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Carter Broke Promises, Say Handicapped

By Joseph D. Whitaker
Washington Post Staff Writer

A coalition of 37 organizations representing the nation's 36 million disabled citizens charged yesterday that President-elect Jimmy Carter has failed so far to make good on his campaign promise to involve the disabled in decisions affecting their lives.

In the two months since the election, Frank Bowe, director of the American Coalition of Citizens with Disabilities, and Eunice Fiorito, president of the group, said their letters and telephone calls to the Carter transition staff have gone unanswered.

"During the campaign, Mr. Carter committed himself to consulting disabled citizens in the decision-making process, in implementation of programs, and in their evaluation," Bowe, who is deaf, said at a press conference at the Metropolitan Hotel.

"Mr. Carter said he would rather meet disabled people across the conference table than in a court of law," added Bowe.

Elgin W. Watkins, Carter's coordinator of programs affecting the handicapped, later told a reporter that the concerns of the disabled are being included in the new administration's plans.

"Governor Carter is still extremely concerned about the problems of the disabled," said Watkins. "We have invited comments and position papers from disabled citizens. These papers will be sent on to the Governor.

Fiorito, who is blind, said at the press conference that she is concerned that more disabled persons have not been consulted during the transitional period, when many key decisions which affect the handicapped are being made.

JIMMY CARTER WALTER MONDALE



Leaders, for a change.

Jimmy Carter on Americans with Disabilities

Over 28 million of our people are disabled. In the next administration, the disabled will be active partners in our attempts to achieve our common goals--full civil rights, full personal dignity, and full human happiness for all Americans who are physically or mentally disabled.

Many critical problems face our disabled citizens today. These are not only problems of medicine, but problems of law, of education, of employment, and others. One of the most urgent of these is the denial of basic civil rights. I am committed to the proposition that disabled people deserve to control and shape their own lives. I am committed to insuring that our disabled citizens have the right and the opportunity to function independently and creatively in our society, rather than to be segregated from it.

As President, I will take all necessary steps, through specific legislation and the appropriate exercise of executive powers, to insure our handicapped citizens equal protection under the law, equal opportunity for education employment, and other services, and equal access to public accommodations and facilities.

I oppose discrimination in any form, and when my administration moves against discrimination it will vigorously seek out and redress discrimination against the handicapped, as well as all other discrimination. I will support legislation to allow workers in sheltered workshops to negotiate wages and use the executive authority of the President to insure employment opportunities for handicapped individuals in projects funded by the Federal Government. And I will constantly work to see that discrimination in private industry is also eliminated.

On September 6 I gave a speech at Warm Springs, Georgia, where I spoke of the history, the hope, and the leadership associated with that facility and its most famous occupant, Franklin Roosevelt. We have accomplished a great deal in the past thirty years, and we have made an important beginning on a constructive and creative agenda for our people with handicaps and disabilities.

But in eight years of aloofness and insensitivity that agenda has been left unfinished. A government that was competent and concerned would not leave 28 million people outside the mainstream of our national life.

The Republican administration has offered no housing policy. It has offered no transportation policy. It has proposed education without rehabilitation, and rehabilitation without jobs.

From 1970 to 1973, President Nixon vetoed nine important pieces of legislation of concern to the disabled. Together Mr. Ford and Mr. Dole cast eight votes in support of these vetoes.

The battle over the Rehabilitation Act of 1972 was a tragedy in itself. President Nixon vetoed it twice, and was assisted by a sustaining vote in the Senate by Mr. Dole.

President Ford has exercised 6 vetoes of concern to disabled citizens, including a veto of the 1974 Amendments to the Rehabilitation Act. This last veto was overridden in Congress by the largest margin in our history.

Section 501 of the Rehabilitation Act requires each department of the federal government to develop an affirmative action program for hiring the disabled. Section 503 requires affirmative action from government contractors. Section 504 prohibits discrimination against disabled citizens by recipients of federal financial assistance. These are fine in theory, but they will mean very little until an administration in full accord with their spirit stands behind the law. No administration that really cared about disabled citizens would spend three years trying to avoid enforcing Section 504. No compassionate administration would force disabled consumers to take it to court before it would enforce the law.

The Education Amendments of 1972 are designed to prevent discrimination against the blind. But the Department of Health, Education and Welfare has flatly refused to enforce them. We have a federal architectural barriers law, but it is not being adequately enforced.

We all realize that the problems we face are not simple. There are many different kinds of disabilities, and many competing interests among the disabled. There are sometimes disagreements between consumers and professional groups about the most desirable approach. But our laws must be enforced, and the full resources of the Presidency must be enlisted towards that goal. And in the next administration, our partnership with the disabled will address the problems and start finding the solutions.

My commitment to this cause is not new. Under my administration, the state of Georgia took over management of Warm Springs, and average daily patient attendance at the facility rose by nearly 75 percent during the first year. Because of our efforts there and elsewhere in the state, Georgia stood, during every year of my administration, among the top five states in the nation in its proportion of successful rehabilitations.

We passed a building-access law in Georgia. If a citizen cannot get into a courtroom, a polling place, or the office of a government official, it is the same as being turned away. More than 100 new public buildings have come into compliance with the law.

We fought disabling birth defects with extensive programs of pre-natal nutrition and care. Our network of day care centers for mentally handicapped children was greatly expanded. We established 44 pilot programs which provide diagnostic services and development and educational programs for young children.

We established a program for deaf persons through which a consumer organization contracted to provide interpreters for the deaf whenever they conducted business with a state agency or the courts.

We built 17 Community Mental Health Centers, trained and hired handicapped individuals for meaningful and important state jobs, reorganized our government to provide better, more extensive, and more responsive services, doubled the number of students served through our special education program, funded 20 centers for emotionally disturbed children, greatly expanded our prevention programs, and much more. I pledge to bring this energy and this commitment to Washington.

My experience in Georgia makes me all the more determined that our present federal programs must be overhauled. For eight years, our disabled citizens have dealt with an administration that is incompetent and aloof. Many thousands of dedicated professionals, both inside and outside the government, have been hamstrung by uncoordinated, overlapping and unresponsive federal programs.

There are many programs and kinds of programs designed to assist the disabled. Often they work at cross-purposes. A disabled person must deal with one agency when he is of school age, another if he takes vocational training, and several more when he is an adult. With a weak political will and a lack of coordination, no number of agencies is enough. But with a deep moral and political commitment, with a sense of sound management, and with a willingness to involve those who are affected by a program in its design and application, then one Democratic administration's determination to do the job simply and efficiently can make the difference.

We must reorganize our government. We must coordinate our programs. We must streamline functions and operations. We must plan for increased efficiency and increased responsiveness, and the programs affecting disabled citizens are a good place to start.

First, we need an increased and much better coordinated program of research and development, and we must be sure to apply the results of our knowledge.

I support strong efforts to fill our knowledge gaps in current service delivery systems by more effectively involving the basic and applied research community in the solution of critical problems, and I support adequate funding of such programs.

We must work harder on the problems of the severely disabled, and those who are institutionalized. We must strive to help them return to the productive mainstream and protect their civil rights. I will enforce the guidelines laid down for institutional care in the Developmental Disabilities Assistance and Bill of Rights Act of 1975.

We must broaden the traditional concepts of rehabilitation to include independent living as a supported rehabilitation objective.

I support the extension of rehabilitation funding to provide services beyond the college level to those who have demonstrated their qualification for further education.

We must provide for more extensive development of research on the prevention, treatment, and cure of handicapping conditions.

Second, we must involve our disabled citizens much more thoroughly in the development and execution of important programs.

As President, I will establish a mechanism which is sensitive to the differences in needs for each disability group, through which I can develop, with the assistance of disabled people, a clear national policy for our disabled citizens, and through which we can insure that existing and future programs are carried out in a coordinated and effective manner.

In the next administration, the disabled will not meet the Secretary of HEW in a courtroom, but around a conference table to jointly plan policy.

We must work with disabled people to insure that SSI and Social Security disability and insurance benefits are adjusted to reflect cost-of-living levels in each region of our country.

In May of 1977 there will be convened in Washington a White House Conference of Handicapped Individuals. My administration will closely study the recommendations that the Conference produces. I pledge that this will be a process from which vigorous action flows.

Our nation has a long agenda in this area to address, and we have much lost time to make up for. We must begin again. If we neglect the abilities or rights of even one person, it does not just hurt that person. It hurts us all.

REP. MORRIS K. UDALL
Speech to 1976 Conference
National Rehabilitation Association
Hollywood, Florida
September 19, 1976

I was, frankly, somewhat surprised when I was asked to speak to you tonight. In the House, a body of specialists, I'm a member of the Interior and Civil Service committees. And while I try to work in other fields, like election reform, John Brademas could tell you that rehabilitation has never been one of my specialties. So why Udall?

Finally it struck me -- I'm handicapped. And that got me to reflecting on the fact that handicapped people don't often think of themselves -- ourselves -- as being different, being crippled, being inferior. The disabled individual is, first and always, a person . . . a person with problems, yes, but all people have problems. We are different chiefly to the extent that we are forced to be different -- when we are denied the opportunity to develop our talents fully, to work to the best of our ability, to pursue social and athletic and intellectual interests. Those aren't extraordinary dreams. They aren't a desire for something special, something more than others expect. They are precisely what the founders of this country meant by "life, liberty and the pursuit of happiness."

So being with you today is a special privilege. From my own experience, I know the struggle faced by anyone trying to overcome a disability. I am especially aware of the hardship of those who cannot get the professional services provided by the members of this organization.

I know, too, that physical handicaps need not be insurmountable obstacles to achieving a normal and productive life. Indeed, as most of us in this room grew up, one of our greatest Presidents governed from a wheelchair. In my own profession, I know the debt this nation owes to men like Senator Dan Inouye, who lost an arm in World War II; Mike O'Callaghan, the governor of Nevada, who lost a leg in Korea; Senator Chuck Percy, who suffers from hearing loss; and -- despite some disagreements you'll be hearing about in the next 24 hours -- Senator Bob Dole.

But more important than those political success stories are the hundreds of thousands of Americans in every state who benefit daily from your help. As I sought my party's nomination, I saw the fruits of your labors in dozens of visits to hospitals and rehabilitation centers. I saw the joy of a child learning, as I learned, that the loss of an eye can be a challenge, not a handicap; the hope of an adult who realizes that despite a disabling accident or disease he or she can still live a happy

and productive life, both at work and at home; the pride of the older citizen determined that a stroke will be a temporary difficulty, not a permanent burden.

I know that each of you has been an actor in many dramas like these -- quiet, private, often frustrating struggles filled with the heroism of ordinary people summoning the resources of body, mind and spirit to surmount extraordinary barriers. Not just your patients, not just their families and friends, but all Americans owe you a deep debt of gratitude.

Perhaps the central social event in our country in this century has been the refusal of black Americans to endure second-class citizenship any longer. Once awakened to the evils of unequal rights based on skin color, Americans have responded with a commitment to equality not only for blacks, but for other minorities, for women, and -- under the Rehabilitation Act that Richard Nixon vetoed twice -- for handicapped Americans. It was wrong to tell people that because of their skin color, they had to ride the back of the bus. But because of physical barriers, many handicapped Americans still can't ride the bus at all.

The law says that is wrong. The law says it is illegal. But the current Administration has failed to implement that law vigorously, as it has failed to enforce so many other laws.

And if they could get on the bus, where would these handicapped go? As I indicated before, the needs and aspirations of the disabled are like those of most other people. Like most other people, they'd like to go to work. More than most other people, they can't -- not because of disabilities, but because this Administration has deliberately fostered high unemployment that hurts everyone, including the handicapped. And because this Administration has failed to enforce antidiscrimination and affirmative action provisions to help the disabled person get fair treatment in the job market.

It is understandable that handicapped citizens, and the professionals who deliver rehabilitation services, should want an Administration that is sensitive to their needs. And it is understandable that you would anticipate special sensitivity from a ticket that includes a Bob Dole.

But in politics, as in every other area of life, there is really only one reliable way of projecting future performance: Look at the record. That's what handicappers do at the race track, and that's what the handicapped should do in the voting booth.

So let's do a little handicapping -- let's look at the charts -- let's see what the "racing form" can tell us about this Republican Administration and this Republican ticket.

Under past performances, we find the hallmark of Gerald Ford's Presidency, the veto. Getting vetoed by this Administration is sort of a badge of honor, like being on the enemies list. I thought I had a special distinction because my strip mining control bill was vetoed twice. But when I took a closer look at the record, I saw that the National Rehabilitation Association had me beaten. Richard Nixon vetoed the Rehabilitation Act in 1972, just a week before the election. He did it again in early 1973, and it was sustained in the Senate -- with the help of Senator Dole. It was finally enacted later in 1973, and the next year Congress sought to amend and extend it. And Gerald Ford vetoed that. Three vetoes. Congratulations. Ford's veto, by the way, was overridden by the largest margin in history -- 398 to 7 in the House, and 90 to 1 in the Senate. That indicates just how far this unelected President is out of step with the elected representatives of the people.

The Rehabilitation Act vetoes are only part of the story. In the last six years, I count no less than fourteen other vetoes of bills of particular interest to the disabled. In 1970, Nixon vetoed the HEW appropriation, the Veterans Administration appropriation, the Hill-Burton hospital construction authorization, and the Office of Education appropriation. On every override attempt, Gerald Ford and Robert Dole voted to sustain those vetoes. In 1971, he vetoed the Office of Economic Opportunity Extension, and Robert Dole voted to uphold that veto. In 1972, he pocket vetoed the HEW appropriation, veterans health care expansion, and the Older Americans Act amendments. In 1973, he vetoed emergency medical services, and Gerald Ford voted to uphold that veto.

Since becoming President, Gerald Ford has vetoed nurses training twice, community health programs, the HEW appropriation, and funding for the Office of Education, in addition to the rehabilitation amendments.

I suspect the nominee of my party would feel more comfortable if I switched from a race track metaphor to something a bit less shady. So, if I may paraphrase the Bible, "by their vetoes you shall know them." And by their vetoes you know, as I know, that this Administration is no friend of the disabled, no friend of the disadvantaged, no friend of the needy -- no friend of the people whose rights this government was constituted to protect.

The record of failure goes beyond Gerald Ford's indiscriminate use of the veto. In signing the Education for All Handicapped Children Act, he accused Congress of "falsely raising . . . expectations"; his lack of support for that bill took more concrete form in his attempts to reduce funding by nearly \$200 million.

This week marks the third anniversary of the passage and signing of the Rehabilitation Act. It was one year before the first regulations under that act were promulgated. It took 16 months for this Administration to appoint a Commissioner to carry out the law. And now -- after three years -- major anti-discrimination rules are still not completed.

Now the Ford administration is backing legislation to legalize the kind of reorganization of health services that Florida has attempted. There is some surface appeal to the Ford argument that state experimentation should be encouraged. But in this case the logic is only on the surface. The federal-state partnership in vocational rehabilitation is not a new, untried, unproven program. It has been carried on -- with immense success -- for more than half a century. It has proven its worth. In cold cash terms rehabilitation enabled those you serve to increase their earnings in 1975 by more than a billion dollars. Strides toward self-sufficiency save the taxpayers the expense of welfare and other assistance, while adding immeasurably to the self-esteem of the disabled and the well-being of the community. To submerge this program in an amorphous agency with no clear lines of authority, no clear accountability for federal and state tax funds, is the worst kind of fiscal and social irresponsibility.

Efficient operation of state health services is a goal we all support. And it has been proven that such reforms can be achieved without emasculating rehabilitation services. In fact, it was proven just a few hundred miles north of here -- in the state of Georgia -- in the administration of Governor Jimmy Carter.

The current assault on the integrity of rehabilitation programs is part of a larger strategy. Gerald Ford would replace all categorical human assistance programs with block grants. That intention is spelled out in the Republican platform. It masquerades in the language of federalism. In reality, it is an attempt to justify in high-sounding language this Administration's inability or unwillingness to administer the laws of this nation.

The same spirit can be found elsewhere in the Republican platform. Most notably, it can be found in the health care plank that urges only "catastrophic" protection. That means no money-saving, life-saving preventive services for those most vulnerable. It means no effective cost controls to stop

the spiral in health care expenses. It means more of the same kind of problems which have so damaged Medicare and Medicaid. It means forbidding reform and streamlining of health care delivery and it means letting a few doctors get rich on the misery of the poor and elderly.

I've talked about this Administration's record because it demonstrates vividly Gerald Ford's indifference to the quest of disabled citizens for full human rights and maximum self-sufficiency. I want to talk now about the Democratic nominee, Jimmy Carter. Again, I shall not read you a position paper. Instead, let's look at his record.

Two weeks ago, Jimmy Carter kicked off his campaign at a site with special significance for handicapped Americans -- Warm Springs, Georgia. But there was more than symbolism attached to that location. For it was during the term of Governor Carter that the state purchased the Warm Springs hospital and increased its usage by 75 percent.

During those four years, architectural barriers were removed from more than 100 state government buildings; a law was enacted guaranteeing every deaf person the right to a qualified interpreter in court proceedings; and Governor Carter went beyond that, working with organizations of deaf Georgians to make interpreters available in all dealings with the state government.

In those four years, special education programs were doubled; 304 school buses equipped to carry disabled students were put into service; community mental health centers were increased from one to 18; and a million-dollar stroke prevention program screened 100,000 Georgians in its first year.

Most significant, perhaps, is this fact: Georgia ranked among the top five states in successful rehabilitations per 100,000 citizens every year of the Carter administration.

The Democratic Congress has passed laws to protect and assist the disabled. But the record proves it will take a Democratic President to enforce those laws. I learned in the primaries that when Jimmy Carter says he will beat you, he beats you. And I've learned since then, that when Jimmy Carter says he will help you, he helps you. Jimmy Carter is publicly pledged and privately committed to helping every disabled American achieve independence and self-respect to the maximum degree his or her handicap allows.

These facts in themselves do not guarantee a golden age for the disabled in the next four years. Effective legislative advocates like John Brademas and Jennings Randolph must be supported so they can make their voices heard. And vital organizations, both for the disabled and of the disabled, must continue to speak forcefully. For the needs of handicapped Americans compete with the urgent claims of other groups on the finite resources of government. Organization is especially important for those of limited physical strength and mobility.

So I commend the National Rehabilitation Association for its signal contributions. I urge you, and the 35,000 members of your association, and the 30 million handicapped Americans you serve, to get involved in our precious process of democracy. Examine the records and the programs of those who would lead America, and make your choice known November 2nd. For the ballot is blind. It does not see crutches or wheelchairs. In that booth there are only people -- each equal, each free -- each helping to build our future.

FROM THE DESK OF

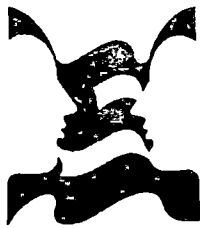
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TECHNIQUES FOR ANSWERING DIFFICULT QUESTIONS

1. LISTEN: Maintain an open body posture and pleasant facial expression. Make solid eye contact with the questioner, and hear what he or she is saying, and what the question may imply. Make a mental note of any emotional 'trigger words' that are used. And pay particular attention to the last few words out of the questioner's mouth - they can be used as your springboard to start answering.
2. DE-FUSE EMOTION: Deal directly and non-defensively with words or phrases that may set off an adverse emotional reaction in the audience. Choose an appropriate technique to de-fuse such words (i.e. a 'flat denial' to contradict a seriously damaging assertion; a 'restatement' to delete emotion-triggering words; a 'reverse statement' to turn around the meaning of the emotion-triggering words).
3. CLARIFY: When confronted with a question that is vague or too all-inclusive, ask the questioner to clarify what it is he or she wants to know.
4. ANSWER: Satisfy the questioner's, and the audience's, need to know by putting the answer first and supporting it with facts, examples or analogies. Use non-technical language. Be honest, and maintain your credibility by continuing to make eye contact with the questioner and other segments of the audience.
5. SCORE: Since most questions are directed at finding out about the negative implications of what your business or industry is doing, it is important to get off the defensive as quickly as possible. Follow your honest and factual answer with a connected statement that makes a positive point about the effects of what you do.
6. CHECK FOR FEEDBACK: Watch the questioner as you conclude your answer to make sure he or she has been satisfied. If there is a puzzled look on the questioner's face, or a "Yes, but..." response, you have not succeeded. You may need to go back to clarifying what it is the questioner wants to know, before again attempting to answer.



TECHNIQUES FOR HANDLING THE EMOTIONAL INDIVIDUAL - One-on-One

ESTABLISH CONFIDENTIALITY: Get away from others, whose presence may inhibit the emotional individual. Let him know he has your undivided attention, and he is free to say whatever he feels like saying.

ELIMINATE BARRIERS: Get out from behind the desk or counter, or move away from anything else that could be perceived as a protective barrier between you and the emotional individual. Stand, or sit, facing the individual, permitting about two or three feet of space between you. Put yourself on his or her level, so there is no feeling of threat in the confrontation.

ADOPT OPEN BODY POSTURE: Standing or sitting, keep legs and arms uncrossed and relaxed, and body turned toward the individual.

LISTEN SUPPORTIVELY: Maintain open body posture and pleasant facial expression. Strive for 85% eye contact, with verbal and non-verbal indications that you are 'tuned in'. Avoid staring down the emotional individual.

WIND DOWN THE EMOTION: Encourage the individual to say whatever he or she wants about the situation. Ask 'open-ended' questions (who? what? when? where? why? how?) to bring out all the feelings. Do not answer provocative questions (i.e. "What are you going to do about...?") Avoid making any judgements about the validity of the complaint being voiced. Continue with open-ended questions until the individual appears to have run out of steam.

TEST FOR COGNITIVE ABILITY: Ask a 'closed-ended' question (one that must be answered with a "yes" or a "no", to check on whether the individual is ready to consider settling the problem (i.e. "OK, are you willing to work with me to find a solution to this problem?"). If the closed-ended question provokes another emotional outburst, the individual has not yet been fully wound down, and you will need to return to open-ended questioning to get rid of the emotional charge.

LOOK FOR HIDDEN EMOTION: The individual who says he is "mad" may be using anger as a substitute for his real feeling of frustration, or fear. With open-ended questions, attempt to get him to identify the real feeling and talk about it. Avoid telling him what you think he is feeling, but instead suggest how you, yourself, might be feeling if you were in his shoes (i.e. "I'd be angry, too, if my service got cut off. More than that, I'd be scared about what might happen to me and my family.").

MAKE COGNITIVE CONNECTION: Once the emotion has been exhausted, it is possible to begin conveying facts to the individual. State the facts as you know them, on both sides of the issue, and work toward an understanding of the problem.

OFFER OPTIONS: Avoid saying what you think the solution should be. Instead, list as many options as come to mind, and ask the individual for others that may have occurred to him. Consider each of the options until you arrive at one that works for both of you.

PIN DOWN THE SOLUTION: Make sure that both of you clearly understand and accept whatever solution you have achieved. Spell it out as you understand it, and get a firm commitment from him that he will do his part.



GUIDELINES FOR HANDLING INTERVIEW OPPORTUNITIES

1. Do: Be natural, friendly and receptive. And make sure you understand what subject the reporter wants to discuss, and that you are adequately prepared to deal with it.

Don't: Be hostile, or overly friendly, or snide or patronizing.
2. Do: Agree to be interviewed if the subject is within your area of expertise; and if it is appropriate for you to speak as a company representative on the subject; and you are free to take the time for an interview at that moment.

Don't: Use "no comment" as an answer;
Answer a couple of easy questions on a subject you don't know too well, if you can't answer questions that might reasonably be expected to follow;
Venture opinions on a subject which is not within your field of expertise, or, on matters for which you have no responsibility;
Answer just "one or two" questions if your mind is distracted by other matters.
3. Do: Be straight with a reporter, especially about any decision you make to decline an interview.
If you don't know enough about the subject to answer the third and fourth questions, tell him so, and suggest that you have someone who is knowledgeable contact him; then, do it, through a contact in the P.R. Department or by making a direct call to the right person.
If, as a matter of policy, it's not appropriate for you to be speaking as a representative of the company, tell him so; then make every effort to have the appropriate person contact him.
If there are other, urgent matters on your mind at the moment, tell him so; then agree to be interviewed as soon as you are free of distractions.

Don't: Say you don't have time, when you do;
Say your not the right person to answer, when you are;
Say he should get his answers from the P.R. department.

4. Do: Be prepared with answers to the questions that might reasonably be expected, especially in handling pre-arranged interviews and expected news conference situations.

Don't: Use rehearsed, P.R. department answers; and avoid having to call the reporter later to correct facts or figures by having them in a notebook for quick reference.
5. Do: Accept the fact that the reporter may seem "biased" in your view; that he doesn't know everything you know about your subject, and may be misinformed, or reflecting the cynicism of others.

Don't: Fight with him; talk down to him; "cute" or try to be funny.
6. Do: Keep your ears open throughout his questions, and watch for "zingers", phrases that are thrown in at the end of a question which contain words that could trigger an emotional response from the public. Deal with the "zingers" first; then answer the main thrust of the question.

Don't: Decide that you know what information he's really after, and start thinking about your answer, before he finishes the question.
7. Do: Answer each question truthfully, with supporting facts, examples and analogies, technical language, and in the public's frame of reference, not the industry's. Accompany any answer which has 'negative' implications with something 'positive' about what you're doing.

Don't: Be defensive about past mistakes; or sidestep a tough question by answering an easier one.
8. Do: Give your answer to the question first; your supporting material and reasoning afterwards.

Don't: Use phrases like "you must understand" the background, etc.
9. Do: Make each answer brief and self-contained. In radio/TV interviews limit each answer to about 30 seconds.

Don't: Try to tell your whole story in answer to one question (like telling someone how to make a watch when all he wants to know is the time).

10. Do: Put yourself into the picture. Talk about what "I do" and "I believe" when you can.

Don't: Use phrases like "our company feels..." (companies can't feel).

11. Do: Be aware that some of your feelings are coming through to the reporter and the audience with as much strength as the words you're saying. If you differ with company policy on any matter, it will be obvious, through your non-verbal behavior.

Don't: Give your personal opinion on any matter of policy unless you fully support the policy, or are prepared to lose your job if necessary to get it changed.

12. Do: Be positive about yourself; your job; your company and its goals. Presumably, you believe in most of what you and your company are doing; let that feeling come through in your answers.



ADVANCED COMMUNICATIONS TECHNIQUES

Facts are communicated with words.

Honesty and reliability are communicated non-verbally, through the effective use of all the tools available to every speaker: the body, eyes, face, hands and natural vocal inflections.

Your Body: Even before you open your mouth to speak, you are sending messages to the audience. If you're shuffling through your text, making last-minute notes in the margin, and looking uncomfortable, you're telling the audience that you're not sure of yourself and your subject, and inviting them to take you less seriously.

Sit calmly and confidently as you are being introduced, looking pleasantly at the audience and giving an occasional warm glance to the person introducing you. Listen to what he or she is saying - those remarks may be useful in leading you into your own remarks. Slide your chair back a few inches, to facilitate a smooth and make a graceful movement from your place at the table to the speaker's lectern.

At the lectern, stand comfortably erect, your hands resting lightly on either side of your text, ready to move the pages and make appropriate gestures.

Your Eyes: More than half the real meaning of your words will be communicated through your eyes. If you read your speech without making eye contact, your audience will get only as much meaning from it as if they took it home and read it themselves.

Convey credibility by making eye contact with several zones in the audience as you begin your remarks, and as often as possible throughout. It is especially important that you are in eye contact when you make a key statement. You will have marked your script so that you can 'lift' entire thoughts off the page and deliver them with eye contact, letting the important parts of your message sink in as you pause at appropriate points.

Your Face: A 'poker face' may be useful when you're conducting business negotiations, but it's inappropriate when you're trying to win an audience over to your point of view. The audience needs to see the same warmth you show members of your family and friends when you are chatting with them at mealtimes.

Your Face: Let your facial expressions match your words. When you are talking about something that is really serious, show your concern; when you ask a rhetorical question, reflect inquisitiveness; if you're talking about good news, let your pleasure shine through.

Cont'd

Your Hands: Most of us use our hands in a natural manner to help convey messages when we're talking with friends or fellow workers. When we get up in front of an audience we suddenly 'discover' our hands, and not knowing what else to do with them we lock them to the lectern, thus immobilizing an important tool of communication.

Set your hands free to help you get your points across. Match each gesture with the words or thought you are conveying, and make them with eye contact. Timing is important, too, so make sure your gesture synchronizes with the key word in a phrase you are using.

Your Voice: Vocal inflections can help you to convince an audience. Lack of them can irritate people or put them to sleep. You need to work for depth, strength and dynamics - the natural mixture of highs and lows that you use when you're telling your favorite funny story to a group of friends.

Take several slow, deep breaths - all the way down to your diaphragm - before you begin speaking. Mark your speech for vocal emphasis, and speak more quickly and more softly on 'throw-away' phrases; more forcefully, and more slowly in delivering the important words that need to be heard and understood by your audience.

Energy Level: For many, addressing a sizeable audience causes nervousness and discomfort, putting a damper on the communicative skills that would normally be used in conversational situations. To counteract this tendency, it's necessary to be aware of your energy level.

Adopt a positive attitude about what you have to say and the audience that is waiting to hear you say it. 'Reach' for the audience, with your voice and your eyes and your gestures. Project, not merely through speaking more loudly, but through an internal process of getting yourself 'up' for the occasion.

A speaking engagement is an important opportunity for you to convey your point of view to people who, in turn, can influence the thinking of others. Treat each speech as a challenge to yourself, and work on improvements in each of the six areas outlined above. Practice, and don't be afraid to look overly dramatic in front of your mirror. You'll automatically settle down and look like yourself when you face the real audience.

And good luck! For that audience, and for that thirty minutes, you're the only show in town!



GUIDELINES FOR PREPARING FOR A RADIO/TV TALK SHOW OR DEBATE

1. Don't: Think you're going to get a "friendly grilling" from a supportive host/moderator on your favorite topic, or that you're going to be crucified.

Do: Get all the information you can about the nature of the program; the format to be followed; the personality and prejudices of the host/moderator; the background, strengths and weaknesses of anyone else who will be involved, friend or foe; and the scope of the discussion.

2. Don't: Cripple your freedom to debate by worrying that, at any moment, you're going to get hit with a surprise question on an issue you're not thoroughly familiar with.

Do: Negotiate the terms of your involvement. Try to have guidelines set that you'll feel comfortable with. Be specific about things you will not discuss.

3. Don't: Agree to take part in a program for which you won't have adequate time to prepare.

Do: Study the subject thoroughly. No matter how familiar you are with the matter under discussion, go over notes, texts, speeches and other material one more time, to make sure it's fresh in your mind.

4. Don't: Create a panic for yourself by scheduling other meetings or commitments too close on either side of the program.

Do: Know exactly where you're supposed to be, and when, and what you're to wear. Figure out how long it will take you to get there, and check on parking, etc.

5. Don't: Worry about what your boss might think if you make a mistake; what your wife will say about your haircut; what your children may say about your choice of a tie.

Do: Settle any other matters that are weighing on your mind before you go to take part in the program.

6. Don't: Tie yourself down to giving no information by telling yourself you can't make a statement or use a number until you've mentally cleared it with everyone from the janitor to the board chairman.

Do: Give yourself "permission" to be less than perfect. If necessary, negotiate with your boss, so you feel you'll have his support regardless of what happens. If you've studied your subject well, you're probably right with the first thing that comes into your mind. In any case, you can use phrases like "I don't know the exact figure, but I think it's about...."

7. Don't: Stay constantly on the defensive.

Do: Follow your game plan, not your opponent's. Satisfy yourself with making your points, clearly and effectively.

8. Don't: Ask questions, hoping you can get your opponent to agree with your logic (he won't, and you've just given him the ball).

Do: Make your points with clear statements, supported by facts, examples and analogies.

9. Don't: Appeal to the host/moderator for help; or ask permission to speak.

Do: Play it straight. Unless you're a skilled comedian your humor won't hit all of the audience; your sarcasm will come off as defensiveness; your know-it-all attitude will be offensive.

10. Don't: Try to split the responsibility with your partner; or defer to him because he's the senior person.

Do: Take 100% of the responsibility for getting your story across. Pick up the ball when you see an opportunity, even if it's in an area where your partner is supposed to be strong.

11. Don't: Try to "win the argument".

Do: Be positive about your beliefs. Feel "right" about what you're saying.

12. Don't: Spend the entire program worrying about a mistake you may have made that got you into trouble.

Do: Bounce back from any temporary defeat.



THE CHALLENGE TO AMERICA'S THIRD CENTURY INDEPENDENCE FOR THE DISABLED

A Document in Two Parts:

Part One: *"The Challenge"* — gives historical perspective, direction and a charge to citizens' action.

Part Two: *A "Declaration of Full Citizenship and Human Worth"* — presents attitudes, goals and new ways of viewing old concepts.

For 200 years the nation's largest minority, the disabled, has been left out or left until last in our priorities and planning. Thus, like America's "Declaration of Independence", this is a document about wrongs, neglect and indifference. Much more than a complaint, it is the revealing of feelings, experiences and aspirations. It is meant to heighten our consciousness and lead us to the reexamination of age-old attitudes and laws, so that "Life, Liberty and the Pursuit of Happiness" can be claimed as inalienable rights by the disabled, too.



THE CHALLENGE OF AMERICA'S THIRD CENTURY
INDEPENDENCE FOR THE DISABLED

By

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Acknowledgment

While the words and phrases in this document are new, the underlying ideas, feelings, frustrations and aspirations are not. They have been both the undercurrent and common talk in councils of the disabled for generations. In preparing this bicentennial challenge we tapped the experience of disabled people in Greater Miami. Their sense of wrongs endured and rights pursued is the essence of this text.

THE CHALLENGE

Almost 200 years ago, Thomas Jefferson drafted a Declaration of Independence for the American colonies. Inspiring and forceful, the document set forth a series of wrongs and expressed the sum total of fundamental rights for which mankind had battled and aspired for 500 years. In pursuit of the promise and the hope, Americans fought for the dignity of human nature and won. After victory, the gains were cemented in the Constitution of the United States, augmented by the Bill of Rights.

The promise became a guarantee set forth in black and white, but the joys of independence and the recognition of human worth did not flow easily or equally to all.

Some who fought in the revolution were handicapped. Others became disabled in the fray. They and the generations of impaired people who followed waited quietly, patiently, expectantly for the recognition of their human worth and admission to full citizenship.

It did not come either in law or in public attitude. Certainly, frequent expressions of love, sympathy, and charity for the disabled had encouraged the belief that, in due time, the public would rise up and shout, "Independence is for all! Rights guaranteed Americans must be granted and safeguarded for the handicapped, too!"

Believing, waiting, expecting others to act

was naive. Favors are hardly compatible with rights and, in truth, rights are seldom granted. They must be pursued directly without pause or end.

Pursuing their own due for the past two decades, other frustrated minorities have carried their revolution to the courts, the legislatures, and the streets. They gained civil rights and equal employment laws and the enforcement of both. The protection of these laws could have been extended to the handicapped. The opportunity was there, but it didn't happen. The disabled were proposed, considered, and excluded.

The silent trust, the quiet conviction that justice would some day be done, has left the disabled 200 years behind in the revolution and evolution of human rights. Enough is enough. We herewith declare our own revolution and seek and insist on the recognition of our own human worth. No longer do we wait, expecting others to lead; we pursue without pause or end, accepting responsibility to determine our own destiny. No longer are we quiet; we protest with loud indignation the slights that have left us outside alone, the delays in enjoying the fullness of life. Confidently, we declare that we do not make our protest alone. Americans must be with us. Before you did not know our

feelings, our yearnings. We thought you knew. We thought you would understand that we are like you. Be no longer in doubt. We forthwith spell it out in our Declaration of Full Citizenship and Human Worth.

Truly, ours is a revolution, this complete turn in perspective and attitude. Still we hope for a quiet revolution with quick resolution, irrepressible because the entire American public has affirmed support and joined ranks with us. And why not? Clearly, our goals are reasonable. We require for ourselves only what we demand and defend for you. Free people we cannot be while the nation's largest minority is dependent upon individual whim and convenient good will. Who can oppose our ends with justice — and yet, is passive support enough?

All of you who believe in American justice, we challenge you to join us in waging the revolution of America's Third Century. The time is already late. The moment to fight for the rights of disabled people is now. Victory can mark the nation's Bicentennial Celebrations with a needed spirit of recommitment to noble purpose. Accept the challenge by committing your mind, spirit, and action to achieving the principles and purposes embodied in this Declaration of Full Citizenship and Human Worth.



DECLARATION OF FULL CITIZENSHIP AND HUMAN WORTH



Preamble

We, the disabled citizens of the United States of America, rightfully seeking our place in the world and a voice in our own affairs, entirely willing to accept our responsibilities and fulfill our obligations, do proclaim this our Declaration of Full Citizenship and Human Worth, and define below the precepts required to free the independence in our spirit, meet our needs, ideals and goals, our aspirations and expectation of equality, opportunity, justice, and all other rights promised, provided, and protected for any and all other people.

ARTICLE I — Right to Belong

We have a right to belong, to be recognized and heard, to participate in the affairs of society, our community, the nation, and the world. We can contribute and must share in

pinness requires more — physically, socially, economically. ***Cast off the fetters that hold us back; stigma, laws, social flaws, attitudes that stifle, words that undo. Foster instead while the cradle still rocks an ambience we can grow in, secured by shelter, sustenance, medical care, education, the stepping stones that support our strides toward fulfillment of our true potential. The rest you can leave to us. *** Then should we stretch for goals beyond your expectations and fail to achieve our aspirations, fear not, put guilt away, doubts behind. Success or failure must be ours to claim, ours the blame — and how can we know how far we can go unless we strive for more and still more?

ARTICLE VIII — Right to Shelter and Sustenance

such dreaming. We can't do that. Why, we've always had curbs, you say. Think yet again. For two generations, we've been ramping curbs as driveways for autos and trucks. Now we're going to design with equal concern for people. They count. Let it be as simple as that.

ARTICLE XII — Right to Public Transportation

Back of the bus was bad — agree? Then can't you see that none is worse? *** Each day we awake to the practical need for public transportation, for "ordered wheels" that will roll our way, bringing freedom to shop, go to a job, visit with friends, seek medical relief. ***Never were our needs envisioned by fathers of the transit system. The problem is unless we can walk to the neighborhood bus stop, mount

the solving of problems and the setting of goals. We must be included as part of us, not them. We will not be the ignored, forgotten, abandoned, the isolated members of our community. To accept such waste denies our worth, exalting the parts and their function, while devaluing the human force that gives us leaders and heroes, the determined effort that gives us personal triumphs incompatible with medical prognosis or mystical norms.

ARTICLE II — Right to a Voice in Our Own Affairs

Doubt not. We are committed to the propriety of having a voice in our own affairs and shaping our own destiny. Where programs or services for our benefit are in prospect, under development or in operation, we must have a substantive role in the decision making and policy setting. Challenge our priorities, measure our proposals, but our perspective is essential in determining needs and acceptable means. We rebel at being used as pawns on decisionless advisory boards, where we serve as window dressing and give an appearance of legitimacy to programs which often meet the needs of others more than our own. We would speak for ourselves. Listen to us carefully, with interest and concern, for the lives and the futures at stake are really ours.

ARTICLE III — Right to Human Values

Make no mistake. We are human beings, perhaps no more, certainly no less, but it is enough. At our birth we were filled with pride. From there on, how you see us and we see ourselves depends on what you do to us and what we let you do. Your challenges to our pride, dignity, our self-concept are continuous. The truth is, you cope badly with a visible disability. Daily, you demean us in small, unconscious ways. You turn away and ask others what we want. We become non-people. Let's

We cherish the Puritan ethic to work and earn what we want, but suppose we can't, despite our greatest effort? Surely we merit a sturdy roof and surroundings to nurture our pride. We expect to pay to the end that we can, but suppose we can't? Must we surrender that refuge of dignity, a place of our own, a lock on the door, security, privacy, decisions to make? Must we endure strange places to lie in, each night another uncertainty? Or must we resort to the numbered oblivion of institutional care? *** Sure, it's grand to have food in abundance, and, of course, we like fancy fare — but what matter if it's not? Essential to life and the living is enough to sustain and to spare for the joy of sharing with friends. *** Home is sanctuary, surety, the rightest of rights, as is the right to remain at home. Stress planning of homemaking services that will keep us on our own. Justification lies in values, legal, practical, and human. Preserved are self-reliance and dollars in the public coffers. Curb taxes that dispossess, social impositions that masquerade as progress, sterile solutions "for your good" — all forcing relocation beyond the castle walls. *** Understand us. We would be free of public keeping as long as that can be. But should fate at last require domicile in public sponsored quarters, know this: we persist in our appetite for life. *** Spurn housing plans that isolate. We would be where life can still be lived, among people with purpose, amid recreational, social, and cultural pursuits, near shops and services, with transportation to come and go and free of institutional restraints. *** We shall resist nursing homes with all our strength even when imminent extremis commands the final surrender.

ARTICLE IX — Right to Health and Restoration

Physically, we need our best chance to

that first big step, and maintain balance during hurried starts, buses, trolleys, subways, "els," are not for us. Their scheduled routes are as inflexible to our needs as our stiffened joints. ***Our need is for transport that adapts itself to us, portal-to-portal, with lifts and ramps and the time to maneuver and sit. ***No more would we have to nag, cajole, and wait for neighbors to drive us. We could go where we want, independently, at a time convenient to us. ***Are we seeking some new special privilege? Not on your Liberty Bell! All public transport is subsidized by taxes from you and from us. You pay and go — we pay and stay. We buy service that's only for you.

ARTICLE XIII — Right to Travel

To go, to do, to see, to fly high and free as the heart would be. ***The courts have ruled "Aye" repeatedly on a citizen's right to travel, but in philosophical and practical ways the right has not reached us. Franchises, licenses, routes are government permits to serve us. Does the small print forget to say all of us? ***Arbitrarily, airlines turn us away. Federal rules permit it. One flight, we go; the next, we stay — fights, uncertainty, loss of dignity. A crime and a shame, who's to blame for indifference? Railways, buses, liners have for years been designed without care for our want to visit and view the strange and the new, the mystery beyond the horizon. ***Shortsighted, you overlook our purchasing power and again ignore our taxes. ***Look again. See the picture in whole. In preparing for the least spry of us, you add safety, convenience for all. *** Travel must not be fostered for just the rich and the whole, for those who pay aides or companions, or those who can scramble and run. If human values convince you not, then look at the legal side. Tax subsidies have nourished the lot from start to latest failing. With our money, in part, in each rail and plane, can they

put priorities in a proper order. First, we are people, not handicapped people or nonentities. Next, if it is important at all, we are people with disabilities. Almost all of us talk, think, make decisions, grow up and expect to deal on a mature, person-to-person level with you. Learn to live with us. We are not going away and we may just enrich your lives.

ARTICLE IV — Right to Individuality

See us as the individuals we are. We are not faceless, identical members of any group — handicapped, ethnic, or racial. We differ substantially in our attitudes and aptitudes, our personalities and our attainments, as do the individuals of any segment of our society. More important, we breathe and bleed, hope and fear; some welcome and others accept the challenge of living, a triumph over adversity and life's normal demands. Others try and fail or fail to try. Whatever our pursuit or our fortune, we are individuals. All of us act and react in our own way, and we, like all people, are entitled to be recognized for our humanness, our ideas, achievements and integrity, our gentleness, compassion, gift of happiness to others, or perhaps for our lack of notable or redeeming qualities.

ARTICLE V — Right to Opportunity

Fortune has made us unique and the nature of our uniqueness may impose a limitation on the quality of our opportunity to compete. Thus, we may require special tools, rules, or just a willingness of others to stretch their minds and envision possibilities that never were before. No help to us is the rigid mind that responds "We can't" instead of "How can we?" — and the advantages are that when people think about solutions instead of problems, they are likely to discover better answers, not just for the handicapped but for all the

function as well as can be. Genes, accidents, war — forget the cause for the goal to preserve and restore every tendon and joint, every system and sense, that will add to our independence. ***From birth to death, no matter how brief or endless that span may be, assure us ready access to adequate healing care with a family doctor chosen by us and options squarely presented. ***In those fateful decisions that set our lives, our pennies must not limit. A single expert is not enough to have the say, chart the way — insure us consultation. A second chance, or three, or more, the cost is not too much. Compare dollars spent with social expense and reflect on the consequence. It will be ours to live with forever.

ARTICLE X — Right to Education and Training

Judges and sound judgment rule that institutionalized or not, socially integrated in schools or restricted to home and bed, disabled people have a right to share equally the advantages of learning. Muster academic ingenuity and all technical aids to bring students into confrontation with the opportunities that flow from education and training. ***Don't cluster, cloister, or exceptionalize — do individualize. In counseling on courses of action and study, don't underestimate and so deny. Listen to dreams that may portend potential for the exceptional. Envision professionals, presidents, a President — then with this open mind, see us as we are — humans scaled up and down from average and all seeking options to escape the mold. ***Prepare us for this with basic knowledge and practical skills for living, for growth, for optimum performance, for making the greatest imprint on life's scene we can.

ARTICLE XI — Right to a Barrier-Free Community

money, in part, in each fan and plane, can they deny our journey? Let history hear. Isn't it clear? It's taxation without representation.

ARTICLE XIV — Right to Equal Treatment

Socially, attitudes keep us at bay. Your faux pas reveal them. Automatically, when we dine out, you give the check to our guest. On the street, you pass us by and silently slip coins in our pocket. Will our striving for dignity ever surmount the relation that binds and divides us — charity? *** You penalize us with your presumptions. You conclude without fact that the risk we present is greater by far than all others. You're wrong, of course, but still you deny us auto, life, travel insurance, or charge incomparable rates. A presumption of hazard also applies whenever we're seeking employment. Study on study has shown that you're wrong, but you're stubborn. *** The fact is, you readily discriminate. There's no room at the inn, you tell us. Then others walk in and you find room. You insist we have aides when we travel, diminishing our competence and doubling cost. You use polling places we can't get in, pass laws that infringe our right to secret ballot, and, in court, without cause, excuse us from the jury and our duty. ***Social attitudes we may never change, but we are adamant that our right to vote, travel, use public accommodations, be responsible citizens, and enjoy equal treatment in all matters of commerce and government shall not be abridged by sympathy or charity, presumption or preference, or by the customs and statutes of our land.

Dare we demand independence and court the coolness of a world that values us as dependents? Dare we be independent, forfeiting the perquisites that are our natural lot — sympathy, holiday treats, the mystique of uncomplaining courage? Dare we, by our freedom of speech and spirit, jeopardize the

perplexing puzzles in life's path.

ARTICLE VI — Right to Respect

To do one's best deserves respect. If we try, no matter our limitations and results, we expect and require a full measure of regard and respect. Some of us will surpass, break through barriers, explore new frontiers, prove that handicaps are restrictions needed to keep the race competitive. Others — most of us — will do our best, ranging from very, very good to something less. How much? How less? A measurement in quantity or monetary value is not important. Value lies in the effort, our best effort. Recognize our effort and create a relationship more ennobling to both of us than one growing out of sympathy and charity.

ARTICLE VII — Right to Fulfill Our Potential

Survival is not enough. Life deserves; hap-

Put no more hurdles in our way. Architectural and engineering flaws which deny us the use of buildings, public transportation, streets, are needless, thoughtless complications to our lives. *** Don't give up steps, doors that revolve, portals too narrow for passage — not if they mean something to you. Just include alternatives that will let us get around, too. Options, like the closed door pushed ajar, can open our way to freer movement and that soaring sense of independence. To us this may well mean everything. ***Think about it. Steps to some are as impregnable as a castle wall. Lower the drawbridge, a ramp that will let us in. Think again. A corner curb is another step, dividing city blocks into islands of isolation for the wheelchair-bound, and more, many more. Ramp these curbs and you bridge the moat of intervening streets. The way is joined from building to building and block to block. Serfdoms expand into civilized society. ***Stop

generous contributions to medical research, community service, and people in need? Dare we brave the loneliness of those who stand sentry for liberty? Indeed, we do dare. Strengthened by our conviction as to the propriety of providing and preserving pride and dignity for us all, we pledge each and every one of us in our separateness and unity of action to right ignobling wrongs against the disabled. We will challenge until victory age-old affronts and all future acts that limit our right to full citizenship and human worth, or lessen our claim to life, liberty, and the pursuit of happiness. There is life to be lived, and we would do all, dare all, to live it.



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