with the AAA's top officials Thursday, January 16, to unveil its nationwide "Gas Watchers" program. This major energy conservation program will receive nationwide publicity through a series of multi-media ads which AAA will produce. In addition, materials explaining the program will be sent to all Administration spokesmen who will be explaining and building support for your energy conservation program. The AAA program will help establish the link in the public mind between voluntary action and the solution to the energy problem. (AAA Program is attached at TAB A.)
- (2) The President has been asked to meet and open the Board Meeting of the Citizens Action Committee. At this session, Ed Block and Dick Krolik will outline a thorough-going organizational plan and will announce the formation of a number of committees, each of which will be working toward a finite and achievable goal. This new deliberate, mature approach to problem solving should be a major step in establishing the credibility of WIN. In addition, the President's participation in the meeting will help rekindle the initial enthusiasm that was generated by the first meeting of the Committee. (A precis of the Citizens Committee plans and organization are attached at TAB B.)





- (3) During the series of comprehensive briefings which my office is sponsoring immediately after the SOTU, a spokesman will brief the attendees on the new structure and goals of WIN. Concrete examples and achievements will be cited and handout material with respect to current and future programs will be made available.



