



# Come One, Come ALL

Hurry, Hurry, Hurry

Come see the elusive RMOTC  
Come see the painted horses...





The purpose of this discussion is to show how DOE and the Contractor approached compliance with EO 13423 sections for transportation and fuel management.

Demonstrating Leadership in Implementation of Executive Order 13423

*Opportunities include:*

- Testing and Evaluation
- Develop Teaming Partners
- Develop Project Funding



# Proposed Action

Reduction of Fuel Consumption through

- Alternative Transportation Methods
- Alternative Fuel Use for the Fleet



# WHY

Because the core mission and responsibility of the Department of Energy is to lead the nation in promoting and utilizing the best available energy management technologies and practices.

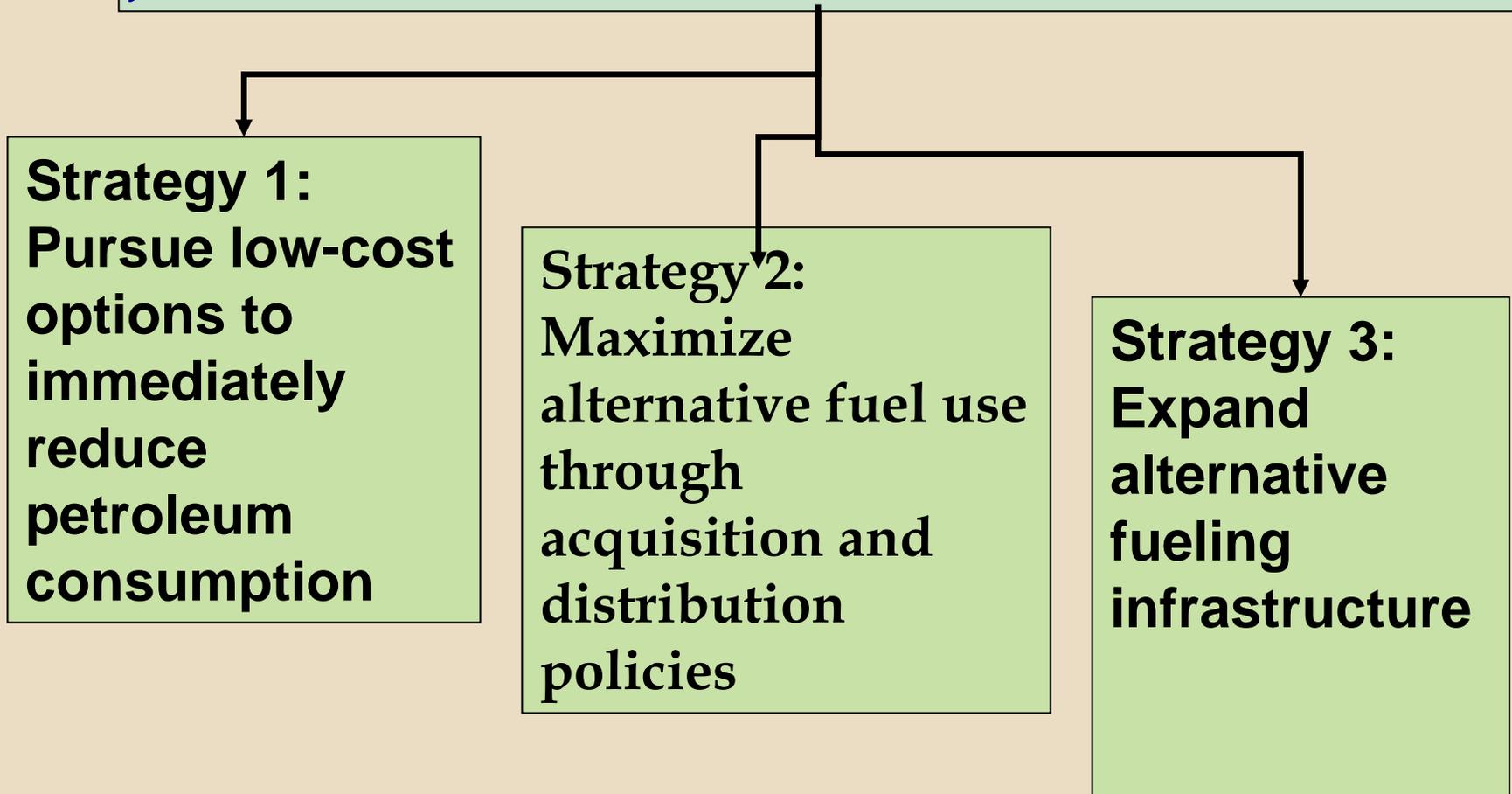


# WHAT WE NEEDED TO DO

We reviewed the strategies that were proposed by the Executive Steering Committee and chose fuel reduction as the one issue to make our target project.



*Goal: DOE will have executable plans in place by the end of FY 2008 to ensure that every alternative fuel vehicle in the DOE fleet will be run on alternative fuels.*





*On my day off,*

*I'm riding down the river.*

*I'm thinking "how am I going to get these folks to work on this?"*

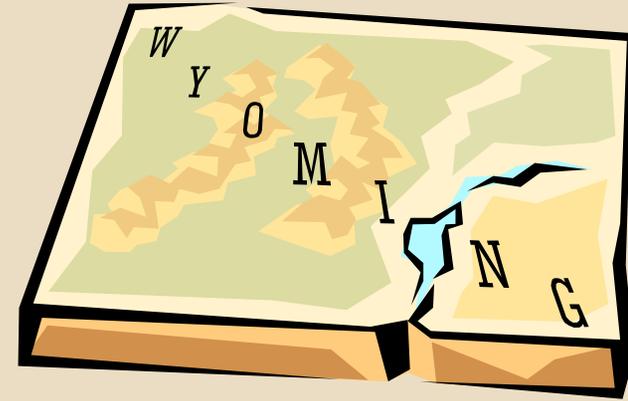
*How do we get RMOTC involved in supporting alternative fuel use and reducing fuel consumption?*

# What do we have to work with in Wyoming?

How about

## **Biodiesel:**

No one sells it: have to go to Ft. Collins to truck it: it's not economical



## **Methane Gas :**

We make a lot of it: could work,

We need to propose change over of vehicles so they can run on it.

## **HOW ABOUT A SHUTTLE BUS?**

There are a lot of organizations working on them, but not researching the feasibility for a rural operation in a remote hostile area.

This is  
it!

Yea, a shuttle bus. Let's reduce the amount of vehicles, emissions and fuel consumptions. Yea, this would be our first option.

# A Shuttle bus program can:

- Lower employee commute stress and the cost of commuting for employees :
  - *Provide additional choices to employees*
  - *Reduce fuel consumption and vehicles on the road*
  - *Reduce emissions*
  - *Improve cost savings*

These positive attributes, can improve employee morale and make RMOTC a more desirable place to work, which can:

- Reduce employee absenteeism
- Reduce employee turnover
- Support recruiting and retention goals
- *Heighten employee appreciation of RMOTC*

# RMOTC Location

The Administration & Engineering offices are located in the City of Casper, Wyoming

*The Operations and Testing Facilities are approximately 45 miles north of Casper at the Naval Petroleum Reserve (NPR-3).*



- 10,000 Acres containing producing oil wells and testing project
- A great place to test city to rural shuttle bus projects



- A shuttle bus will have to be able to overcome mud, rain and blizzard conditions.
- The extreme conditions will make the variables better than any other site.

The shuttle bus will need to transverse highway whiteouts, icy roads, and muddy trails without a filling station for 40 miles.





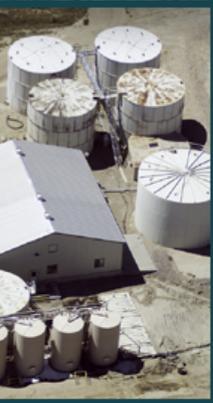
So I went to our Accounting Manager and discussed the process for starting a new project at RMOTC.



*I explained the needs, compliance issues and wanted to know our options for a shuttle bus.*



She said, *Na! Na! Na!*



**BUT I KEPT THE CONVERSATION ALIVE. WHENEVER WE HAD MEETING AND PRESENTATIONS I WOULD BRING UP E.O. 13423 AND THE OPTIONS FOR A SHUTTLE BUS.**



# So, I took it to the management and employees

- *No one thought it was possible under the circumstances we faced.*



What did I get? Na Na Na

There is no budget allocated for this project, how are we going to pay for it?



Those type of vehicles will not work in these conditions.

We have 10 GSA vehicles to use to go back and forth to the field



# Others were saying

Project Managers need to get to the testing projects in the field without waiting.



Our employees want to drive their own rigs out to the field.

The employees carpool, so what is the big deal?



Alternative fuels, we do not need any stinking alternative fuels!



# We started to investigate the options...

**What do we have in  
Wyoming to work with?**

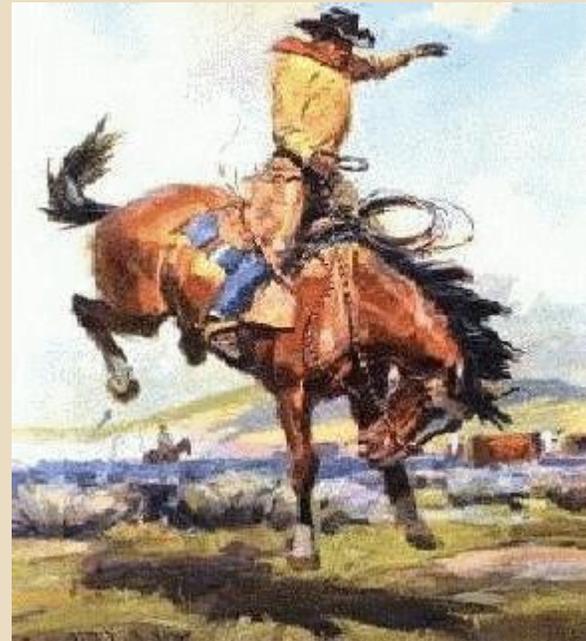
**Oil Field Workers!**



## Oil Field Workers



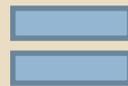
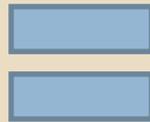
## The modern day cowboy



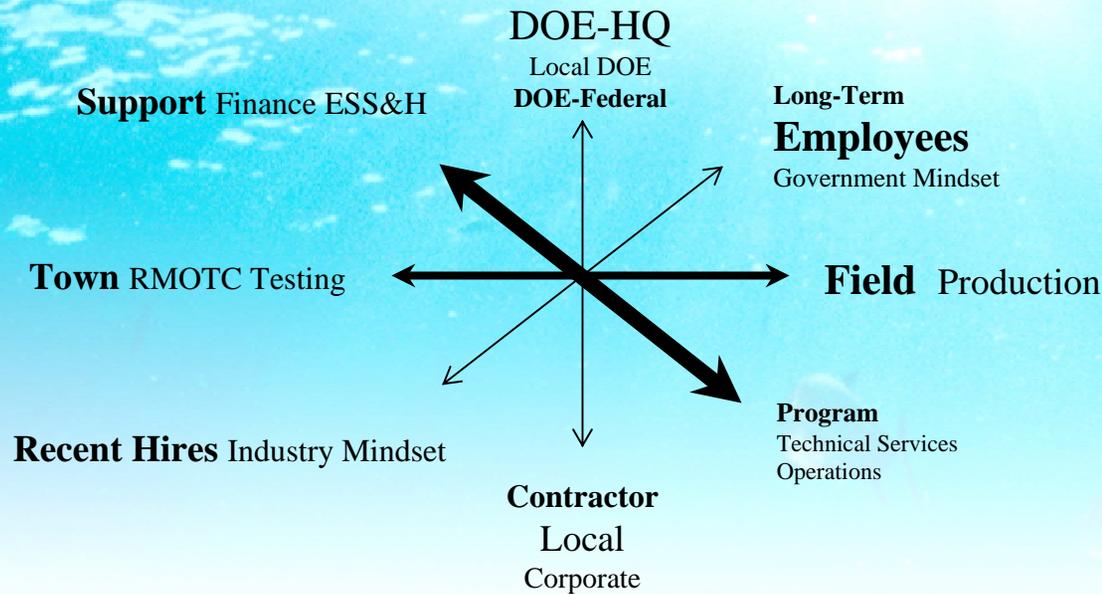


- The Modern Day Cowboy's Horse

How do you get the modern day cowboy to leave his horse and ride in the back of a covered wagon?



# We had to market the idea of a shuttle to several factions within the organization



# We Needed to Build Trust and Understanding to have the idea accepted:

- **Purpose** – Improve interpersonal relationships, change Organizational Climate and concepts between stereotypes in order to move forward
- **Just Culture** – The cornerstone of organizational trust and a Safety Culture, violation versus error, root causes in structures, systems and culture, not individuals, with no blame, informal-formal gap, build trust, fair process.
- **Externally Focused** – Become more receptive to influence from outside RMOTC
- **Internally Focused** – Become more introspective about organizational learning and influence from inside RMOTC and let it challenge the status-quo
- **Aligned Culture** – Build a core ideology that links RMOTC's history to a common purpose, then build alignment around the core ideology with accountability so RMOTC speaks with one voice

*Then we can move forward on the Shuttle Bus Project.*

## Changes lead to:

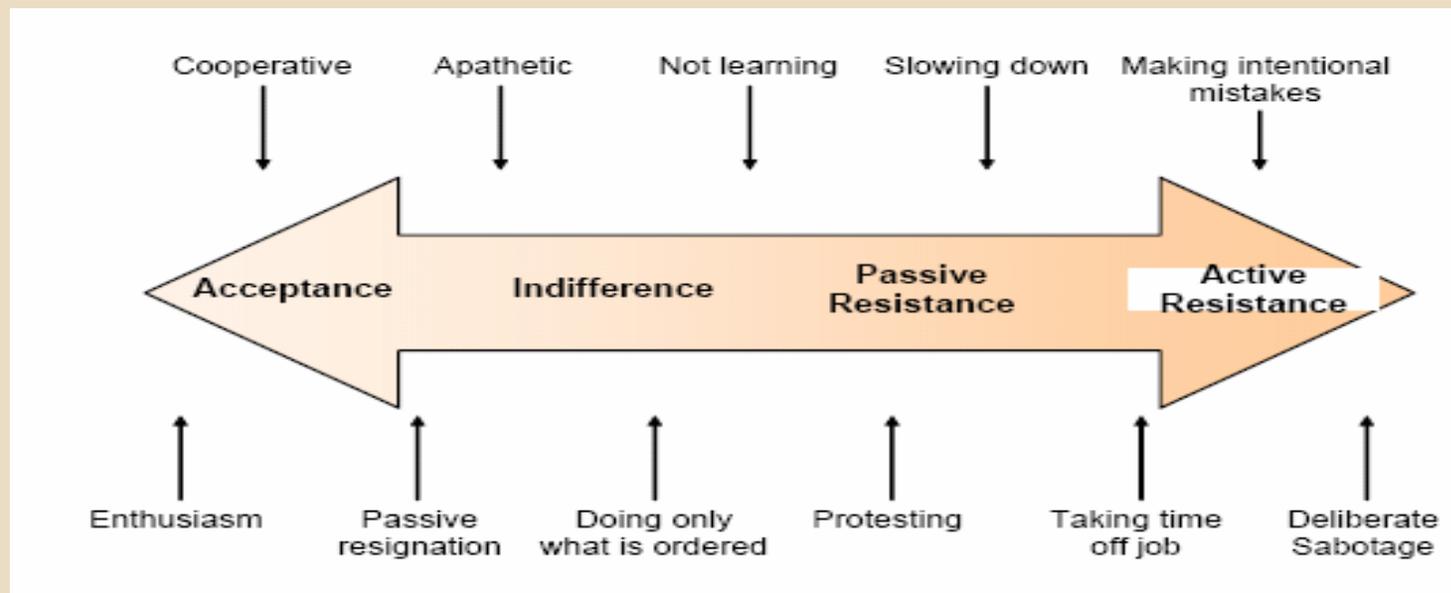
- a great deal of uncertainty and stress among employees
- feelings of no control over the situation engendered by uncertainty.

## The individual then believes that:

- he is unable to effect the change in a desired direction of their environment.

## Negative consequences such as:

- anxiety, psychological strain, helplessness and lower performance are the result.



Not even the costs have been a factor in their decisions.



The price of Beer did!



I tossed a couple of ideas around with a few of the RMOTC Managers. We came up with some ideas for marketing the project to other organizations within the government



# RMOTC Opportunities

RMOTC offers Testing, Demonstration, and Research & Development Opportunities

- Why not study a Shuttle Bus Program operating from a city to rural location?

*And we could ask other organization to do the study and that would help to off set the cost and help to promote the ideas*

*To study the use of alternate fuel used to go to a rural setting*

*To study mass transport of workers in a hostile weather environment*



- We developed an Unsolicited Proposal to NREL and EERE for research and development funding.
- We contacted INL to see how to organize
- We contacted DOE's shuttle bus managers in Washington D.C. to find out how they move people between buildings
- We went out to commercial organizations for assistance
- Anyone that would listen to our idea



# Win-Win for everyone

- RMOTC = location and riders
  - Teaming Partners = R&D of rural mass transit and alternative fuels



- *The only way to fly*



# DEVELOPING RELATIONSHIPS

We are offering the project research and development to other DOE organizations, other Government agencies, and to commercial organizations and companies



**US Department of Energy**  
**Energy Efficiency and Renewable Energy**

# Marketing the Shuttle Bus Program

- **We had to Decide What Type of Program to Offer**
  - **Costs:** there are different ways to organize and fund a shuttle bus program.
  - The type of Program will determine the next step.
    - Purchasing a vehicle, lease, team with partners
    - Specifications requirement and comfort
  
- **Secure Insurance Coverage**
  - Insurance for riders, both federal and private
  
- **Prepare Written Policy and Procedure Manual**
  - Fare structure, Payment periods, Weather cancellation notice, Waiting time at stops, Hours of operation, Vehicle ridership, Driver Qualification
  
- **Develop a General Oversight of the Shuttle Bus Service**
  - DOE and Contactors responsibilities
  - Safety and Security
  - Expanded role within the community

# So, My friends



- I'm here to ask for your help
- I'm here to ~~take your~~ ask for your Money to support the project
- I'm here to campaign for your support in developing rural transportation as  
*“An Idea that's time has come”*
- So please come forward, don't be shy we need your help!