

OUTLINE OF INDUSTRY
COMMUNICATIONS PLAN

July 1, 1979

CMA
EC-9/5/79

CMA 062555

Companies within the chemical industry, together with their 200-member association, have long been deeply concerned with protecting their employees and the public against the risks inherent in the production and use of industry products. This concern has been expressed in a rising tide of capital expenditures for environmental protection, as well as in a multitude of direct actions aimed at improving risk management in products, in the workplace, in transportation and in waste disposal.

Despite all this positive, constructive activity, however, the industry finds itself in increasing difficulties caused by a poor state of public awareness of what it is doing. Problems get far more attention than solutions -- leading to an adverse climate regarding the public position of the industry, to adverse legislation and regulation, etc. Obviously, the scales of public and political perception need to be better balanced if the nation is to continue getting the full benefits from this essential, dynamic industry. This is the purpose of the program outlined on the following pages.

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SUMMARY

1. Growing public concern is evident about chemical dangers in products, the environment and the workplace, and that the industry is not doing enough in management of these risks. This concern is based partly on increased media coverage of public health issues and new questions raised by environmentalists.

Government itself is often reacting with irrational and poorly conceived legislation and regulation.

2. Implications to the industry are massive in terms of compliance costs and impaired business.
3. A major, cohesive, longterm program is needed to evaluate and communicate industry's position. Most logical means of mounting program of necessary magnitude and longevity is by harnessing financial resources of all or most companies in the industry.
4. Message objective: To increase recognition that the chemical industry is committed to doing a responsible job to protect the public from the health and safety risks of chemicals -- specifically in the major concern areas of air/water pollution, product safety, transportation safety and hazardous waste disposal.

Audience objective: First stage -- political actives, government, communicators, academics and public in areas of major plant concentrations. Second stage -- expansion to larger part of general public.

5. Utilize all appropriate communications tools: press contact, advertising, publications/films, speaking programs.

Place materials at disposal of member companies and allied associations for extension of program by these organizations.
6. Funding: Via special assessment based on member dues formula.
7. Timing: Begin expanded public relations effort in 3rd quarter, 1979; advertising program January, 1980.

Situation Analysis

PROBLEMS

1. Issues revolve around an increasingly negative public attitude about chemicals and the chemical industry; greater concern about chemical hazards in products, the environment and the workplace; growing expression of need for greater control, if not suppression, of chemical products and innovation; growing belief that the industry is not doing enough about the hazards.
 - Chemical industry ranks 16th out of 20 industry categories in public favorability; in 1976, only 34% of the public rated the Chemical Industry favorably, down from 55% ten years earlier. (1)
 - Only 22% of the public "agree completely" that, on balance, advantages of chemicals outweigh the disadvantages. (2)
 - Chemical Industry is rated by public as doing "poorest job" (among 7 industries) in complying with air quality laws; in 1978, 50% of public believed Chemical Industry doing poor job on air quality vs. only 29% in 1974. (3)
 - 56% feel legal standards for water pollution are "too weak"; only 6% believe they are "too tough"; slightly better figures for air pollution, considerably worse figures for chemical waste disposal. (4)
 - 70% feel the Chemical Industry is not doing as much as it should to reduce risks. (5)
 - Chemical Industry ranks 6th out of 8 industries in survey on public perception of companies' "interest in well-being of public"; only 47% of public believes the Chemical Industry has such interest. (3)

Attitudes appear to be even more sharply negative among the more concerned and active segments of the public, including the governmental, communications, academic communities.

- (1) Opinion Research Corp.; (2) Monsanto; (3) Roper;
(4) Seasonwein; (5) Yankelovich.

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2. This negative attitude is based partly on increased media coverage of public health issues as well as new questions raised by environmentalists and others. There is no indication that these factors will abate in the foreseeable future.
3. Federal, state and local governments are reacting to public attitudes and media coverage with legislation and regulations which are often irrational and poorly conceived.

Situation Analysis

IMPLICATIONS

1. Escalating cost of compliance with legislation and regulations.
 - The cost to business (all U.S. industries) for complying with government regulations exceeds an estimated \$100 billion a year; in addition, the government itself spends more than \$4.8 billion a year to administer these regulations. (1)
2. Impaired sales; costly shut-down of major pieces of businesses.
3. Cutbacks in innovation and development of products important to well-being of public and to continued growth of industry.
4. Difficulty in gaining clearance for plant construction.
 - Chemical Industry ranked last (behind steel, oil, paper, smelting plants) as an industry city officials want to have located in their communities. (2)
5. Negative view of chemical companies by investment and banking communities.
 - Market values of major chemical stocks have declined an average of almost 40% since early 1976.
 - Over 60% of key investors indicated chemical industry stocks will be adversely affected in the future by regulatory compliance costs. (3)

(1) Joint Economic Committee; (2) Roper; (3) Yankelovich

Situation Analysis

OPPORTUNITIES

There are indications that the public is willing to listen to the industry's viewpoint; also, that effective, forthright communications can begin to shift public attitudes toward a more balanced understanding of chemicals.

Example: Monsanto tracked this attitude statement (reflecting its campaign theme) over the first year of its "Chemical Facts of Life" program:

"Chemicals are necessary to life."

Percent of public agreeing with this statement was 55% prior to the launch of the program, 66% at end of first year.

Situation Analysis

ROLE OF COMMUNICATIONS

1. Communication is no cure-all for the problems of the chemical industry. But increased public awareness of...

- the steps being taken by the industry to identify and reduce chemical dangers...
- the need to "trade off" the risks and benefits of chemical products...
- the essentiality and benefits of chemicals...

...can be accomplished to a marked degree by communications (if the communications program is strong, well conceived, sustained, and based on solid industry performance.)

This, in turn, can build a more balanced perspective in the public mind re chemicals and the industry. And a balanced public perspective is the strategic first step in gaining a more realistic approach to regulation and legislation.

2. A strong communications program can begin to respond to the public's perception that the industry "doesn't care" -- that it is one of the most overly secretive of all business classifications.

- 35% of public now believe the chemical industry is "excessively secretive", up from 18% in 1974. (1)

(1) Yankelovich

Objective

MESSAGE OBJECTIVE

To increase recognition that the chemical industry is committed to doing a responsible job to protect the public from the health and safety risks of chemicals.

The industry's special 12-member communications Task Force considered a range of missions for the industry program, including such important areas as benefits/essentiality of chemicals and the risk/benefit concept.

However, analysis of a wide range of member-company and syndicated opinion research indicates that awareness of chemical benefits (already at a reasonably high 70% level) does not lessen concern about chemicals; i.e., credits built up on the benefit side are not bankable on the other side of the ledger.

For this reason, the Task Force believes the objective should aim directly at public concern about chemical risks -- personal, human health risks -- and the public's perception that the industry is not doing enough to manage these risks.

This message objective will be aimed at the five major areas of concern regarding chemical risks:

1. Air and Water Pollution.
2. Product Safety.
3. Worker Safety.
4. Transportation Safety.
5. Hazardous Waste Disposal.

Objective

ADVISANCE OBJECTIVE

The first stage of the program will concentrate on key segments of the public:

1. Political actives: The estimated 15 million people who participated in two or more public actions, (such as writing elected officials, playing leadership role in local civic/political organization) other than voting, within the past year.
2. Government: Administrative, legislative, regulatory personnel in federal and selective state and municipal positions.
3. Communicators: Broadcast media, newspapers, magazines; reporters, editors, publishers, columnists.
4. Plant concentrations: Residents in the 8-10 areas of major chemical plant concentration: Trenton, N.J., Houston, Tx., Asbury Park-Sayresport, N.J., Long Beach-L.A., Ca., etc.
5. Educators: Those primarily at college level.

The second stage of the program will expand to a broader constituency involving a large portion of the general public; size and nature of this program to be based on expenditure level testing against the general public, to be conducted during first stage of the program.

Basic Thrust

BASIC THRUST OF PROGRAM

1. Communicate the steps the industry is taking, and results achieved, in the management of chemical risks in these major areas of concern:
 - water and air pollution
 - product safety
 - worker safety
 - transportation safety
 - hazardous waste disposal

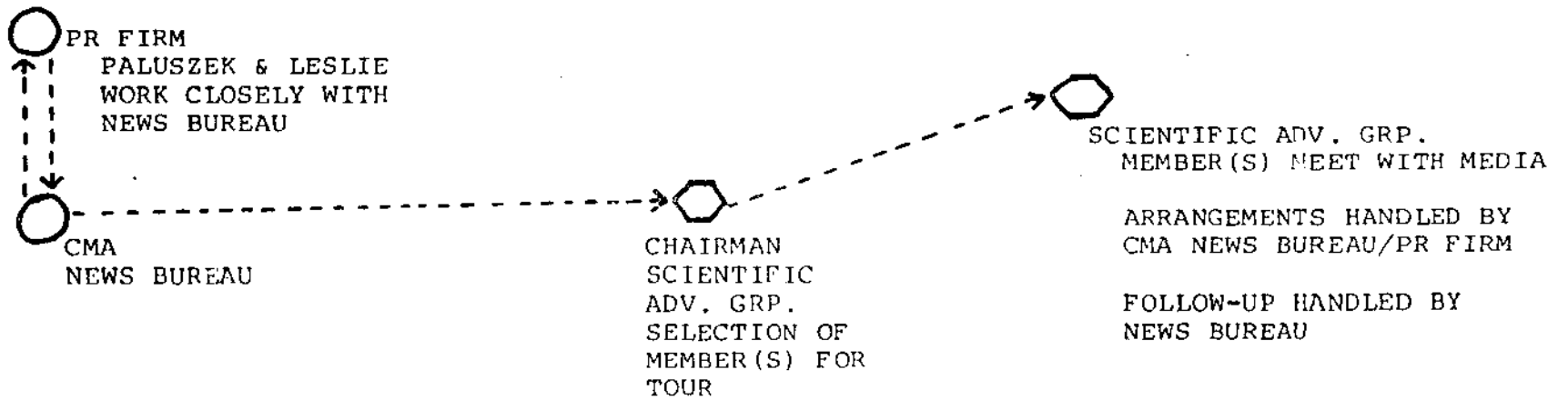
2. In first stage of program, aim message at five key audiences:
 - Political Actives
 - Government
 - Communicators
 - Plant Concentration Areas
 - Educators

3. All appropriate communications tools to be used:
 - a. Press Contact. A full range of press activity to include operation of a special News Bureau, media backgrounding tours, media kits, press conferences and briefings.
 - b. Advertising. To assure full control of content, form, timing, delivery of the program message.
 - c. Publications/Films. To provide comprehensive presentation of the industry's position.
 - d. Speaker Program. Materials to be developed for spokemanship programs of individual companies.
 - e. Information Monitoring & Response System. A communications system designed to quickly spot and refute what appear to be unfair/inaccurate statements and reports.
 - f. Modular Availability. Shaping of all elements in the program in such a manner that individual companies can easily and quickly tap for own use.

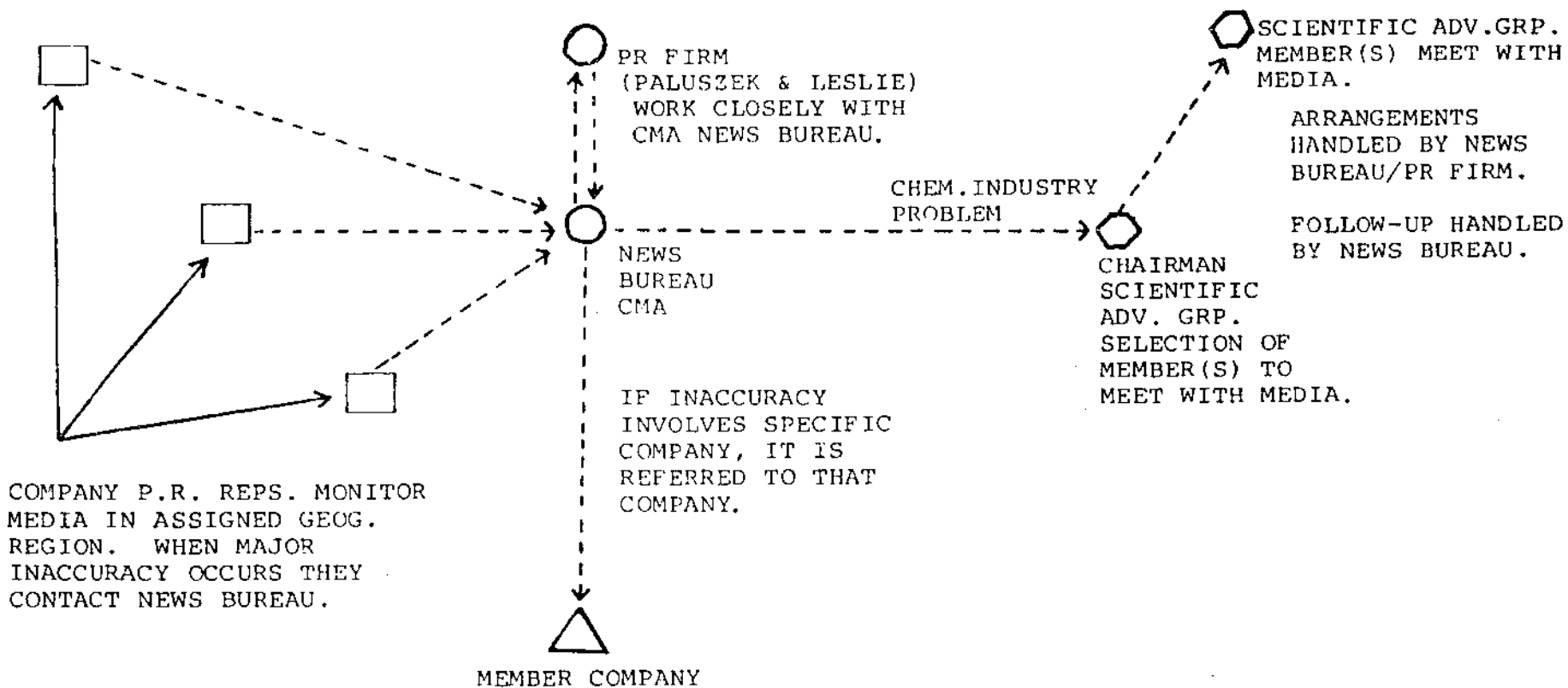
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OPERATION OF
MEDIA BACKGROUNDING TOURS



OPERATION OF
INFORMATION MONITORING & RESPONSE SYSTEM



Recommendations

ADVERTISING

Although a positive Public Relations effort utilizing many means of communication is planned, it is recognized that advertising is an important and integral part of the overall program. Advertising, with its virtually full control of content and delivery of message, can reach target audiences with the degree of consequence and continuity necessary to achieve results.

Recommendations:

1. Advertisements must be, above all, credible. This means factual and perhaps unusually candid treatment in terms of complexity of problems, difficulty of choices, even mistakes made in years gone by.
2. The advertisements should directly reflect the program objective via strong, clear presentations of industry action and results regarding the five concern areas (pollution control, product safety, worker safety, transportation safety, hazardous waste disposal).
3. Because of the selective nature of our target audiences in the first stage of our program, it is recommended that emphasis be placed on print (magazines, newspapers) media rather than broadcast.
4. Although the subject of chemicals is of increasing concern, this does not necessarily indicate a high degree of interest in our message; especially when we are competing for the readers' attention with a large number of other advertisements for products and services, most of which are upbeat in nature and readily available in the marketplace. For this reason, emphasis should be placed on making our advertising highly reader-oriented, easy to read. Human interest photography, use of captions, clear, crisp graphics should be used to avoid a dull "technical bulletin" look.
5. Coupon or copy offers should be included in our advertising to assure broadest possible distribution of the program's booklets.

Recommendations

PUBLICATIONS

1. Role of Publications

It is believed that booklets and brochures, fully describing the industry's performance in the five major concern areas (pollution, product safety, worker safety, transportation safety, waste disposal) are essential to the full development of the industry's position.

Publications addressed to these key areas of concern are viewed as "anchor pieces" for the overall program, allowing an ability to tell our story in a depth not possible in advertising, news releases and other forms of communication.

2. Criteria

Literature for this program must meet these requirements:

- (a) Credible. The amount of bad press received by the industry will make any position we take of suspicious nature. All our publications must observe stringent standards for truth; statistical and demonstrable evidence must be used to support claims made.
- (b) Candid. Our literature must deal honestly with past practices, reasonable risks and on-going problems.
- (c) Conclusive. Literature must fully demonstrate what the industry is doing to deal with its problems; concrete examples must be presented regarding how problems have been, and will continue to be, solved or reduced to acceptable proportions.

In portraying conclusive action, literature should not only rely on statistical and technical argument but should relate to the human impact of its efforts.

3. Organization

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Individual booklets are recommended for each of the five action areas. By addressing each of these action areas separately, we can (a) act faster in some of the concern areas, (b) aim brochures at specific areas of interest; (c) update and change more readily.

Some type of umbrella packaging should be developed for instances when all five brochures are to be distributed.

4. Style

These brochures should be written for the "high level layman" -- educational without being pedantic, easy to grasp without being simplistic, built on scientific foundation without being technical.

5. Distribution

Broad distribution of the booklets should be made via coupon offers in the program's advertising and other avenues. Distribution to company employees, stockholders, suppliers and customers should be encouraged.

* * * * *

Other publication approaches:

- Description of overall program for distribution by member companies to employees, stockholders, suppliers, customers.
- Media Fact Book. Basic reference tool on the industry's action, achievements, forward plans regarding the five major concern areas.

Recommendations

FILMS/PUBLIC SERVICE ANNOUNCEMENTS

1. Role of Films

As with literature, films can be used to provide a fuller explanation of the chemical industry's position (on the five action areas) than is possible in commercials, ads and news releases. While not possessing the capacity for full explanation inherent in literature, films can permit the registration of a broad and balanced message.

A full detailing of a film program must wait until our P.R. and advertising agencies have had an opportunity to make further recommendations. Until then, these recommendations provide a preliminary view of how films can support the program.

2. Film Strategy

(a) Film Features of 13 minutes duration (for clubs, training sessions in industry, possible TV pickup and classrooms) to dramatize several of the action area subjects:

Examples: Chemtrec -The facts on transportation safety, and how the industry responds in emergencies.

CIIT -New technology and facilities for detection of hazardous elements in products.

(b) Public Service Announcements: News features on industry action. "Quickie" case histories on: improved waste disposal; pollution control; worker safety. Emphasis on how improving technology is helping to solve these problems. The strategy here is to take several of the action areas which have already been defined as public concerns and show the initiatives being taken by chemical companies.

3. Distribution

Syndicated services such as Modern Talking Picture Services should be employed to maximize distribution of the films, over and above use by member companies for employee and plant community audiences.

SCIENTIFIC ADVISORY GROUP

A Scientific Advisory Group, comprised of representatives from the scientific disciplines of member companies and under the leadership of a senior industry scientist, would:

1. Serve, to a considerable extent, as the authoritative voice of the industry, with appropriate interface with CMA Public Relations management, in dealing with the media regarding the concern areas relating to the program objective.
 - (a) Represent the industry in press conferences/broadcast interviews, etc., to correct errors or unbalanced treatment in major articles or broadcasts, tying in directly with our Information Monitoring & Response System, (see page 10).
 - (b) Background the media with periodic visits, emphasizing the work the industry is doing to upgrade the safety of its products, workers, neighbors, (see Media Tour comment on page 10).
2. Advise CMA and member company communicators on health and environmental topics to be used in the communications program and respond to suggested topics from the Task Force.
3. Review advertising copy and news materials on request, and advise on scientific accuracy.

Members of this team would be selected from member companies based on the following criteria:

1. Knowledge of chemical health/environmental problems and programs.
2. Scientific or medical background (public and media believe Scientists more than business people).
3. Stature in their field.
4. Ability to survive media "Hot Box" training. This is especially pertinent for those members assigned to media activities.
5. Availability to devote time to media visits.

This group's members would be knowledgeable in the following areas (no one individual need cover all, but the team must be capable of covering all topics): water and air pollution, product safety, worker safety, transportation safety and waste disposal.

The Scientific Group would represent the chemical industry, but would not preempt individual companies on specific company problems. It would coordinate, where applicable, with the CMA committees and utilize their position papers. This group will identify and recruit appropriate outside experts to be brought into the program from time to time.

Recommendations

SPEAKER PROGRAM

Although primary responsibility for speaker programs will continue to be lodged with the individual companies, it is recommended that CMA undertake the following:

1. Industry-level Speaker Program.

Selection and coordination of speakers from member companies (as well as from academia, associations, consultancies, government) for speaking engagements at broadest national and industry levels.

Emphasis to be placed on themes relating to the program objective of building recognition of industry action and results in management of risks.

2. Speakers Kit.

Speakers Kit to aid member companies in establishing and maintaining effective speaker programs.

The kit should include:

- (a) Recommendations on organizing a Speakers Program; selection, motivation, recognition, evaluation of speakers.
- (b) Suggestions on identifying prospective audiences and eliciting speaking invitations; sample letters to group program chairmen.
- (c) Suggestions on preparation and delivery of speeches; sample speeches.
- (d) Background information relating to communications objective: action and results the industry is generating in management of risks; how to order the CMA brochures on subject for distribution at speaking site.
- (e) Recommendations for garnering publicity as follow-up to speech; samples of publicity releases, speaker bios.

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SCIENTIFIC SEMINARS

Objective of a series of national Science Seminars would be to promote thoughtful, constructive dialogue on ways and means the industry can work with the government, the academic community, environmental and consumerist groups and other influential segments of the public in the management of chemical risks.

Science writers and the press in general would be in attendance, if not participants.

Primary results to be achieved by such a series would be the perception by government/media/educator fields that:

- (a) the industry is interested in gaining insights from all qualified sources on management of chemical risks,
- (b) managing chemical risks is a complex, difficult and expensive undertaking,
- (c) the industry is making progress regarding chemical risks in terms of both result in hand and action planned.

In addition, the seminars would provide Public Relations material for placement in appropriate media.

1. In order to provide a focused and comprehensive examination of subject matter, each seminar could concentrate on individual concern area (pollution, product safety, worker safety, transportation safety, hazardous waste disposal).
2. The initial seminar would be regarded as a pilot project and would take place prior to announcement of a series.
3. To permit a sense of eventfulness (and assure full preparation and planning), the seminars would be scheduled in six-month intervals.
4. Major participation would involve highly respected experts (of the particular concern area) from member companies, as well as from schools, government and consultancies. At least one major participant should be from ex-U.S. area.

5. Care should be taken to present balanced view; that there is plenty of work and challenge ahead of us. There should be no attempt to make a "show and tell" presentation to a group that will include many critics of the industry.
6. These seminars should be handled in first-class manner (without being overdone): suitable quarters, prestigious key-noter, well-designed audio/visual material, in addition to capable participants.

AVAILABILITY OF MATERIALS

FOR MEMBER COMPANY USE

It is important that member company participation in the industry program include the extension of the program to individual company communications efforts.

To foster this activity, various elements of the industry program will be designed to be suitable for use by companies at the plant, division and corporate levels.

Utilization of CMA-generated material could be aimed at a range of audiences, including:

- Employees
- Shareholders
- Suppliers/Customers
- Community thought leaders, citizenry, media
- Government at local, state, national levels

Materials that would be made available include:

- Publications related to key concern areas
- Advertisements
- News releases
- Films
- Speaker's Bureau Kits

Companies may wish to modify or expand upon the CMA materials in developing their own programs. This activity could be carried out in the name of the Association or the company name.

A brochure describing the materials, and containing detail order form, will be distributed to member companies.

Vital to this extension effort would be a liaison between CMA and designated persons within member companies, usually the Public Relations contact.

TIMING

It is the recommendation of the Task Force, that the industry program be implemented on the most aggressive pace possible, within the bounds of planning, research and development requirements:

1. Initial Public Relations activity, geared specifically to the program objective, to begin in mid-1979.
2. Advertising for first stage (five selective target audiences) to begin January, 1980.
3. Publications, Films, Speaker's kit, etc. to be available January, 1980.

See Development Schedule on page 32 for detailed timing schedule.

TONE

Credibility is essential. The tone of all elements of the program must be factual, documented, even-handed, balanced.

This is no place for hyperbole and over-promise.

SIGNATURE

Although the orthodox approach would be to sign our messages with the association name, it is recommended that research be undertaken to determine the most effective way to register sponsorship.

It may prove beneficial to sign our advertising, publications, etc., with a description more in keeping with how people think -- rather than how the association identifies itself. Also, an idea or statement -- melded with the signature -- may prove to be the strongest way to sign our messages.

Example:

AMERICA'S CHEMICAL INDUSTRY: Working to Make a
Safer Tomorrow.

Followed, in smaller size of type, by the association's name, address.

CLOSING THE LOOP

A quote one frequently hears on Capitol Hill is, "O.K., you've sold me; now go sell my constituents."

As the industry communications program begins to reach various constituencies, it is recommended that a plan be developed for systematically apprising key legislative and regulatory groups of the results generated by the effort.

Such a plan would include:

1. Briefings to the Government Affairs staffs of the companies in the industry; information on results and reaction to be oriented specifically for use in their own contacts.
2. Distribution of results of the annual research study tracking change in attitude.
3. Periodic distribution of news clips growing out of program; emphasis on news activity from recipient's constituency.

Focus of this part of the program would be on the results and reactions gained by the communications effort, not the communications effort itself.

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MEMBER COMPANY COMMUNICATIONS

Full, continuing member company support of the CMA communications program is vital to the success of the effort.

To assure such support, it is recommended that a system be established for informing and updating member companies about the program:

1. Basic information piece. Overall description of the program; objective, strategy, scope, timing for first year of the program. To include:

- (a) Repros of advertising, publications and speaker's kit, storyboard of film, examples of news releases, etc.
- (b) Form for ordering materials for company use.
- (c) Calendar of advertising schedule.
- (d) Suggestion for inclusion of summarization in company house organs.

Quantities to be sent to Executive and PR Contacts of member firms, for re-distribution to key management within the companies.

Timing: Fall, 1979; updated as warranted.

2. Quarterly Status Report. Update on program activity, results, forward planning. Quantities to Executive and PR Contacts for re-distribution.
3. Seminars for member company communications management.
 - (a) Full description of program.
 - (b) Gain feedback from attendees.
 - (c) Ways and means on using program elements within company communications.

Held initially in the Fall of 1979 and annually thereafter

4. Publisher Letters. Advance issues of magazines carrying the program's advertising, sent to member company CEO's. Covering letter from publisher cites characteristics of audience the advertising is reaching. Rotated throughout the year to cover all magazines on schedule.

RESEARCH

Research for the communications program would involve:

1. Tracking of general attitudes about chemicals and the chemical industry, with emphasis on attitude shift regarding the program objective of industry action in managing risk.

The studies would be made against the general public and the five audience segments our program would address: "political actives," government, communicators, educators and areas of major chemical plant concentration.

The studies against the general public would be made to gauge the overall attitudinal problem; those against the selective audiences would be made to measure change in attitude and efficacy of the communications program.

2. Concept and copy testing to determine best approach for advertising portion of the program.
3. Expenditure level test of advertising geared for the second stage of the program: advertising aimed at the general public.
4. Focus Group studies against the five target groups, plus general public, to assess differences in attitudes about chemicals and action industry is taking in management of risk.
5. Testing of alternate signatures and sign-off statements (see page 25).

ADMINISTRATION OF PROGRAM

Although day-to-day operation of the program should be lodged with CMA staff and its Vice President of Communications, the Task Force group, which reports to the CMA Executive Committee, will continue to exercise responsibility for over-all direction and supervision of the program.

The program is too large, costly and complex -- and CMA too thinly staffed with communications personnel -- to relieve the Task Force of this responsibility.

Responsibility would continue along these lines:

1. Direction and supervision of the program by the Task Force, headed by the four-man operations group consisting of M.C. Carpenter of Dow, H.A. Ericson of Monsanto, R.M. Sloan of Shell, plus J.N. Sites of CMA (or V.H. Peterson).

As much as 25% of the time of Messrs. Carpenter, Ericson and Sloan has been committed to this activity by their companies through the first year of implementation.

2. Day-to-day operations by CMA's staff under its Vice President of Communications.
3. Both CMA's outside Public Relations counsel (Paluszek & Leslie) and the Advertising Agency (J. Walter Thompson) will be expected to provide stronger account management than might be the case with an individual company relationship. Such strength has been a major criteria in the selection of the agencies.
4. Overall program under general policy guidance of R.A. Roland, President of CMA, and the CMA Executive Committee.

BUDGET

A firm and detailed budget will not be determined until the Advertising and Public Relations agencies retained for the program have had an opportunity to provide inputs regarding their respective efforts.

However, the following estimates have been developed by the Task Force as a general guide to financial requirements. It should be underscored that the advertising budget figure for the June 1, 1980 - May 31, 1981, period does not include funds for expansion of the advertising program to a major share of the general public during this time frame. Such a program and budget will be determined upon completion of expenditure level tests for the general public which are scheduled to be undertaken in first half of 1980.

<u>June 1, 1979 - May 31, 1980</u>	(\$'000's)
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Advertising	1,500
Expend. Level Test	400
P.R. Agency Fee, out-of-pocket	225
Publications/Films	150
Tracking Research	110
Internal Staff Addition	70
Reserve	100
	<hr/> 2,555

<u>June 1, 1980 - May 31, 1981</u>	
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Advertising	3,000
P.R. Agency Fee, out-of-pocket	225
Tracking Research	100
Internal Staff Addition	100
Publications/Films	75
Reserve	100
	<hr/> 3,600

FUNDING

It is the Task Force's recommendation that funding for the program be generated by a special assessment to all member companies, at least during the first two years of the program (June 1, 1979 - May 31, 1981).

The special assessment would be based on the same formula as member dues, i.e.: per cent of applicable sales.

Shown below are estimated assessment figures for member companies for the first year of the program (June 1, 1979 - May 31, 1980), based on a \$2,555,000 budget.

<u>Companies with Applicable Revenues of:</u>	<u>Average Assessment</u>	<u>Range of Assessment</u>
\$10-50 million	\$ 3,000	\$ 2-5,000
50-100 million	6,000	5-8,000
100-400 million	16,000	8-30,000
over 400 million	55,000	30-86,000

DEVELOPMENT SCHEDULE

September, 1979

CMA Executive Committee approval of 6/1/79 - 5/31/80 plans, including advertising budget, creative concept, media plan.

News Bureau in place.

Presentations to member companies.

Science Advisory Group in place.

Booklet #1 (Transportation Safety) completed.

October, 1979

Monitoring/Response system in place.

Media Tour Schedule.

November, 1979

Brochure detailing program mailed to member companies.

Speaker Kit completed.

December, 1979

Booklets #2-5 completed.

January, 1980

Launch advertising.

February, 1980

Begin Advertising Expenditure Level Testing.

March, 1980

Complete film.

No Meeting was held in October 1979