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CHAPTER 7

ADVERTISING AND PROMOTION GUIDE

Who doesn't consider himself an expert in advertising? After all, haven't we all been bombarded from morning to night with ads? We see and hear them constantly. We are alternately attracted and repelled. We may scold the ad-makers or consider them the originators of one of the few genuine American art forms. But one thing is sure: Advertising is very much a part of America.

In fact, it is so much a part of the American scene that one of the major problems you will face in advertising your organization is simply making your advertising stand out among the thousands of messages that pour out of papers, radio, TV, billboards, and mailings.

The purpose of this chapter is to provide some simple guidance to a very complex subject.

First, the question: What is advertising? To oversimplify, advertising is any message for which you have paid. It may be space in a newspaper carrying your message, the same message in a radio or TV commercial, or speaking out to passers-by from billboards, posters, and transit signs. Your message may come in the mail or be dropped off at someone's doorstep. What they all have in common is that you paid for the materials and the medium that carried them.

Advertising is not, then, the free coverage your organization gets in the news columns of newspapers or news broadcasts. You simply provide the media with information (as described in the chapter on public relations), and they run it (if they so desire) as a service to their readers, listeners, and viewers.

What are the strengths and weaknesses of paid advertising vs. free press coverage?

The great virtue of paid advertising is control. Because you are paying, you decide exactly what to say, how to say it, in what form to say it, where to say it, and when to say it. Pictures and words can create precisely the impression you wish.

The drawbacks of advertising are several. First, you pay for it. That means an expenditure—often a large one—from limited dollars. Second, there is the problem of credibility. People know they are reading what you are saying about yourself, or paying to have said about yourself.

Press coverage has two important pluses: it is free (except, of course, for the modest cost of sending it out), and it is more believable. For better or for worse, people tend to consider the reporter's assessment of your organization more objective.

But press coverage has its own major drawback—total lack of control. You may try to

steer the press by timing releases and selecting subjects. But, essentially, what the media says, as well as how, when, and where, is entirely out of your hands.

In truth, any solid advertising effort needs as much of both as it can afford. There must be a balance between the credibility of news coverage and the control of advertising, between the budget-stretching news release and the precisely targeted, precisely timed advertisement. Budget your time and dollars to achieve that balance.

PUTTING TOGETHER YOUR ADVERTISING TEAM

Ideally, there should be one person in charge of both press relations and advertising. Although the two subjects differ considerably, both do require experience in (or at least a talent for) communications and the media. Then, depending on how large your staff is, there could be two people reporting to the communications director—one on press relations and one on advertising.

The responsibilities of the advertising manager are quite diverse, requiring both creative ability and administrative skills. Such an unusual combination in one person is difficult to find, but the advertising end of the effort is so important that a diligent search among volunteers is well worth the effort.

Bear in mind that the advertising manager will have to find people to do the following tasks or do them himself:

- Create the overall theme of the advertising campaign and write the copy for advertisements, brochures, commercials, etc.
- Lay out, design, and produce all of the advertising and promotional materials required.
- Select and buy media, working within an established budget.
- Plan and get out mailings if they are part of the program.
- See to it that fliers and other materials are distributed if they are planned.

Most of the above jobs are described in detail later in the chapter, along with tips on how to carry them out.

DO YOU NEED AN ADVERTISING AGENCY?

An advertising agency is an organization of professionals that performs all of the above tasks, and more, for a campaign. The quality of the work done by an agency will almost certainly be better than that of a volunteer (unless, of course, those volunteers happen to be advertising professionals). The only question is, can the campaign afford the agency? Advertising agencies get most of their income from commissions they receive from media for the ads they place. That means the ad space would cost you the same whether you placed it through an agency or not. The only other costs are for staff time and materials, which are usually billed at agency cost, plus a 15 percent commission on the total. It doesn't sound so expensive, but it can add up fast in a low-budget campaign.

If you think you want to go the advertising agency route, it doesn't cost anything to speak to them. Ask around for the names of some local agencies, preferably those with experience in your organization's area of activity. You could also check the Yellow Pages under "Adver-

tising Agencies." Or, you could check the Standard Director of Advertising Agencies in the local library.

Get together with several and chat. Look at their work for other clients. Give them an honest estimate of what your total advertising expenditures can be. If you have budgeted a modest amount for advertising, don't waste your time talking to a large agency. In fact, in making the original contact, it might be well to mention your budget to check out the agency's interest.

What should you expect an agency to do for the campaign?

- Select advertising media.
- Reserve newspaper and billboard space and radio and TV time.
- Prepare ads and commercials.
- Create campaign literature, signs, and bumper stickers.
- Supervise printing.
- Consolidate and check all media bills.

If you have the budget to use an advertising agency and you want to go forward with the selection, here are some guidelines for you. Following these suggestions will appreciably improve your chances of selecting the right agency and will also prevent any misunderstandings that could lead to wasted time and money for both you and the applicants.

First, define your own goals for the campaign. What do you really hope to accomplish? Has your advertising committee agreed to those goals? What problems do you want the advertising to solve, or what ideas do you want it to communicate to your target audiences? What are the circumstances under which the campaign will be carried out? How will progress toward your goals be measured (in other words, what would you consider success?) And where are the funds for the campaign coming from?

Second, start contacting advertising agencies. Review your files in case there is material there from agencies that have approached your organization in the past. Ask your colleagues in other, comparable organizations if they have any recommendations. Try the national or regional offices of your organization. They might have had experience with an agency or have some suggestions. Finally, check the media. Most publishers, editors, and media managers have a very good idea of the relative value of agencies in your area and a more detailed insight into whether any of them have the experience you need.

Third, narrow down the contenders. By checking such obvious facts as size, account list, and reputation, you can remove some of the original contenders right away. It is worth repeating that no one benefits from agency-prospect interviews that are doomed before they start. It would also be worth pulling a Dun & Bradstreet report on the finalists to find out more about their financial condition.

Now you are ready for the presentations. Sit down in private with each agency. Give them sufficient time, and give them a detailed explanation of your situation and your needs. Answer their questions fully and frankly. Their response can only be as valuable as your input. When all this is completed, tell them exactly when you want to view their presentations and get an agreement that this time is reasonable. Try to be flexible, but if the agency cannot get back to you approximately when you want the presentation, perhaps it would be worth eliminating that organization (particularly if the other agencies expressed no difficulty getting the job done on time).

Finally, there are the presentations themselves. Again, allow enough time for a full viewing and discussion. Don't schedule more than two in one day, or you will be unable to do justice to the others. Following is a "score sheet" that should help you make an objective evaluation of all the agencies. At least, you will be assured that you are applying the same criteria to all the presentations and are making your judgment as objectively as possible.

**SCORE SHEET FOR SELECTING AN
ADVERTISING AGENCY**

Qualifications	AD AGENCY A	AD AGENCY B	AD AGENCY C	AD AGENCY D
1. GENERAL BACKGROUND. Consider the agency's history, list of clients, size, and its connections and knowledge of your specific area of activity.				
2. VARIOUS SERVICES OFFERED. How many services, of the kind you would require, are available from the staff (not freelancers)? Here consider account service, creative, media, public relations, etc.				
3. STRUCTURE AND OPERATIONS. Is there ample staff, space, equipment? Is the organization financially sound, with good reputation for paying media?				
4. ABILITY. Are the personnel well trained and experienced, particularly in the areas of your interest?				
5. CLIENTS. Who are the agency's clients; how long have they been clients? Do they recommend the agency?				
6. ACHIEVEMENTS. What recognition for effectiveness and creativity have they received from peers, from media?				
7. RESULTS. Can the agency demonstrate actual results and benefits from its campaigns?				
8. COMPENSATION. Are prices, terms fair and consistent with general practice? Is cost accounting procedure acceptable?				
TOTAL POINTS AWARDED				

How To Score Competing Agencies

- a. Divide 80 points among the 8 qualifications, giving greatest weight to those you consider most important.
- b. Score across the sheet, all competitors on each point in turn. Award full score on each point for the best showing on that point.
- c. Cut down an agency's rating on a given point if they fail to produce evidence to back up a claim.
- d. Add up the totals. Double check all your figures. Then make the decision and stand by it.

DEVELOPING YOUR ORGANIZATION'S ADVERTISING CAMPAIGN

Advertising for a nonprofit organization is very different from the ads that you would create for a private profit-making company. There are two reasons for this. First, nonprofit organization advertising is always institutional (that is, it does not try to sell a particular product or service, but rather seeks to communicate an idea or affect an attitude). Second, there is tremendous diversity in nonprofit organization advertising. Each campaign is as different as the organization it portrays. One important pitfall to avoid is copying someone else's campaign.

Now to the campaign itself. No campaign will be successful unless you define your objectives in advance. This definition should be precise, simple, and expressed in straightforward language that anyone involved in the effort can understand. The objectives should be widely circulated and widely supported. If, after this wide exposure and discussion, you still believe the effort is worth the time and money, then go forward, taking these steps:

1. Organize an advertising committee made up of key members of the organization, preferably Board members. Make sure they have the full confidence of the leadership. See that the committee is balanced in viewpoint and background. Satisfy yourself that the committee understands and supports the stated objectives of the campaign. And, perhaps most important, make sure the committee sticks to policy development and review and doesn't interfere in operations.
2. Decide who will carry out the campaign, internal staff or outside counsel (such as an advertising agency). If the decision is to find an advertising agency to handle the tasks, you should proceed along the steps described in this chapter.
3. Decide on your target audience(s). By this we mean: Who is the campaign aimed at influencing? Virtually every important decision after this point—*what* you will say and *where* you will say it—depends on clearly identifying the target audiences.
4. Develop the campaign theme. Don't be tempted to stray from clear, concise English. The idea is to communicate, and you do that best with simple words, simple sentences, and simple paragraphs. Don't get cute or cloud the message just to impress yourself and a few friends with how clever you are. One way to discipline yourself is to imagine that you are speaking to an *individual* member of the target audience you want to reach. Imagine further that you have been given just about one minute to get his attention and convince him. This does nothing more than stimulate the circumstances under which your ad will be read or viewed when it is competing for attention in print or broadcast media. The theme should communicate the benefit of your organization to the audience.

And the theme should work closely with the visual presentation so they support each other.

5. Selecting advertising media. The first step here is to gather a list of all possible advertising media covering the geographic area you have targeted. For each of the media in your area (newspapers, radio and TV stations, cable TV systems, weeklies and shoppers, billboard and transit advertising media) you must determine:

- Who to contact at the medium to buy time or space.
- What area is covered by the medium and how much of this coverage is in your district.
- How many people or households in your area are covered by the medium.
- How much it will cost per person or per household to reach the people in your area.
- What the deadline is for reserving time and space and what the deadline is for delivering materials to the medium.
- What special requirements exist for production materials.

Of course, each medium has its special character. Following are some simple tips to follow when you are investigating each of the media.

Billboards

Billboards are a good idea when you want strong name identification. Also, if your area has heavy highway traffic (as opposed to urban mass-transit movement), then billboards make sense. Another virtue of the billboard is that it can be pinpointed in geographic location, unlike the broadcast media and even newspapers, which often spill over the district lines and reach the wrong voters. Very important: Check locations personally! A billboard that looks great on a map can actually be blocked by trees or be lost in a welter of other boards. Billboards should be reserved early for the best locations. Billboard companies charge a monthly rental fee (the higher the traffic past the board, the higher the fee). They demand half payment on reservation and the other half prior to posting. Also, remember that paper must be printed no later than 30 days prior to posting, that standard boards are 24 feet wide by 8 feet high, and that some boards are illuminated (for a higher fee). Check your Yellow Pages under "Advertising—Outdoor" for the companies in your area.

Transit Advertising

Transit advertising posters are seen inside and outside buses, trains, and taxis and in stations and terminals. With rare exceptions, these posters are small and have been designed to have impact on people who pass nearby. Such poster sites can be purchased in precise locations and on transit lines that move through the area you wish to cover. A real strength of this medium is the fact that your audience is trapped in a location near the poster for the duration of the trip. To find out more about transit advertising locations and rates, contact the bus, rail, and taxi companies that operate in your area. They will either provide the information directly or refer you to another organization responsible for advertising sales.

Television

You can use TV in a full program form, spot form, or both. The full program format can run anywhere from a few minutes up to several hours. You pay for the entire time and use it as you choose. The cost of such a program can vary tremendously, depending upon the market covered, the length of the program, its location on the station's schedule, and the sophistication of production techniques. For time availabilities, costs, and production assistance, consult your local TV stations.

Spot TV consists of shorter messages (10, 20, 30 and 60 seconds in length) in a form that we would ordinarily call commercials. These are used to build recognition and make very simple points. Such spots are usually scattered throughout the available stations, throughout the days of the week and the times of the day. Because each message is a separate piece of the mosaic, spot TV can be used selectively to reach different target audiences.

Radio

Both program and spot exposures are available on radio as well. While radio is much less expensive per unit of time purchase, the two types of programming on radio usually serve the same purpose as they do in TV.

When buying either radio or TV time, remember the following.

Order early. Even though you will probably have to tie up money in a deposit to lock in the time slots you want, it is worth it. *When* your spots and programs run can be crucial to their success.

Get enough frequency. A sprinkling of spots over a wide time segment is probably a complete waste of money. Concentrate your spots if money is limited so they will be heard often enough to make a strong impression.

Select high audience time periods if at all possible. For a farm audience, very early in the morning is ideal. Also, try for spots immediately before and after popular programs or in conjunction with the major evening news program. Excellent audiences are available during "drive time," when auto commuters are captive in their cars. Women dominate audiences between 8 AM and 6 PM. Black and foreign language radio stations have particularly loyal listeners, many of whom identify with no other media.

Don't be afraid to bargain. This is especially true if you have the money to buy time early. Many stations will make concessions on price in order to confirm time sales early.

Make sure the audience is right for you. No matter how large the audience or how low the price, if the profile of the audience isn't substantially that which you want to reach, don't waste your money. Ask for—no, demand—precise documentation from an objective third party to back up the station's audience claims. Press for the best terms.

Newspapers

While there is continuing pressure, sometimes quite overt, to buy advertising in newspapers that are providing important coverage of your organization, be careful. The pressure to

buy ads under these circumstances usually comes from the weaker newspapers in the community. Remember, well-read papers are usually successful enough without hitting up organizations such as yours for ads. Judge a newspaper's value as an advertising medium the way you would judge radio or TV—by total circulation, percentage of circulation in the target area, target groups reached, and cost per reader. Newspapers often ask for payment with the order.

How to Get Free Time and Space for Your Message

As a nonprofit organization, you may be entitled to get free time on the air and in print media for your message. These public service announcements now constitute a substantial amount of the advertising a medium carries. Federal laws affecting the broadcast media have always required stations to contribute such time. In fact, the National Association of Broadcasters offers a free publication entitled "If You Want Air Time," which explains how to apply to your local radio and TV stations for free air time. And the private media are increasingly aware of the community service benefits of this free space.

This entire question will be discussed in the chapter on Public Relations, where you will receive detailed advice on how to get free media exposure for your organization.

Setting Up a Media Calendar

A media calendar is essential to planning and budgeting an orderly media flow. Without it you are likely to make at least one of these common mistakes: overspending early in the program, forgetting an important group or medium, missing an advertising deadline, failing to have sufficient money on hand.

Very simply, the media calendar lists individual weeks across the top and individual media along the side. When the page is divided into a grid, with each name in a block, you are ready to fill in key information. Such information includes date of deadline and date ad is to be printed or broadcast, subject of print ad or broadcast commercial, size or duration of ad, and total cost of ad. In the media listing along the side, write down the following data under each medium: name, address, and phone of the medium; name of advertising contact; cost per unit of time or space; and any special production instructions.

Some Tips on Buying Media

Concentrate and dominate. Don't try to string out your campaign over too long a period. Don't buy too much waste circulation just to be in a prestigious publication.

Don't fire until you see the whites of their interest. Have the guts to hold back advertising until most people are ready and willing to listen.

Coordinate exposure in various media. To make an inescapable impression, let all the media run at the same time to reinforce each other. To make a limited budget stretch out, alternate various media so that something is always running.

ADVERTISING TECHNIQUES

In this section we will suggest ways for you to develop your own newspaper advertising campaigns, radio and TV commercials, outdoor and transit advertising specialties and giveaways, and direct mail.

The emphasis here will be on organizational and creative advice that will enable the relative novice to create effective advertising campaigns and materials for various media.

Some of the general principles to be applied are:

Stick with your major campaign theme and graphics. Every advertising exposure should be considered part of a broader effort, part of a continuing campaign to hammer home the major strengths of your organization. The effect is cumulative.

Keep the reader or viewer in mind when you're writing copy. Remember, all he really wants to know is how it all will benefit him. Don't get too subjective, don't get sidetracked into speaking from a point of view that is too altruistic and egocentric.

Be generous in the use of photographs. They should, for the most part, dramatize the main campaign themes.

Make copy concise, believable, and relevant. The best way to avoid cliches is to imagine yourself actually saying the copy to an individual you know and respect. Ask yourself: Would I really say it to someone's face?

More specifically, you should consider the following techniques, as applied to particular media.

Newspapers

In most campaigns, newspapers will carry the bulk of the advertising. This is true because it remains the strongest local medium, the one in which you would get the least waste coverage and the most serious attention.

Simplicity is the key to effectiveness. Strive not so much to persuade as to identify the campaign and reinforce its image. Keep content to a minimum; emphasize illustrations. Photographs, in particular, should be fairly large and uncomplicated because newspaper printing is coarse and will muddy a small, complex photo.

Because so many people tend to jam a newspaper ad full of content, you should try for more white space. What you do not say and the space you do not use can be more powerful than most messages. Surrounded by white space, your message is far more likely to be noticed and read.

Television

Most campaigns will use TV last, if at all, because of its high cost and its wide-ranging signal. This is particularly true in larger metropolitan areas, where TV audiences are too large and costs are quite prohibitive. However, there are many communities in the country with their

own TV station(s), and here the cost can be surprisingly affordable. The cost can be determined quickly by making a call to the station. If you can fit it into the budget, then you've got the creative and production problems to consider.

First, work closely with the station right from the start. TV is a very technical medium, so plan your commercial in consultation with station personnel, who know the strength and limitations of the medium. Working with the station also limits expenses. You can often use their talent and studio facilities for very little extra cost.

Second, keep in mind that TV is primarily a visual medium. If you capitalize on this fact, your TV commercials can be the most powerful, persuasive element in the campaign. Consider carefully how motion, color, on-site locations, and sincere human involvement can be tied into your basic campaign theme.

Third, don't overwrite the commercial. Let words and pictures combine to tell the story. Because something can be easily read doesn't mean it can be easily heard. Say less; say it simply. Be sure the words match, and explain what the viewer is seeing.

Radio

Radio is much less expensive than TV almost everywhere. It is, therefore, more affordable. It has the same disadvantage as TV, though, which is its wide reach. If the campaign is local and the radio station's audience is extensive, consider how much waste you're buying outside the area.

Frequency and repetition and content add up to an effective radio advertising campaign.

Frequency and repetition are achieved by concentrating your time buys. Usually, professional media time buyers will recommend no less than about 60 spots during any three-week period, broadcast with increasing frequency.

Ideally, try to keep your message within 30 seconds. This will usually be long enough to make the main points, yet brief enough so you can afford the volume of spots you need.

As for content, the advice remains pretty much the same. Keep it short and simple. Stick to the main theme. Don't jam too many words in too brief a time.

You can also produce radio programs that run anywhere from five minutes to thirty minutes in length. These are actually paid advertisements—despite their length and format—so you completely control every aspect of the presentation. These can be presented in a series throughout the campaign.

Billboards and Transit Advertising

Whether you are designing large highway billboards, posters that appear in bus and train stations, or car cards inside these vehicles, the creative principles are about the same.

In most cases, the audience is *moving* past the sign location, sometimes at 60 miles per hour, sometimes on foot, but in any case moving. In the only instance where this is not true (when train or bus passengers are seated or standing in front of a car card), space is severely limited, so the same guidelines are advisable.

Those guidelines can be summed up in this way: Keep content to a bare minimum. Very

little can be absorbed when someone is moving past the sign. Bear in mind that the purpose of this form of advertising is simply to reinforce the other media, to build name recognition.

Brochures and Literature

When you are developing literature of any type, consider these suggestions:

- Be consistent in graphics and copy style. Remember that all individual ads and literature items should aim for a cumulative effect. Be sure that colors, typeface, and writing style are consistent from one piece to another. Consistency reinforces image.
- Design for economy. Before making a final decision on the dimensions of the literature, consider standard paper stock sizes. Your literature should be an even subsize of the larger sheet of paper so there's no waste.
- Allow enough time to get literature properly prepared and finished. Although it is always possible to rush the preparation and printing, rushing will invite a poor creative job and overtime costs at the print shop. Allow about a month for writing, design, and production. Another two to three weeks should be allowed for printing, depending on quantity. Be sure to place your printing order early so the printer can order paper. One note of caution: Allow additional time if the literature has to be broken up into smaller lots for redistribution after printing.
- Consider adding the following information to your literature: (1) maps or street directory, (2) long-range weather forecasts, (3) list of important phone numbers (ambulance, government agencies, etc.), (4) lineups and number identifications of local sports teams, (5) metric conversion charts, (6) poison antidote chart, (7) first aid tips, (8) postal rates, (9) recipes, (10) cooking and baking temperature chart, (11) lists of official holidays, school vacations, etc., (12) calorie counter, and (13) food sources of vitamins and minerals. This approach adds real retentive value.

Direct Mail

In the chapter on Direct Mail, we will provide more detailed advice on how to handle this crucial aspect of your organization's communications effort. The following provides some general suggestions on preparing and handling direct mail in your advertising campaign:

- *Check your mailing (envelope and contents) for weight and dimensions* before making a final decision. Is it light enough to go through the mails for the lowest possible cost? Postage is about the largest single cost in such a program; don't spend more than you absolutely must just because you didn't take the trouble to check postal weights and rates. *Tips:* Four sheets of regular weight 8½" × 11" paper, plus one envelope, can be mailed with a first-class stamp. Whatever you do, never risk having a letter get to a recipient marked "postage due." For authoritative advice, talk to your local postmaster and ask him for a copy of *The Postal Service Manual* published by U.S. Postal Service, or write to The Government Printing Office, Washington, DC 20402.

- *Personalize your mailings* to the greatest degree possible. If each letter cannot be written separately, at least try to have someone sign each one. If that isn't possible either, then try to avoid the mimeograph in favor of the typewriter. Always include the name in the salutation, and set up relatively close return addresses. If you handwrite the address—rather than work off plates or labels—you've raised your chances of getting the envelope opened. And the use of large, colorful commemorative stamps add much to impact and effectiveness without adding anything to costs.
- *Find the best lists.* This means finding the lists that most precisely reach your best potential support. Sources include members of target organizations, reverse telephone directories, Who's Who Directories, alumni lists, union membership lists, property tax rolls, business and professional directories.
- *Control the flow of the argument.* This is one of those rare opportunities where the recipient could conceivably listen to the whole story. Have the text take him through a logical sequence of arguments.
- *Recruit enough people to get the mailing out.* If you burden too few with too much, you'll lose them. Allow enough time so volunteers aren't working under the gun—after all, they don't have to do it! As a rule of thumb in scheduling volunteers, you can assume that one person can address about 30 envelopes per hour or stuff 100 envelopes per hour.
- *Test the lists.* Especially when you plan a fund-raising mailing, large lists should always be tested before you commit yourself to use them. You can test them by selecting every twentieth name on the list and sending the proposed direct mail materials to those names. Then you can judge from the results of the test mailing whether a mailing to the full list will pay off. Remember, in fund raising, even if the mailing just breaks even (contributions from mailing equal the total cost of the mailing), it pays to proceed. For no additional net expenditure, you have brought the gospel to more people.
- *Test the content.* In fund raising, return on your investment is the real question. But mailings (and other materials) should be tested whenever possible to determine the impact of the message. The simplest and most practical way to test the content of a mailing is called "split run." In a split run, you divide the test list into two or three parts (depending on the number of different appeals you want to test). Send the different messages to each of the test segments, being sure to build in some reason for the recipient to respond. An appealing free offer should be buried in the copy, with responses for each directed to three different addresses or post office box numbers. If one message is getting more readers than the others, it is likely that this address will get more replies. Thus, you have a simple quantitative measure of effective copy. This can then be used when you make the mailing to the entire list. *Caution:* Be sure that the mailings to the three control groups are exactly the same in every respect except the copy. Otherwise, you cannot be sure what has made the difference.
- *Schedule mailings realistically.* With the continuing decline in the reliability of mail schedules and deliveries, it is more important than ever to carefully plan all the campaign mailings. Such planning not only touches on *when* to send out the mailing, but includes *what* to say, to *whom* it should be sent, and *how* the mailing will look. Working backward from the desired date of arrival at the home, allow about three days for delivery of first-class mail. If you're using bulk rate for economy, check the local postmaster for an accurate estimate of delivery time. After the delivery time has been set, allow additional

time to get the mailing list together, print the direct mail, stuff and address the mailing, and get everything to the right post office.

- *Tip:* Put your own name and address on every mailing list you use. That way you'll know exactly when everyone else on the same list is receiving that particular piece of mail.
- *Computerized direct mail.* Sophisticated computer techniques make it possible to personalize and individualize mailings to an amazing degree. In fact, it is now very difficult—probably impossible for the layman—to determine that a letter has not been written and addressed for the personal attention of the recipient. The computer types each letter and envelope individually; puts in a separate inside address and name salutation; can actually include an individual's name within the body of the letter at designated points; and even alters words, sentences, and paragraphs within the body of the letter to speak more effectively to the recipient's interests. Computerized mail is, of course, more expensive. The cost ranges from about 17¢ to 15¢ for each letter, plus first-class postage, and a setup charge of about \$250. Text variables cost about \$100 more, but they are certainly more effective and should be considered if you want to reach a particularly important group of people or if you are trying to make an impression on major potential contributors.
- *Cooperative mailings.* One way to cut down on the high cost of postage is to send your materials along with those of someone else. The way this approach ordinarily works is that both organizations share the cost of envelopes and addressing (or join volunteer forces if the mailing is to be handled at headquarters). Each would provide the literature to be enclosed, as long as the two pieces did not drive the weight up to the next postage class. And each organization would pick up half the cost of the postage. Naturally, if more than two organizations participated, the costs and volunteer commitment would be shared accordingly. There are also private organizations that make shared mailings to homeowners in local areas. Such organizations will enclose your piece of literature in a cooperative packet going to 10,000 homes for about \$250. The problems with going this route are: first, a lack of control of timing; second, the negative impact that might accrue by being part of a commercial sales pitch. Such organizations, if they exist in your area, can be found in the Yellow Pages under "Mailing Services."

Advertising Specialties and Novelties

Promotional pros call them advertising specialties. You probably know these items as buttons, bumper stickers, rain bonnets, or anything else that adds hoopla to the program. There is endless debate about how much good they do, yet most organizations just don't feel right without them—and most people feel deprived if they don't come home from a meeting with at least something useful that is emblazoned with your organization's name.

If you do opt for such giveaways, there are some simple rules that can help you make them more effective.

1. Designs should be colorful, creative, simple, and consistent. This is a tall order, perhaps, but the way to start it is to keep the words to an absolute minimum. This will leave room for bold masses of color, large type, and any other device an imaginative designer can contrive. Keep the design consistent with the other campaign graphics.

2. Each of the most popular specialties has its own rules and guidelines. Here are some ideas covering buttons and bumper stickers, two of the most widely used items:

Buttons. Strongly encourage supporters to "show the flag" by wearing the buttons and carrying a fistful in a pocket or purse to give to others. People will wear them if urged to do so.

Bumper stickers. The bumper is like a rolling billboard and is a very effective way of getting your name around. For obvious reasons, it is seen wherever the car goes. It is a visible indication of support, one that can affect morale positively.

3. Campaign giveaways and novelties that are available imprinted with the campaign message include:

aerial pennants	combs	rain bonnets
balloons	emery boards	sashes
book matches	key tags	sewing kits
bottle caps	litterbags	shopping bags
bumper stickers	pencils	sponges
buttons and badges	pens	thank-you gifts
campaign hats	pocket savers	window stickers
cartop signs	posters	wooden nickels
coloring books	potholders	

You can contact the many local suppliers of comparable items, which are listed in the Yellow Pages under "Advertising Specialties." Write or call them for catalogs, prices, and delivery schedules.

SUGGESTIONS FOR PREPARING ARTWORK AND GRAPHICS

If you can spend some money, you could probably get graphics that more precisely fit your needs by hiring an advertising agency or design studio to do the job. There's no mystery about cost. It depends on the company you hire, the number of people on the job, the hourly rates, and the cost of the materials that are needed.

Generally speaking, the rates for various services at the beginning of 1977 are:

- \$75 to \$125 per hour for the time of the principals.
- \$40 to \$75 per hour for art directors.
- \$20 to \$40 per hour for assistant art directors and designers.
- \$10 to \$30 per hour for people who do the mechanicals.
- \$40 to \$60 per hour for production supervision.

Some cautionary notes:

1. Make sure you see the finished work of the companies you are considering.
2. Call a cross section of the clients of the company and check on their level of satisfaction.
3. Always obtain a firm, written estimate.
4. Always obtain a firm, written projection of the amount of time required and how much time each of the project steps will take.

If you can recruit a commercial artist as a volunteer, fine. You'll have someone available who knows how to do a rough layout of ads, literature, etc. and then carry it through to a finished form required by the printer. But if no such knight in shining armor comes forward, don't despair. Most local printers and newspapers have someone who can do a reasonably good job of laying out such projects; and there is usually little or nothing added to the charge for printing your materials or running your ad. All that is needed is:

- A clean, typewritten copy of what you want the ad or the literature to say. Be sure to indicate which parts of the copy you want emphasized, which line is the headline, etc.
- A glossy print of any photographs or illustrations you want included. Remember, a photograph that you have clipped from a newspaper or magazine is already screened and, therefore, useless. Do not write on the back of the glossy print; the lines will show through. You *can* use a clear, sharp *line* drawing from any source, as long as you have permission to use it. The local newspaper running your ad, or your printer, may have additional files of line drawings or photographs available for your use.

There are companies that offer artwork and photographic libraries for sale or lease. All are categorized by subject matter and easy to use. These companies will send you a catalog of their offerings and prices. For their names and addresses, check the latest *Literary Market Place*, available at many libraries. Following are the addresses of six such companies:

Clip Books of Line Artwork

Volk Corporation, P.S. Box 72, Pleasantville, NJ 08232
 Dynamic Graphics, Inc., 6707 N. Sheridan Rd., Peoria, IL 61614
 Instant Art, Crain Books, 740 Rush St., Chicago, IL 60611

Syndicated Photo Libraries

Ewing Galloway, 420 Lexington Ave., New York, NY 10017
 H. Armstrong Roberts, 4203 Locust St., Philadelphia, PA 19104
 Harold M. Lambert Studios, 2801 W. Cheltenham Ave., Philadelphia, PA 19150

SUGGESTIONS FOR PREPARING COPY

As we have said repeatedly in this book, good writing is much simpler than most people are willing to believe. One technique often used by experienced, professional writers consists of writing out a series of questions about the assignment. Usually, if these questions are answered in advance of the writing, the result is a clearly focused, logically presented piece of writing—comprehensible to all.

The most commonly asked questions are these:

1. What is the purpose of the writing?
2. Where does it fit into the overall plan? Why?
3. Who is going to read it?
4. How much can I assume they already know?
5. What format is likely, so I can write something that is truly suitable for the format?

6. How is this piece to be distributed?
7. Is any part of the written piece intended for use in speaking? What other uses are contemplated?
8. What information has not been provided and when will it be forthcoming? From whom?

MEASURING RESULTS

Good management practice demands that you build in some way of measuring the results of the time and money that you have invested in advertising. When this judgment is being made for a campaign that promotes the products of private companies, the job is relatively easy. Private, profit-making organizations can be judged as successes or failures based on sales or changes in the company's share of the market for the product. These measurements are far more difficult to make in a nonprofit organization, which usually exists to achieve a much broader purpose.

Nevertheless, it is imperative that we try to measure the effectiveness of the advertising program. Resources have been invested, and you must try to determine for yourself and your Board members just what the organization got for its investment.

The first step toward a true evaluation is determining what is a legitimate *advertising goal*. Russell H. Cooley, author of "Defining Advertising Goals," published by the Association of National Advertisers, defines an advertising goal as "a specific communications task, to be accomplished among a defined audience to a given degree in a given period of time." That's a lot simpler than it sounds. What we are really doing is leading our target audiences through "levels of understanding." Indeed, we are leading them through five levels of understanding, from no perception of the organization whatever . . . all the way up to strong support and action. These five levels are:

1. The lowest level of perception is no perception at all. Most people have never heard of your organization, its goals, or its activities.
2. The next level is when people know you exist (your organization's name), but know little or nothing else about your work or goals.
3. The middle ground in awareness is when people know who you are and the benefits of your activities.
4. A notch above this simple awareness is acceptance. The audience at this level knows your organization, accepts its principles, and supports its goals.
5. At the highest level is action. The target audiences move from support to action, responding with financial contributions, membership applications, letters to government officials, or any other actions you define as success.

Obviously, you could define success anywhere along the line from 2 to 5. The important thing to consider is how far down these levels of perception you are at the outset and how far up the ladder you can realistically expect to get with the resources you can invest.

It could very well be that achievement of level 5 is not a practical possibility the first time you launch a campaign. It is better to set realistic targets and achieve them than to set impossible goals that cannot be attained. The result of the latter situation would only be frustration and the abandonment of any advertising effort.

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CHAPTER 8

CREATIVE PUBLICITY AND PUBLIC RELATIONS

This chapter will discuss the art of public relations, or how to secure space and time in the news media. The advantages of such press exposure are many and important.

First, there is the question of credibility. People are just more likely to believe what is said by you and about you in a news story than what they see in advertising that is bought and paid for by your organization.

Second, this kind of exposure in the media is almost free. While there are some out-of-pocket costs you'll incur in your press relations effort, these are minimal compared to the value of the coverage.

Unquestionably, how you work with the press and how the press treats your organization is pivotal to your success. In all but the smallest community, you cannot expect to meet every possible contributor or supporter. This means that a vast majority of the people who should support your efforts will have no contact with you except through the media. If you're impressive in this forum, you've taken a giant step toward success.

Putting together an effective public relations effort is much easier than you might imagine. Too many people are intimidated by the idea of creating materials for the press and working with journalists. That's unfortunate, since much of the job is only a combination of clear thinking and common sense.

PLANNING YOUR ORGANIZATION'S PUBLIC RELATIONS PROGRAM

If you plan your public relations program systematically, the whole is greater than the sum of the parts. What is more, you can analyze the program more easily if it is broken down into rational parts and it will be much easier to parcel out the work and keep tabs on how the program is moving along.

Here are the steps you should take in putting together your own public relations program:

1. Pull Together the Information You Need to Make Decisions

No one can make an intelligent, successful decision without the right factual input. This applies particularly to the target audiences you want to reach (their opinions, life styles, behavioral patterns, demographics; etc.).

The first step is to examine your own files. Many organizations have been collecting data for years and just throw it in a file. Review what you have. Then consider what you can get from your own members, either by using their files or by asking them questions.

For a wide range of general information, you could try the following organizations that do polling and research on a wide range of subjects:

- The Roper Center for Public Opinion Research, Williams College, Williamstown, MA 02167.
- National Opinion Research Center, University of Chicago, 5720 South Woodlawn, Chicago, IL 60637.
- Survey Research Center, University of Michigan, Ann Arbor, MI 48104.
- Bureau of Applied Social Research, Columbia University, 605 West 115th Street, New York, NY 10025.
- Stanford Research Institute, Menlo Park, CA 94025.
- Communications Research Center, School of Public Communications, Boston University, 640 Commonwealth Avenue, Boston, MA 02115.

2. Decide What "Success" Really Means

Setting your objectives may be the hardest part of the plan. Don't deceive yourself into believing that the objective is to get so many stories in newspapers or so many mentions on TV. The objective is to get the target audience to act (contribute money, pass legislation, etc.). Therefore, set your objectives in terms of the actions you want taken as a *result* of your public relations activities.

Your objectives should also be as specific as possible. Put down the precise actions that should result from the program. If possible, cite numbers and percentages. Decide how long some efforts should take for fulfillment.

Establish a calendar and timetable for the program, and determine what resources (human, financial, and physical) you will need for the program. A completion date and a budget become part of the objectives when stated precisely in this way.

Finally, determine if the objectives are realistic considering the resources. Are the people involved capable by experience for the task; do they have enough time; do they have the tools they need?

3. Lay Out the Strategy

The path you take to your objectives is what we call the strategy. This means setting up a step-by-step chronological plan for moving toward the objectives. What actions do you need to undertake first? What target audiences are to be reached? What media are to be used to reach them? What message will most likely move the audience in the direction you want? What follow-up measures are needed to assure the action you want? How much time should you spend on the various stages of public relations communications? How much should each of these activities cost?

4. Choose the Best Techniques for Communicating

No one technique by itself can do the job. The reason for this is that you must communicate through many media and to many audiences, and each target has its own optimum techniques.

Listed below is a broad cross section of the media that you could use for your program.

MEDIA FOR EXTERNAL COMMUNICATION

Print Media

Newspapers (daily and weekly)

News releases, editorials arranged through contact with the editor, letters to the editor.

Outside Publications

Magazines, feature publications, organization publications, etc.

Electronic Media

Radio

Live programs, recorded programs, spot announcements, coverage of speeches and special events, interviews, advertisements.

Television

Features, film shorts, spot announcements, coverage of speeches and special events, interviews.

Films

Specially produced film shorts, slide shows.

Displays

Displays in store windows, banks, public buildings, etc. Bumper stickers, billboards, posters.

Direct Contacts

Surveys and polls involving face-to-face interviews with citizens; speeches before target audience groups, civic associations, service clubs, women's clubs, chambers of commerce, church groups, etc.; special events: "Open house" days, tours, etc.

Direct Mail

Letters to target audience members and community leaders, special notices, leaflets and flyers, data sheets, article reprints, pictures.

5. Choose the Best Media to Reach Your Target Audiences

Unless you are planning a paid advertising campaign, there is no need to be rigorously discriminating in selecting the media to reach your press materials. Of course, you want to

avoid waste, but if there is a publication or a broadcast media that *might* carry the message, and that message *might* get to any significant number of people in your target audiences, it is worth the paper and the stamp.

If your target audience is the general public, the decisions are easy. You want to try to reach the general circulation of daily and weekly newspapers in your area and the TV and radio stations of the same description.

If your audience is more narrowly defined than that (professional groups, legislators, etc.), bear in mind that everyone has two roles. A legislator is also a private citizen who reads the newspaper and watches TV. What is more, getting your story into the general media not only might reach the special audience, but it will build support among the general public. This is particularly important if you are trying to affect the actions of government.

6. Decide What You Are Going to Say

The greatest danger you face in developing your message is "subjectivity." Most people have a lot of trouble being objective and critical when it comes to a matter of great interest to themselves. However, unless you can detect yourself and look at your organization and its activities honestly, your message just won't ring true.

Put yourself in the place of someone seeing your message. Why should he care about your organization and its activities? What differences does its existence make to him? What achievements have touched his life? In what ways are you unique, and how do you make a contribution unlike other organizations that might solicit the readers support? If these questions are answered honestly, your message has a much better chance of breaking through the welter of noise and confusion in the media today.

7. Get Set with All the Materials You Need for the Program

Don't start your public relations campaign until all the materials you need are finished, in your office, and organized to go out. If your program is coordinated and on the proper schedule—as it should be—then you cannot afford to launch the program, only to find a key part missing.

Do you have all the reference materials and documentation you will need? Are the releases and all accompanying materials written? Are all the photos taken and printed in sufficient quantities? Is the media list ready, complete with names, addresses, etc.? Are there any printed materials you will need for inclusion in the mailings or handouts? Have you identified everyone you need for broadcast interviews, speeches, seminars, and other such public appearances?

8. Map Out the Schedule as Precisely as You Can

Of course, you cannot control all of your program schedule. You can, however, decide when to mail your materials and when to initiate contacts with the media, organizations, and other targets of your program. This information should be set down on paper with a precise date, even if circumstances force you to alter the dates. At least you have some mechanism for coordinating your efforts.

It is also important to keep an accurate schedule of when mailings actually went out. This schedule should be recorded right on your plan, alongside the original projected date. This record-keeping will help you evaluate the scheduling part of the program later.

9. Use the Budget as a Planning Device

Sure, the budget exists to help you track and control the expenditure of funds. But it also is a way of telling you what priorities you placed on particular projects. It is also a very realistic way of measuring whether your organization got the results for the resources that were invested.

If you get into the habit of recording exactly what happened as a result of particular public relations projects (both in terms of media exposure gained and actual results attained), you can easily compare these results with the dollars budgeted.

The purpose of such an overview is to make a cost-benefit analysis to guide future decisions. The value of the results must always be measured by how much it cost in resources to achieve. At some point, every activity reaches the point of diminishing returns. You can only know when it has reached this point by keeping a running record of resources invested and results achieved.

10. Check to See if You Achieved Your Objectives

Finally, you will have to ask yourself if you achieved what you set out to do. If you expressed your objectives precisely, as suggested at the beginning of this section, then the evaluation should be easier. Did the legislation you wanted pass? Was the fund-raising goal achieved? Are you getting more favorable mention in the press than before? In some instances, the judgement is easy. However, if you have set objectives in the beginning of the program that are less subject to precise evaluation, you may have to fall back on such evaluation techniques as:

- Make an analysis of incoming mail, telephone calls, and other forms of direct communication (reply cards, questionnaires, etc.).
- Total up the amount of press coverage generated by the program. While this should certainly be done, and it can indicate the level of general interest in the organization, it should not be used as a firm guide to measuring effectiveness.
- Finally, if the budget permits, you could conduct a public opinion poll or hire an organization to do it. This would, of course, provide a very clear indication of the value of the campaign, particularly if its purpose was to change opinions and attitudes.

HOW TO ORGANIZE YOUR PUBLIC RELATIONS STAFF

In putting together the structure of your public relations effort, you must recruit the volunteers to do the job; you must build a comprehensive file on all the media that would carry the organization's message; and you must assemble some basic equipment and supplies that will be regularly needed.

Recruiting Your Press Secretary

Okay, so you don't have a Walter Cronkite in your neighborhood waiting in the wings to splash the organization all over the front pages and airwaves. But the chances are you do have someone—and maybe even a few someones—with the direct experience or the native ability to be your press secretary. You may spot among your membership someone presently doing publicity for a corporation who might be willing to give some time. Or there may be a retired journalist ready to help. Teachers, and even students of journalism, might be recruited. And, of course, there may be an unemployed newsman or newswoman who might be willing to volunteer.

What qualities are required? First and foremost, the person must be able to write clearly, simply, and concisely. Modern journalists have no respect for flowery language. The rhetoric and oratory of the old school just obscure what you have to say and turn off the working press, the journalists who are waiting to accept or reject what is submitted. Usually, anyone who thinks and speaks clearly will do this job well. The most effective writing, the kind most likely to win the respect of the press, just says it all in simple declarative sentences.

Second, the press secretary should be familiar with the local media. That's not very difficult, since he has probably been reading it, listening to it, or viewing it most of his life. The trick in this department is to have a sensitivity to the editorial policies and attitudes of the medium's management. Are they likely to be with your programs or against them? Is the medium likely to play favorites or play it straight? The answers to these questions are needed to help the press secretary develop a strategy for maximum favorable exposure.

Third, the press secretary must have the kind of personality that doesn't rub reporters the wrong way (more about this in some do's and don't's for press secretaries a little later in this chapter). He must also have a solid understanding of your organization's programs and goals, for he will often have to advocate or defend them with the press.

Fourth, your press secretary should be able to keep many details moving along steadily toward completion. This means everything from getting a press release written and distributed to keeping tabs on what the media are saying about your organization. The press operation is tied directly to media deadlines. If the release isn't out on time, it's totally useless!

The desirable qualities, again, are (1) ability to communicate well in writing and verbally, (2) familiarity with the practices and philosophies of the local media, (3) capacity to get along with the press, and (4) the ability to get the job done.

A few words about those delicate relations with the press. There are some "thou shalt nots" that must be very rigorously followed. One mistake in matters personal, and your reputation (and hence the reputation of the entire press effort) is finished.

Those no-no's are:

- Never be dishonest or misleading when you are speaking to or writing for the media. You won't get away with it in the long run. In fact, it's astonishing how quickly the reporters can spot a lie or a bluff. If you don't know, say so. No one is expected to have all the answers; you can always get the answer later. If there is some reason why you cannot answer the question, then say you aren't in a position to answer the question. Candor will be respected, even if it doesn't get the reporter the information he seeks.

- Never try using the pressure of influence to get press coverage or favorable treatment. It usually won't work, and even if it does the working journalist will never forgive or forget. The word will get around, and most of the people so vital to a positive portrayal of your organization will be out to get you at every turn.
- Never play favorites with newsmen. If you begin a pattern of feeding one or two reporters the choice items, the others will rightfully downplay the routine stories you send them. Reporters who are regularly scooped look bad to their management, and few actions make them more resentful. That's not to say there isn't a place for exclusives in the campaign. Just make sure the exclusives are spread around so that everyone has his share.

One final note about personnel in your press effort. A very important job in the campaign is keeping track of what is written and broadcast about your organization. The press secretary is (or ought to be) too busy to monitor all the newspapers and radio and TV stations that might carry stories about your organization or other topics of interest to you. Yet you dare not miss any item. One way to deal with this is to recruit spotters who would be willing to faithfully read a given newspaper, listen to a particular radio station, or watch the news programs of a TV station. Often people who want to help but are tied to their homes (shut-ins, mothers of very young children) can do a great service by monitoring the media.

To set this monitoring up, follow these tips:

- Don't give any individual more than one broadcast medium to cover. Obviously, one can only listen to or watch one station at a time.
- Set up a system for frequently collecting the clippings and reports they have. Anything that might conceivably be important should be reported to the press secretary immediately.
- Make sure the monitor knows that you want to know about *any* mention of the organization.

Building a Media File

You can have the finest press secretary and superb releases, but it is all for naught without complete and updated lists of target media. So one of your first jobs is to assemble such lists and files and have them available for use quickly and easily.

Following is a list of sources for detailed information on the various news media in your area. For the most part, the reference works can be found in local or university libraries, or the information can be secured by writing to the organizations mentioned below.

- Newspapers (daily, weekly, Sunday, black, ethnic, student, and special interest) refer to:
Editor & Publisher's Yearbook
Ayer's Directory of Newspapers and Periodicals
The Working Press of the Nation
The Press Intelligence Directory
- TV and Radio (general audiences, plus black and ethnic), refer to:
Broadcasting Yearbook
1735 De Sales Street, NW, Washington, DC 20036

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- **Magazines**
Literary Marketplace
1180 Avenue of the Americas, New York, NY 10036
- **Cable TV**
National Cable Television Association
918 Sixteenth Street, NW, Washington, DC 20006
- **Wire Services**
Associated Press
50 Rockefeller Plaza, New York, NY (212-262-4000)
United Press International
220 East 42nd Street, New York, NY (212-682-0400)
Reuters
1700 Broadway, New York, NY (212-582-4030)
- **Film Feeds**
United Press International TV News
1017 New Jersey Avenue, SE, Washington, DC
- **Audio Networks**
United Press International Audio Network
220 West 42nd Street, New York, NY
- **Syndicated News and Feature Services**
Editor & Publisher's Yearbook
850 Third Avenue, New York, NY 10022

Following are two additional sources of press information:

HATHORN'S SUBURBAN PRESS DIRECTORY

Provides data on the nation's 3,442 suburban newspapers, neighborhood newspapers, and shoppers. Published by Associated Release Service, Inc., 173 West Madison Street, Chicago, IL 60602.

STANDARD PERIODICAL DIRECTORY

This is a complete guide to U.S. and Canadian periodicals, with 62,500 listings. Covers consumer magazines; government publications; special interest, trade, and professional journals; underground press; museum, ethnic, literary, and social publications; scientific proceedings; house organs and newsletters; college publications; fraternal and religious magazines. Available from Oxbridge Communications, Inc., 1345 Avenue of the Americas, New York, NY 10018.

Once you have assembled a list of the various media you will be contacting, fill in all the details you'll need on each. Do it in advance so you can just reach in and have everything you need. Write or call each medium and get the following information:

1. Correct name of the publication or station.
2. Correct address, including zip code.
3. Phone numbers for each of the offices or individuals you will be contacting regularly. Make sure that night and weekend numbers are included if they exist.
4. Full names of the publisher, editor, editorial writer, feature writers, and columnists. Make sure you've got the names spelled correctly.
5. The publication dates and the deadline dates, plus details on precisely where and in what form they want the materials delivered. If they have any special requirements, learn about them.

With this information on hand, call each of the important individuals at the media and try for a date for a personal visit. Some may put you off, but try anyway. Be courteous and to the point; they're busy people. Accommodate yourself to their schedules and promise to take just a few minutes. All you want to do is introduce yourself, double check their deadlines, find out just how they want the material delivered, and determine if they have any special requirements.

A few hours invested at the beginning in checking such details and saying hello can pay wondrous dividends later.

Equipment and Supplies

A small matter, certainly, until you're stuck in the office after midnight desperately looking for the stencil that isn't there. The well-stocked office includes:

- The office itself, preferably in at least a semi-private area, safe from noise and intrusion.
- Typewriter, preferably electric if you intend to cut stencils.
- Duplicating equipment (mimeo, ditto, Xerox, etc.) and stencils, if that's the route you're going.
- Release paper (8½" × 14" legal size so stories can be kept on a single sheet whenever possible, thereby creating the impression of a rather short story).
- Scrapbooks for clippings.
- Equipment for feeding messages to radio stations (more detail on this later in the chapter).
- A separate phone for the press operation, if possible. There are times when getting information in and stories out can tie up a phone indefinitely.
- File cabinets for lists, release samples, scrapbooks, etc., with lock.
- A good quality camera, with flash attachment.

Remember, on all the above, try to beg or borrow what you need. Buying is a last resort for tight budgets.

HOW TO CREATE BASIC PRESS MATERIALS

With the press effort put together, you must now turn to the task of creating the materials required. The first job is the press kit. This is a packet of materials that is provided to each

publication or station that will constitute the basic file on your organization. It tells a reporter or editor most of the basic facts, and this kit, along with the releases that are provided periodically, will make up the journalists' files on your organization.

How to Write a Press Release

The single most frequently used item in your press arsenal is the press release. It is used for virtually all media. It is issued frequently, depending on the public relations program and the media available. The press release is the basic means you have to communicate with the media. It can be respected and effective if handled correctly. Or it can be a constant reminder to the working press that your organization is sloppy, imprecise, and unworthy of their respect.

There are ways of organizing and writing a press release that are widely accepted. Doing it this way clearly signals that there is a pro at work. The following is generally the accepted format:

- Use legal size paper (8½" × 14"). If you can afford to imprint the information mentioned below, that's fine, because it will probably stand out forcefully on a desk. But it isn't necessary and certainly isn't worth doing at the expense of some other required item in the public relations effort.
- Always type the release. Repeat: Always type the release. And make sure it is neat, clean, and double-spaced, with wide margins so the editor has room to write.
- At the top of the page put . . .
The organization's name and address. The name of the person to be contacted for clarification. (For further information, contact Robyn Chambers, Press Secretary.)
The phone number where the press secretary can be reached, day and night.
The release date. This is the date that the item may be published or broadcast. In most cases, you will indicate that the item is **FOR IMMEDIATE RELEASE**. If it isn't for immediate release, it should say—**FOR RELEASE: July 24.**
- Just below this general information, put the headline of the release. It should be centered (side to side) and typed in all capital letters. It should summarize the contents of the release.
- The opening paragraph should begin with a date line, all capital letters (**BORDENTOWN, N.J.—July 23**). The first paragraph should then summarize in one or two sentences what the release is about, providing somewhat more detail. This paragraph should include the classic **WHO, WHAT, WHERE, WHEN, and WHY**.
- After the first paragraph, continue to develop your story in more detail. Use the pyramid structure (proceeding from the very general to the very detailed) so that an editor can cut from the bottom up if necessary, without sacrificing essential content.
- On style, the simpler the better. Use short, declarative words, sentences, and paragraphs that make a point directly. Proceed logically. Don't drift away from the subject. Use quotes liberally to liven up the prose and make your points more strongly.
- All abbreviations must be understood, so use the full name first before using initials. Spell out numbers from one to ten; use numerals for numbers from 11 up.
- If the release runs longer than one page, say (**MORE**) in parentheses at the bottom of the page; at the top of page two, type 22; at the top of page three, type 333; etc.

- At the end of the release, type —30— or ###. Either of these devices will signal the experienced reporter that the release has concluded.

How to Give Editors What They Need

The fastest way to get your point of view used by an editor is to make sure you are providing information in the most useful way. Here are ten ways to make sure the material you provide to editors is received with respect and attention.

1. Make sure that the story you are sending is worth the editor's attention. Don't waste your time and his by putting out a lot of trivia. Aside from it being a waste of your resources, you damage your credibility . . . and your chances of getting the real story taken seriously.
2. Don't overwrite. Concise, factual releases are the most effective. Tell enough to get the basic facts across, and tell the editor where he can get more details if he wants them.
3. Keep your promises. If you have made a commitment to get something done, make sure it gets done, and done fully and well. The editor is depending on you to make his deadlines. If you miss one, you could be on his mad list forever.
4. Stay off the editor's back. If your release has merit, it will make it into the publication or on the air on its own merits. Follow through to make sure you're providing everything that is needed—but don't badger the man.
5. Stay in touch—even when you don't have something to offer an editor. Offer your expertise or facilities to be of general assistance. There is usually a payoff in good will and receptivity the next time you have a story to bring around.
6. Keep mailing lists up-to-date. You don't build accuracy of your materials if the information is sent to the wrong person.
7. Make sure everything you send is legible and neat. Give all the necessary facts about yourself—name, address, phone number—so follow-up is quick and easy.
8. Send the release first class, individually addressed.
9. Keep the photos large enough and well identified. Use glossies no smaller than 5 × 7 inches.
10. If information is given over the phone, make sure you follow up in writing immediately afterward—especially if you're quoting figures, dates, or technical data.

Some Tips on Taking Photographs for Press Releases

A few simple precautions can take the worry out of taking photographs to go along with your releases. And a photo is well worth worrying about, because the wrong photo can be disastrous. The reason is the great power of a picture to be noticed and remembered.

- Never use a Polaroid picture if you can possibly avoid it. Most editors would turn them down, preferring conventional glossy prints.
- Always try for candid photos.
- Always attach a one- or two-sentence caption to the photograph to identify the people, the place, and the action. Don't write on the back of the photo, no matter how lightly. The writing is likely to show through and appear on the printed photo. Type out the caption in advance and tape it to the bottom of the print.

Deadlines and How to Live with Them

The media operate according to very strict deadlines—any releases that aren't there at the prescribed time are just out of contention. No rule is more rigid or more necessary. So you must know what the media deadlines are and structure your activities to conform to those demands.

Always remember:

- Daily newspapers that appear in the morning must have materials by late in the afternoon on the day before they go to press.
- Daily newspapers that are published in the evening must have their information by noon of the day of publication.
- Weekly newspapers require releases at least two days before publication.
- Broadcast media (radio and TV) have much shorter deadlines, because they do not have the same time-consuming production problems. Radio, in particular, has very flexible deadlines. Some stations broadcast news once each hour, some continuously all day and night. The latter, of course, can accept and move news on the air within minutes.

Press Release Services

If you wish to have your publicity distributed professionally, it is possible to have your materials sent to a wide range of media on a systematic basis. For example, the Associated Release Service, Inc., 173 West Madison Street, Chicago, IL 60602, will send out the following:

- Glossy print releases to the top 348 metropolitan area dailies, as well as to trade publications.
- Mat and offset proof mailing to the 8,481 weeklies in the U.S.
- Glossy print releases to the 210 newspapers with Black readers.
- Television news film and color slides to TV stations.
- Recorded materials and scripts to radio stations.

Clipping Services

If you are not a regular reader of the newspapers and magazines that might carry your publicity releases, you may want to hire a clipping service. A clipping service has people whose job it is to read every item of every medium that might carry your message—and find it for you. The charge is usually a base monthly fee, plus a smaller fee for each item clipped. One of the major national clipping services is Luce Press Clipping, which covers newspapers and magazines, and the toll free number is 800-528-8226.

There are probably local clipping services in your area, which can be found in the Yellow Pages.

HOW TO SET UP A PUBLIC RELATIONS PROGRAM

Before going too far in preparing any public relations program, you should develop an outline or some other short form of your ideas. This makes sense because, first, you want to get

approval of your program in a general form before investing—and possibly wasting—a lot of time on a detailed program. Second, it is tactically sensible to present the program in this rough outline form so that the approving entity (your board, committee, or staff superior) can feel a sense of participation in the development of the ideas. This approach is much more likely to lead to approval than is plunging ahead without solid support.

The following is the outline of a program that was developed for use in a campaign called PROJECT PRIDE, an anti-vandalism program sponsored by the Greater Newark Chamber of Commerce. This outline was presented to the Public Relations Committee of PROJECT PRIDE in this form for its approval. After it was accepted, the entire committee participated in fleshing out the details; and, thereafter, the various implementing responsibilities were parceled out among the committee members.

This approach assured both the proper amount of input from the volunteer professionals and the maximum level of participation by these volunteers in a program that they had helped develop.

PUBLIC RELATIONS PROGRAM OUTLINE FOR PROJECT PRIDE

Theme

We should develop a copy and graphics theme that would run throughout the campaign. Insofar as possible, this "logo" should be associated with everything that is done for Project Pride. Among the places where this theme or logo would be used are:

- Stationery
- Posters
- Literature
- Advertising
- Press Release Paper
- Clothing
- Offices
- Vehicles
- TV slides
- Postage indicia

Media

The Project Pride message would be placed in a variety of media that reach the various target audiences we would establish. It would be the task of the PR committee to persuade the media to contribute time and space to carry the ads free.

We would have to discuss further who would pay for production and printing costs incurred during the campaign.

Target media would be:

- General circulation newspapers covering the city. These would include the STAR LEDGER and the Jersey edition of the DAILY NEWS.
- All weeklies covering the city, including the weeklies covering the neighborhoods of the city, as well as the ITALIAN TRIBUNE and other ethnic media.

- The official newspaper of the city, which is published and circulated by the administration.
- Radio stations covering all audiences in the city.
- All VHF and UHF commercial TV stations reaching the city population.
- Jerseyvision (New Jersey Public Broadcasting) TV network.
- Cable TV station covering city.
- Billboards (large and junior size posters).
- Transit advertising (on inside and outside of buses).
- School newspapers.
- Public trash receptacles.
- Window and wall posters for schools, buildings, stores, etc.
- City owned cars, trucks, buses, (carrying bumper strip).
- Movie trailers.
- Publications of tenant associations, social service agencies, clubs, associations, community centers, etc.
- Project Pride films.
- Traveling dramatic productions.
- Employee publications of Newark companies.

Target Audiences

While there would be one general campaign and one overall theme, we should take care that the message effectively reach:

- Children of all ages, throughout the city.
- Adult citizens of the city.
- Public officials, public agency employees, particularly those working in the schools, public housing projects, and recreational facilities.

Publicity

In addition to the advertising coverage we can get for our message, we should go after most of the media mentioned above for editorial coverage. The forms this takes would be:

- Editorials in support of the program.
- Feature stories on the program; the people involved; the background of the problem; and the progress being made.
- News stories on the appointment of individuals to assume responsibilities; opening of offices; announcements of new programs and activities; meetings; etc.
- Interviews on radio and TV talk shows; appearances on call-in shows, etc.

Some Miscellaneous Thoughts

1. We should investigate the availability of prominent athletes, entertainers, public officials, etc., who could appear in our promotional activities and make public appearances. Such stars might make a very strong impression in putting our message across, especially with youngsters.
2. We should consider a city-wide poster and/or slogan contest in city schools to come up with a theme.

3. We might also sponsor teams in the various sports leagues for youngsters. The sponsored team would carry our theme on their shirts.
-

HOW TO SET UP NEWS EVENTS

Beyond the job of getting information routinely to the press via news releases, the press secretary is deeply involved in creating and carrying out news events. These are situations that are likely to be covered by the press, situations in which the organization or its programs are the focus of attention.

Although the most successful of these events seems to the outsider to be very simple in structure, it still requires considerable planning if it is to come off right. Each event involves a lot of attention to detail. In fact, the details of a press event are so important that it is wise to work from a checklist when you are planning and carrying out the program.

The following sections can be very helpful in setting up such events.

Dinner Speeches

- Give the speaker something significant to say in his speech.
- Make sure the newsmen have plenty of advance notice of the event, as well as details about where and when, and tickets. Of course, the news media must never be expected to pay for tickets to such an event.
- This is one of those rare instances where an RSVP from the press is in order so that advance arrangements can be made for tickets, seating, etc.
- Arrange to set up a press table near the head table so newsmen can easily see and hear the speakers. If radio reporters are involved, make advance arrangements for microphones.
- Be at the door to greet and check in the reporters. See that they are seated, have drinks if they want them, and that everything they need is provided (phones, etc.).
- Very important, prepare and distribute a press kit for the event. This should contain a copy of the major speech, a press release based on the major theme of the speech (written in past tense), biographies of the speaker, and a list and brief biographies of the others at the head table.
- Finally, if any of the reporters wants a brief interview with anyone at the head table, set it up at a mutually convenient time during the evening.

News Conferences

The news conference, unlike the public speech, involves only the press. It is called either to make a specific important statement or to provide reporters with access to a representative of your organization for purposes of questioning. Remember, the representative is literally inviting interrogation in a public situation and must be prepared to handle potentially difficult questions. Such a news conference, however, does have the advantage of giving your organization an opportunity to state its position in depth, something not possible in a press release. Moreover, your representative can and probably will range over many issues. The

result, if the news conference is set up and conducted well, is much better and more impressive press coverage.

Some points to remember on news conferences are:

- Call a press conference only if you have important news to break or if it is requested by the press—which won't happen very often because a press conference is time consuming and everyone gets the same story.
- Make sure that most of the reporters you want to attend are free to come. It's much better to spend a few calls informally checking out availabilities than to spend hours making arrangements only to discover that the key newsmen can't make it.
- Check the deadlines of the major media and schedule the press conference so they can make these deadlines comfortably. If the newspaper publishes in the morning, hold the conference before 2 PM of the previous day. If it's an evening paper, hold it before 10:30 AM the same day. Weeklies must have their copy done by Monday or Tuesday to make Thursday or Friday publications.
- Find a central, easily accessible place for the conference that is comfortable, air conditioned, and otherwise an attractive place.
- Prepare your representative for a real grilling by the press. Play the devil's advocate and raise every tough, embarrassing question that could conceivably arise. Make sure his answers are direct and concise and his manner is friendly but firm (no sign of irritation or petulance, please, no matter what the provocation).
- Arrive well in advance to make sure the room is set up correctly. This means a covered table in front, with podium and microphone if required; rows of seats for reporters; and sufficient lights and outlets. Check the acoustics and set up coffee or drinks (if these are desired).
- Greet the reporters at the door and ask if they need anything. During the period prior to the entrance of your organization's spokesman, circulate and make sure everything is going smoothly.
- Begin promptly. Reporters are rightfully irritated when they make an effort to arrive promptly and are then kept waiting.
- Have the spokesman introduced briefly by someone who is known and respected.
- Have the spokesman open with a brief statement on the subject of the press conference. Then open the session for questions from the floor. Make sure you allow enough time for questions, which may be the most important and interesting part of the press conference.

Interviews

The interview is a much more personal and intensive experience in which the spokesman or some other member of your organization is one-on-one with the reporter or the editor of a medium.

Usually, such situations occur when the medium wants an in-depth insight into the character and policies of the organization.

Aside from the obvious suggestion that one be prepared to perform well under such intensive scrutiny, there is very little one can do to prepare for an interview. Some interviewers are friendly and objective. Some seek constantly to trap and discredit. Some interviewers are barely knowledgeable on the subjects under discussion; some know more about the issues than your organization spokesman.

HOW TO GET COVERAGE ON RADIO, TV, AND CABLE TV

Getting your message to the target audience via radio and TV can have tremendous impact. There is nothing like these media for immediacy and authenticity. The campaign crackles to life when someone's voice and face come directly and in person, these media provide the next best thing to being there.

But for all these reasons, radio and TV are avidly sought by all organizations with a message for the public. The stiff competition and the absolute limit on time that exists (after all, there are only 24 hours in a day, and the station cannot just print more pages) make success chancy, indeed.

Broadcast Formats

When you are making plans to break into broadcast media, it is well to know the most commonly used formats among radio and TV stations. These include:

- Live and taped interviews
- Editorials
- Panel discussions
- Community bulletin boards
- News broadcasts
- Call-in shows

With each station, of course, there are variations on these formats. Your approach to the station, and your preparation for participating, would be quite different depending on length of show, the personality of the broadcaster, etc. The wise method is to closely monitor the stations' philosophies.

Your chances of actually getting on the air are greatly enhanced if you can provide the stations with the visual materials they need in a format that reduces the time and cost that the stations have to expend.

Here are a few simple guidelines to consider when you are preparing materials for TV:

- Keep it simple. Don't try to cram too many people and too much copy into the time allowed by the station. Also, avoid spectacular special effects; they will rarely enhance the message.
- Check with the program director in advance to find out just what size and type of slides, films, videotapes, and photos can be used on the equipment he has.
- Make sure the copy fits the visual aids. If the film is going to run 30 seconds, you can use about 60 words of text. A 60-second visual should have a text of about 125 words.
- Slides are preferable to photos. But if photos are the only visual available, avoid glossy-finish prints since they reflect studio lights.
- Give the station one slide or photo for each 10-second spot, two for every 20-second spot, and so on.
- If you are discussing complicated numbers or concepts, try to provide a chart to help the viewer understand.
- Rehearse the people who are going on air for you. Be objective, even tough if necessary,

in evaluating their good and bad points. If the spokesman comes across negatively, he is going to hurt your organization.

- Make sure you get the people and the materials to the stations in plenty of time. Broadcasts wait for no one. If you miss the program or get there late enough to cause the station inconvenience, you have hurt your organization badly.

Once you're ready to start, just call or visit the public affairs programming director and discuss with him when and how your spokesman might come on the station. It would be best to have with you a list of the appropriate program possibilities, as well as a list of your own suggestions for which program to seek. While you're there, it would be well to ask how the station prefers to get its regular flow of news releases from the campaign.

How to Get on News Broadcasts

- Contact the assignment editor, not the political reporter. The assignment editor is the one who makes the decisions about what and who is covered by the crews.
- When you write a statement for the broadcast media, limit it to 60 seconds and be sure to hit just the highlights. It is like the discipline of writing your press release in a pyramid. The first two paragraphs would be about the limit.
- If you hope to get a camera crew out to cover the event, schedule it between 10 AM and 2:30 PM. If you schedule it any later, you'll miss it, because they have to get the film back to the station for processing in time for the 6:00 news. Incidentally, the 11:00 news is usually a rehash of the earlier broadcast, so if you miss the first one, you've probably missed both.
- Try to avoid scheduling events nights and weekends if you particularly want TV coverage. The stations are usually shorthanded during those off times and chances of getting coverage are not as good.
- Try for a location of events as close to the station as possible. Again, your chances of getting coverage are better if the trip is fast and convenient for the crew.
- If the TV station doesn't show up to cover the event, consider filming it yourself. Just because the station didn't get there doesn't mean it might not use your film (if it is of acceptable quality) along with a script for audio.

How to Set Up a Radio Actuality or Feed

Thanks to refinement in audio equipment, it is now a simple and easy matter to provide radio stations directly—via telephone—with the voice of someone making a statement for broadcast on the air. This approach is called an actuality or audio feed. It is accomplished in two parts: first, the field work where the person is tape-recorded making his statement; second, the call-out, which includes the editing, setting up, and feeding of the statement to the radio station for broadcast.

The system works this way: You lease a Code-A-Phone (from most electronic dealers; it costs about \$100 per month plus installation). This device has two couplers, each with a different phone number. You can call into one of the couplers from anywhere and record a message. You could do this from anywhere and give immediacy to his statement. Once this

statement has been recorded, it should be edited (extract key statements to keep it under 60 seconds). Now radio stations can call into the other coupler number and record the person's message on their own equipment for playback on news broadcasts.

If your campaign cannot afford the cost of leasing the Code-A-Phone, you can still use the idea behind it by using a small reel-to-reel (not cassette) tape unit. Record the statement at 7½ inches per second and do your editing as explained above. Then just mail the tape, first class, to the station, or send it there by messenger.

Getting Your Spokesman on Cable TV

Unlike regular TV, where the signal goes out over the airwaves and can be picked up by anyone with a working TV set, a cable TV signal is piped through cables. It can thus be controlled and is not available without the payment of a service fee. Cable TV usually exists where the broadcast signal is very weak, and the subscriber is paying for the cost of amplifying the signal so he gets a clear picture. Another characteristic of cable TV is that it depends on subscriber fees for its income, not advertising revenues. As a result, it can do more public service programming. Indeed, it is often obliged to do much more of this kind of programming, thereby providing an organization such as yours with wide opportunities. Another benefit is that it has many extra channels, one of which is usually devoted entirely to community affairs programming, and the operators of the cable TV system are very anxious to have their station used this way.

But before you leap up and run off to the nearest cable TV system, remember that cable TV audiences are still very small. And even among that limited number of families, most are "on the cable" to get improved reception of the remote broadcast stations, not to watch the cable system's own programming.

Cable TV is another means of getting out the gospel, but it isn't one on which you should be spending much time or money. Of course, there are individual exceptions in local areas.

For more information on cable systems and programs in your area, write to: National Cable Television Association, 918 Sixteenth Street, NW, Washington, DC 20006.

HOW TO GET ON WIRE SERVICES

If your public relations program extends over any appreciable area that encompasses many different media, it could pay to investigate the conveniences of using wire services, film feeds, and audio networks.

These are, in effect, cooperatives made up of many newspapers, radio and TV stations that jointly support a news-gathering effort. Most individual media could not support a large, widespread staff to cover the news. But collectively each could contribute to the cost of maintaining one crew serving all. This is the principle behind the wire service.

Getting your news onto the wire has two major benefits. First, it simplifies the task of reaching *all* the wire service subscribers. You need only provide the news to one location. It is edited at that point, put on the wire, and goes automatically to many newsrooms. The second benefit is credibility. Local editors tend to respect and use wire service items more readily than those submitted directly by many smaller organizations.

The two major wire services—the Associated Press (AP) and United Press International (UPI)—distribute news stories, features, film, tape, and photographs to over 5,650 newspapers, radio, and TV stations nationwide. Both have local wire service bureaus, as well, which cover local areas. The latter are the ones you are most likely to need and use.

To have your news releases considered for distribution, bring or send them to the local wire service bureau. Check the phone directory for the location or call the nearest member newspaper. From there, if the item is considered newsworthy and of interest to the local subscribers, it will emerge from wire service teletype machines in member newspapers and other media instantly, ready for use by local editors.

You can also alert member media to upcoming campaign events via the wire services. Each local bureau puts out a daily daybook listing to subscribers. This tells them what events are scheduled for each day and includes details on where, when, etc. The local editor scans the daybooks for ideas on where to assign reporters. If your event is in the wire service daybook listing, it has a shot at being covered by every medium on the local wire.

To be considered for inclusion in the daybook, send information about the event one week before it is scheduled. Be sure to include facts on the nature of the event, sponsors, purpose, location, time, and person to contact.

OTHER AVENUES OF PRESS COMMUNICATION

Special Interest Publications

Newspapers, radio, and TV are the channels that reach more people. And these are the media that should command most of your time and resources. But these are vast, general media whose editorial approach must necessarily skim the top of the news, projecting items of the widest possible interest. If you have any opportunity to do more than just cover the general media, by all means reach out for the special interest media. This is a vast second-level network of quite modest publications—usually newspapers, newsletters, and house organs—that reach only the memberships of particular special interest groups. Although the circulation is often small, the readership is very interested in the subject matter and very loyal.

Letters to the Editor

One of the best-read sections of the newspaper is the Letters to the Editor column. Set up a program to get the organization's name mentioned favorably and often in these columns. The result will be a surprising level of readership and recognition. Editors don't like phony letters, and most can spot them a long way off. Do not write such letters yourself and have them sent in by friends of the campaign. To encourage writing, just give someone a fact sheet on the organization's position on a particular problem and ask your supporter to write a letter in his own words. You can, on this fact sheet, give him these few tips:

- Be brief and to the point.
- Be timely. The letter should touch on a subject that is currently in the news or that has been mentioned in the newspaper editorials.

- Be sure to mention the organization favorably, relating it in a positive way to the issue under discussion.
- Be sure to sign the letter. Few newspapers will publish unsigned letters.

Services Available to Your Public Relations Staff

There are a number of existing services to help you get your public relations program off the ground in a professional manner. If you have the budget—and most of these services are priced quite modestly—they can give your program a dramatic lift.

Some of the services, and sources of supply, are:

Sponsored films. Most of the short subjects you see at the local movie house are what are called sponsored films. That means that some organization has produced the film and woven into it a message it wants delivered to the people watching the movie. This practice is very widespread, as more and more movie theaters seek audience material without cost. Of course, the films must be well done, and the “pitch” reasonably low key. If you have a film that you think suitable for use or are considering making one, you may wish to discuss the cost and other details with a distributor of sponsored films. The world’s leading distributor of such films is Modern Talking Picture Service, 2323 New Hyde Park Road, New Hyde Park, NY 11040 (516-437-6300).

Syndicated editorial distributors. One way to enhance the possibility of getting your message into newspapers is to submit the material through a syndicated editorial materials distributor. For a fee, such an organization will write the story, provide the photo, and distribute both to daily and weekly newspapers. Since the material provided is already for use (requiring no rewriting, no artwork, and no other expense), it is more likely to be used by the newspaper. This is especially true of the smaller dailies and weeklies with limited staffs.

On the following pages we have included examples of how a number of associations have used this type of service to promote their messages in local newspapers. This material was prepared and distributed by North American Precis Syndicate, Inc., 220 West 42nd Street, New York, NY 10036 (212-LO-3-0400). Another such service is Metro Newspaper Service, 80 Madison Avenue, New York, NY 10016 (212-481-9593).

THE AMERICAN TRUCKING ASSOCIATION wanted to tell the American consumer the role that trucks play in holding down consumer costs and making products readily accessible. It is vitally important for A.T.A. to tell the public just how much trucks contribute to the nation's standard of living. This helps A.T.A. combat restrictive laws and regulations at the state and national levels.

Note that here the approach of the column is a straight-forward presentation of the economic facts of life—and how these translate into a better way of life for the reader.



UNDERSTANDING OUR ECONOMY

TRUCKS: WE NEED THEM, THEY NEED US

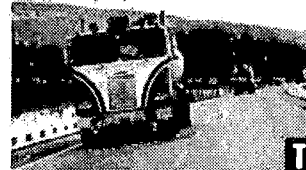
Let's talk basics. We need a roof over our heads. Food, clothes, appliances, furniture, your car. Machinery, computers, desks, chairs, typewriters, paper, pencils at your office and plant. Books, furnishings, lab equipment, sports paraphernalia for our children at school.

From raw materials through manufacturing to on-the-spot delivery, all these necessities and dozens of others move by trucks over most of the route.

It's easy to see why. There are very few places trucks can't go. Wherever roads go, trucks go. No other transporter of goods serves America so thoroughly.

Now, while everyone in the trucking industry is part of our economy, we're part of theirs.

In a thousand diverse ways, we help produce what our truckers carry. We produce their livelihood. Without the things we make, they'd have nothing to transport.



What's more, we govern the cities and towns they live in. We provide the daily services that make life liveable. We run the schools that educate their children. Our taxes and theirs help make our communities and nation run. To say nothing of building and maintaining the roads that we all use.

The word interdependence sums it all up. The trucking industry works in our interest and we depend on their services. We work in their interest and they depend on us. It's a beneficial circle of interdependence.

It's an arrangement which suits everyone, because there's nothing more satisfying than filling a need.

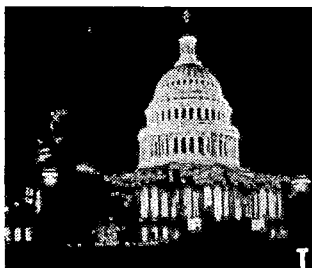
THE FIGHT AGAINST INFLATION

Good News About Efforts To Hold Inflation Down

With the costs of materials and services spiraling upward — the cost of truck transportation has remained relatively stable.

There are three basic reasons. The first is *availability*. Trucking companies are constantly upgrading their equipment, operations and personnel to meet today's needs — and tomorrow's.

The second reason is *regulation*. The regulatory structure supervised by the Interstate Commerce Commission and state agencies is what makes our transportation system work. This helps maintain cost stability, assures prompt service and promotes lively competition.



Government regulation of transportation helps maintain cost stability.

The final reason: *dependability*. Which doesn't mean that all trucking companies are perfect 100% of the time. It does mean that they try to meet their obligations. They are constantly introducing new efficiencies and technological advances to do a continually better job.

It boils down to this. The cost of living is high and may go higher. But the trucking industry is trying to hold the line. Otherwise we'd pay a lot more for the goods we use.

By today's standards, *that's* a bargain.

TRIUMPHS OF TRANSPORTATION

HOW OUR TRUCKS HELP US

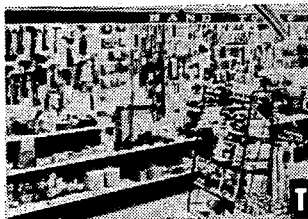
Every store in town is stocked with merchandise brought by truck, rolling by day and night to see that the products we want are handy when we want them.

Trucks get the call because they can go anywhere there's a road. Unlike boats, trains, or planes, trucks have no physical limitations on where they can haul goods.

Without the economical, reliable transportation supplied by trucks, most goods would be available only in the areas where they were produced. What would be the purpose of mass producing a product, if there were no way to move it profitably into the market place?

So the motor carriers, with their automobile transports, tank trucks, "semi's" and "twin trailers" all play an essential part in America's economy. And the trucking industry is working hard to maintain pace with that economy: increasing opera-

tional efficiency to the maximum under existing laws; constantly improving safety; and maintaining round-the-clock schedules.



The hand tools like those above are made handy by trucks like those below.



The trucking industry is an important part of the good life in our country. Their record isn't perfect. No one's is. But they're working 24 hours a day to improve it.

Other examples of appealing to the reader's self-interest are these syndicated columns distributed by the EDISON ELECTRIC INSTITUTE, NATIONAL CABLE TELEVISION ASSOCIATION, and the SOCIETY OF THE PLASTIC INDUSTRY. All show how the industry affects the reader personally. It is likely that the public does not care about the industry, or even about current events, but readers can be made allies if you show you are protecting their interests.

WHAT A BARGAIN! by THOMPSON



In 1867, Secretary of State William Seward made a fantastic \$7,200,000 purchase when he bought Alaska from Russia. At the time, people laughed--but now "Seward's Folly" is considered "Seward's Steal!"

Back in 1905, the Detroit Tigers paid \$750 for a Rookie named Ty Cobb. The incomparable



Mr. Cobb proceeded to set 90 records, many of which stand to this day. Quite a baseball bargain!

The unit cost of electricity is actually less today than it was in 1957 despite increased prices, say spokesmen at the Edison Electric Institute. But the average American uses more than twice as much electricity as he did

in 1957. The Consumer Price Index shows that electricity, when compared with such items as food, home ownership, public transportation, medical care, and all consumer services, has risen less than any of these basic consumer needs. So even if your bill seems high these days, there's no disputing the fact that electricity is an electrifying buy!



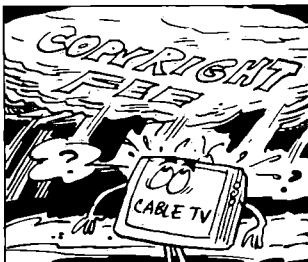
A San Francisco bank teller, Caro Martin, was recently given a copper penny reading 1943. But no copper pennies were minted that year! What Mr. Martin found out was a magnificent mistake--which a coin dealer paid him \$10.00 for. What a fabulous find!

SOME CONGRESSMEN FIGHT HIGHER PRICES

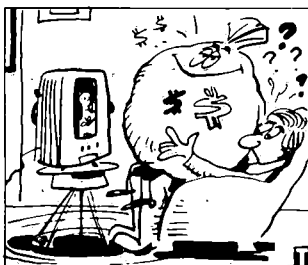
Congress has spent nearly 16 years trying to revise its 1909 Copyright Law so that it covers technological developments such as photocopying and cable television. During the coming weeks, the House of Representatives will be tackling one of the most devilish parts of the 77-page proposal for updating the Copyright Act: It is determining how to establish a fee which cable TV systems should pay copyright owners in order to carry the signals of television stations.

Unfortunately, Congress' solution is shaping up to be another proposal which could increase consumer prices by forcing businesses to increase their operating expenses. The copyright legislation includes a proposal to establish a Copyright Tribunal with the power to review cable TV copyright fees shortly after the law is enacted and then periodically *ad infinitum*. That leaves a blank space which would inevitably be filled with higher fees. Cable TV systems would have to pass the increased copyright cost to their subscribers.

Some Congressmen are fighting so that consumers should not be forced to accept legislation which includes a blank invoice which will be filled in at a later date by an unnamed panel of Federal "experts." After



GOOD INTENTIONS—Well-meaning Congressmen are proposing legislation to impose a special copyright fee on cable TV systems.



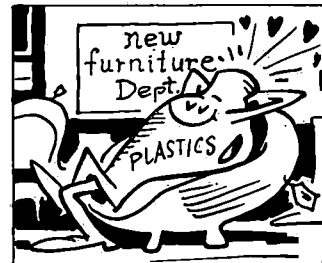
BAD EFFECTS—But the effect of this law could be higher consumer prices as cable TV systems are forced to increase operating expenses.

all, the tab will ultimately have to be paid by consumers.

The cable TV industry has agreed that if any copyright fees must be levied, then Congress should spell out in legislation a logical formula or approach to adjusting the fees—up or down—as the marketplace dictates.



The uses of plastics are forever increasing, giving us better products and helping



to fight inflation. The use of plastics in furniture, for example, is in an early stage of development. The consumption of 320,000 metric tons in 1970 is expected to increase to 7.5 million metric tons by the year 2000, an annual average growth rate of 11.1 percent.



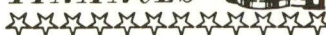
By the year 2000 the plastics industry is expected to employ 1.6 million people—about 1.3 percent of the



labor force—and that's a lot of jobs for a lot of people. But many people believe that, in order to realize this figure, government action is necessary to allocate sufficient petrochemical feedstocks to the plastics industry and to derive power from other sources such as nuclear, solar or geothermal.

THE NATIONAL CONSUMER FINANCE ASSOCIATION and the AMERICAN LAND TITLE ASSOCIATION take another approach to building consumer support and confidence. They encourage the proper use of their services, thereby demonstrating their commitment to serving the public. Most service associations realize that the improper use of the service—or the inaccurate perception of that service by the general public—is a serious danger. These kinds of advisory columns help greatly. Other associations using this approach in these examples are UNDERWRITERS LABORATORIES, PHARMACEUTICAL MANUFACTURERS ASSOCIATION, and OUTDOOR POWER EQUIPMENT INSTITUTE.

MANAGING YOUR FAMILY'S FINANCES



By Dr. Carl F. Hawver

Q. This has not been a good financial year for my family. Everything seemed to go wrong and now I'm pretty far in debt. I haven't panicked, but I just don't know what to do. What do you recommend?

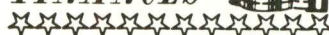
A. Well, you've made a good start by recognizing the danger signals. First, have a family conference. Everyone old enough to understand should be told that the family has a financial crisis. They're a part of the action and they need to be told the truth.

Your family should, of course, immediately stop any new credit use. You can't borrow yourself out of a crisis. Next, develop a bare bones budget. This will permit you to meet basic necessary expenses and to begin paying off those credit obligations.

Finally, contact the creditors. Tell them your problem and that you are facing up to it. Advise them what you are able to do with respect to the debts you owe, but don't promise anything you can't deliver. If you are serious, they will likely accept a part payment while you are getting organized. If your debts are not too substantial, and your credit is good, they may offer you a consolidation loan to lower your monthly payments. Remember, be honest with yourself and with your creditors — and develop a plan for recovery.

Dr. Carl F. Hawver, Executive Vice President of the National Consumer Finance Association, is a widely recognized counseling expert in family money and credit management.

MANAGING YOUR FAMILY'S FINANCES



By Dr. Carl F. Hawver

Q. I've got a good job but I can't seem to get ahead financially. In fact, in recent months I can't even pay all my bills. I don't know where the money goes! How can you manage money if you don't have any left over to manage?

A. If you really don't know where your money is going it's time you found out. Put all of your income in your checking account and pay all your bills by check. For cash needs like lunches, car fare, etc., have each member of the family write down expected needs for the next week and write one check on the same day each week for your total cash needs. At the end of a month you'll have a reliable record of where your money is going.

Then make a list of everything you spend money for each month and how much. Next mark the list, #1 for most important to you, #2 for next most, and on down to the least important. Then consider giving up some of those on the bottom of your list. Cut till you get the monthly figure well under your monthly income. If you have too many monthly payments for credit purchases, consider consolidation to lower the monthly payments—and stop using credit till it's paid off. There is just so much money—YOU decide what you want it to buy for you.

Dr. Carl F. Hawver, Executive Vice President of the National Consumer Finance Association, is a widely recognized counseling expert in family money and credit management.

HOME BUYER



CLINIC
By Robert J. Jay
President
American Land Title Association

Troublesome Limitations

Before purchasing a home, remember that others can claim an interest in real estate you may think is yours. When this happens, it can cost you money and limit your use of the property.

Problems inherent in a challenge to real estate ownership recently came to the attention



Jay

of a buyer in an eastern state when local county workmen began to dig up his yard in order to install a drainage pipe. When the buyer asked about this unexpected intrusion, he was told the digging was allowable under an easement the county had previously obtained from the seller of the property.

Fortunately, the buyer was protected by owner's title insurance obtained at the time of his real estate purchase. After an investigation of the matter, his insuring title company contested the validity of this easement—which had been granted to the county by the seller before he owned the property. As a result, the county ceased digging up the buyer's land.

While the purchase of a home generally is an excellent investment in these inflationary times, real estate ownership should be approached with caution. For free information on things you should know beforehand, write American Land Title Association, Box 566, Washington, D.C.

HOME BUYER



CLINIC
By Richard H. Howlett
President-Elect
American Land Title Association

COSTLY SURPRISE

Although attorneys and title companies work hard to help find and resolve land title difficulties before a home buying transaction is completed, it isn't always possible to locate these hazards in advance. When a so-called hidden title problem emerges after the home buyer is in ownership, it can mean a costly surprise for the purchaser.

For example, a buyer in the east was shocked when the seller's wife claimed her signature was forged



Howlett

on the deed that seemingly transferred the property to him as new owner. An investigation confirmed her contention that the husband had forged her signature on the document.

In this case, the buyer was able to avoid a financial tragedy through the protection of his owner's title insurance obtained at time of purchase. The title company was able to arrange a settlement with the wife for her interest in the home, and paid related attorney fees.

Whether your next home is a town house, condominium unit, or single house, it probably will be the largest investment of your lifetime. Learning about safeguards in advance is worth the effort where your money is concerned.

For free information on things to consider in buying a home, write American Land Title Association, Box 566, Washington, D.C.

Meet the FOOLHARDYS PRESENTED BY UNDERWRITERS LABORATORIES

It's the night of the big dinner party, and Fred and Felicia Foolhardy have a problem: what to do with an exposed extension cord.

Fred compounds his error by smothering the cord. A cord that is not exposed to air is likely to overheat—and an unseen cord may be stepped on or otherwise damaged by an unwitting passerby.

There's a right way to use an extension cord, say experts at Underwriters Laboratories, a safety organization with over 80 years of experience in testing electrical products with regard to public safety.

Fred's first inspiration presents a problem, since nails and screws can damage the insulation or short-circuit the conductors.

To make matters worse, Fred extends the cord through the door. This is a dangerous situation, since pressure from the door closing might pinch the cord and cause a short circuit.

With the help of these important tips about extension cord safety, the Foolhardy's dinner party should be as safe as it will be enjoyable.

Meet the FOOLHARDYS PRESENTED BY UNDERWRITERS LABORATORIES

Fred has just given Fred Jr., 16, and his twin sister, Frannie, the OK to have their friends over for a "pool party" on Saturday.

SATURDAY ARRIVES, and we find Frannie in the kitchen preparing some snacks, and Fred Jr. setting up the stereo at poolside.

SOMETIME LATER...

Fred Sr. knows that wet bodies and electrical appliances can be a shocking combination.

UL warns pool enthusiasts, wet from a refreshing dip, not to handle electrical appliances. Also, the pool area is not the proper place to be running extension cords.

Pharmaceutical Industry Cautions Against Misuse Of Medicines

Unless a doctor says they are needed, prescription medicines should not be taken...especially those that can change a person's mood.

So states the Pharmaceutical Manufacturers Association, which represents leading companies that make prescription medicines.

When it comes to tension and frustration, only a doctor is qualified to decide if medicines might help. The companies that make these products offer them, not as problem-solvers, but to enable people do a better job of finding the real solu-

tions to their problems.

Taking medicines that aren't really needed can also



harm others—like impressionable youngsters. Are YOU setting a good example for your children?

HIBERNATION FOR LAWN MOWERS

When storing your lawn mower, it's important you do it safely. Here are some tips from experts at the Outdoor Power Equipment Institute for the owners of the 40 million lawn mowers in America that will be bedded down for the cold weather.

1. Drain all gasoline out of the mower before putting it away. Store the gas in a strong, metal, clearly marked, safety-type can with a self-closing cap and keep it away from children and combustible materials.

2. Never reach into the blade to clean it unless you're sure the mower is off and the power is off. Stop

the engine and disconnect or remove the spark plug before making any repairs.

3. Make sure that you store the mower in a safe place where children and pets can't "play" with it.

4. Discuss proper servicing and maintenance needs with your dealer. Schedule a service appointment well before the spring rush.

5. Before you take the machine out again for spring mowing, make sure to read the safe operating instructions included with the mower. Make sure you relearn the controls well enough to be able to act instantly and correctly.

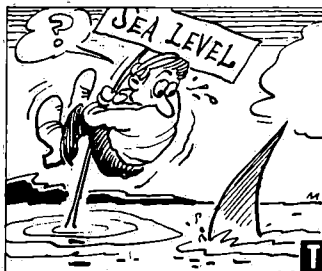
Follow these rules and your lawn mower should be in great shape after its winter hibernation.



Just as important as communicating the positive contributions of your organization is preventing negative misconceptions from taking root. Shown here are examples of how five associations—AMERICAN PETROLEUM INSTITUTE, NATIONAL COFFEE ASSOCIATION, NATIONAL CANNER ASSOCIATION, SUGAR ASSOCIATION, and the ALUMINUM ASSOCIATION—used syndicated columns to prevent or overcome misunderstandings about an industry or product. The old adage “a stitch in time saves nine” is especially appropriate here.

Quick Quiz!

Distances are sometimes deceiving. To be able to see just the tip of a 200 foot oil rig that is 54 miles out at sea, how high above sea level would you have to be (a) 62 feet (b) 262 feet (c) 1,662 feet?

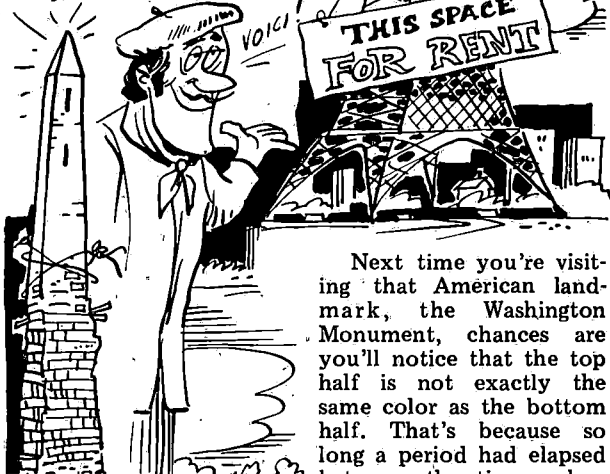


ANSWER

“C” is correct. You would have to be standing 1,662 feet above sea level. That means that if you stood on top of the Empire State Building, you would still need a 412 foot ladder to see even the tip of that oil rig.

Entertaining ODDITIES!

That landmark of Paris, the Eiffel Tower, which was erected for the Paris Exposition of 1889, later boasted the world's greatest advertising sign. From 1925 to 1936 the word “Citroen” in electric lights of six colors ran down the length of the tower—the letter N alone measured over 68 feet in height—and could be read 24 miles away.

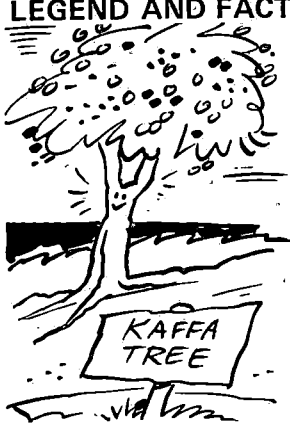


Next time you're visiting that American landmark, the Washington Monument, chances are you'll notice that the top half is not exactly the same color as the bottom half. That's because so long a period had elapsed between the times when the bottom and top parts were erected that the quarry had run out of the same color stone.

A monument that nobody could really see would be an oil rig built 54 miles off the coast. To see just the tip of a 200 foot drilling tower, a person would have to stand, on a hill a full 1,662 feet above sea level. This is 412 feet higher than the Empire State Building. Among the Atlantic offshore tracts proposed to be offered at oil drilling lease sales by the federal government, experts at American Petroleum Institute have pointed out that the nearest is 54 miles from shore!



COFFEE
Facts & Figures
LEGEND AND FACT



According to legend, Ethiopian shepherds discovered coffee in the 7th century near the town of Kaffa. The shepherds found that beans growing on coffee trees could be roasted, then boiled in water to make a refreshing beverage. Popularity of the tasty brew made from coffee beans spread from Africa into Asia and Europe and later to the Americas.



One of the world's oldest beverages, coffee also is one of the least expensive. The National Coffee Association reports that coffee, when served at home, costs only about 3 cents per cup.

Sugar Myth-Understandings

The medicine man who traveled young America peddling his potions and magic cures has a modern counterpart in the food and health faddists now dispensing all sorts of unscientific information to consumers.

"While there's less danger of snakebite today," says Dr. G. Norris Bollenback of The Sugar Association, "there's potentially as great harm awaiting those who subscribe to myths such as 'empty calories,' 'low-to-no carbohydrate diets,' 'self-prescribed megavitamin intake' or the diet that restricts one to a single food."

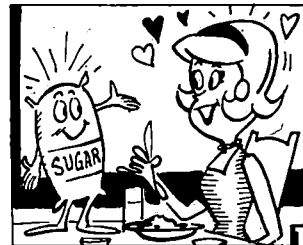
Equally dangerous, he says, are suggestions that sugar causes obesity, heart disease and diabetes, yet there is no scientific basis for such statements. "Nutrition is a fairly new science," says Dr. Bollenback "and as such is often subject to wrong conclusions by food and health cultists. The danger in their unbalanced diets is that they upset the metabolism and actually can trigger some serious illness."

Puncturing the "empty calorie" claim, Dr. Bollenback says, "there's a release of heat energy which is measured in calories when fat, protein and carbohydrates are ingested and then metabolized. Sugar is a pure carbohydrate and a nutrient although it does not have similar nutritional values as protein, vitamins or minerals."

The low-to-no carbohydrate diet upsets the metabolism and can cause serious kidney problems, Dr. Bollenback warned.

Worried about sugar and diabetes? Of course, if you are coping with this illness

or suspect that you might have it, then you should be under a doctor's care. Dr. P.J. Palumbo, consultant in internal medicine at the Mayo Clinic, says, "the most important part of our management of the diabetic patient is to see that he or she eats the same number of calories day by day so that we can manage the insulin therapy, and manage whatever other therapy we may introduce in the care of the diabetic patient. The important thing is the total calorie content rather than the amount of calories coming from carbohydrates." And he points out there should be moderation in all things.

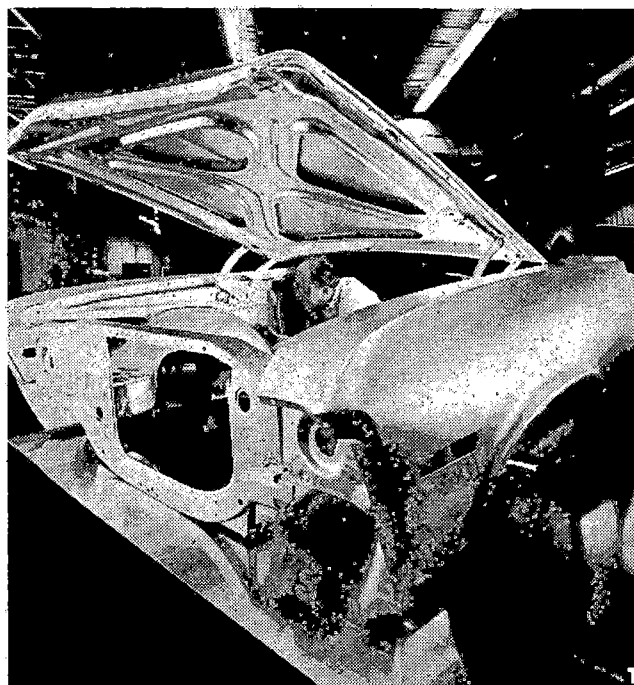


Perhaps you're curious as to what is the "balanced diet?" It's one accepted as the best to date for the average healthy individual and known as the basic four—milk and dairy products; meats, poultry, fish, eggs, legumes and nuts; vegetables and fruits; breads and cereals. Within this framework the average diet is acceptable if formulated as follows: 45 per cent carbohydrates, 35 per cent fat and about 15 per cent protein.

Once you make up your mind to view your daily diet as the way to maintain good health, energy and good looks, you can forget the fads and make your own food selections sensibly.



ALUMINUM SAVES



Here's some good news for car owners. Cars made lighter with aluminum could provide each owner with a \$250 "energy rebate" in gasoline costs over the lifetime of the car.

C. Norman Cochran, chairman of the Aluminum Association Task Force on Automotive Energy Savings, says that this would save the United States four to six billion gallons of gas each year. He added that aluminum currently used lightens U.S. cars enough to save 1.6 to 2.5 billion gallons of gas annually.

Reaching the \$250 savings figure would require a big but quite possible, jump in aluminum usage from an average of about 84 pounds per car in 1975 to 160 to

200 pounds by 1980.

Every pound of aluminum used in place of heavier materials saves two to three gallons of gas during the lifetime of the car. Two hundred pounds of aluminum would save more than 400 gallons—worth \$250 or more at current prices.

Since today's cars use 39 percent of the U.S. annual petroleum supply and account for 13 percent of total energy consumption in the U.S., it is apparent that if we are to come to grips with our energy dilemma, we are going to have to make more efficient use of gasoline in our automobiles. And this is where the extensive use of aluminum comes into play.

If the recognition of your organization's symbol is an important part of your communications program, you'll appreciate how recognition was achieved by the WOOL BUREAU, HOLY CHILDHOOD ASSOCIATION, and the AIR-CONDITIONING AND REFRIGERATION INSTITUTE. In all three cases, they made their symbol (or logo) a prominent ingredient in the syndicated column, dropping it in prominently along with interesting facts about their organization's contribution to the reader's well-being.

Winning Ways With Wool

TIPS TO HELP YOU MAKE
A BETTER BUY

No matter what the fad or fashion, the integral part of what you wear is the fabric from which your fashions are made. And what you look for most, besides looking great in the clothes you choose, is



feeling comfortable and getting good value for the money you spend.

Now you can be sure of all of the above with wool fabrics that are so soft, so sheer, so lightweight that they're called "Naked Wools."

They look great on you because they're body conscious, but not too clingy.

Feeling comfortable is a breeze in these lightweight wools. Even on warm days, you won't feel hot and sticky because wool is a natural fiber. It breathes with your body and lets you keep your cool.

"Naked Wools" are the right weight for almost all the year—from season to season, climate to climate. You can get more use, more wear and therefore more value for your money.

The Woolmark assures you of quality tested-merchandise made of 100% pure wool.

Winning Ways With Wool

TIPS TO HELP YOU MAKE
A BETTER BUY

Are you a sweater girl...or guy? Sweaters are in the forefront of fashion, now, more than ever. Sweaters can be jackets, or classic pullovers or sexy halters. They can have cable stitching, wooden buttons, leather patches or fur trim. They can be all things to all people.

What they should be, however, is wearable. A sweater should be adaptable to tem-



perature changes. A wool sweater will keep you warm when it's cold out and you'll still be comfortable if the sun comes out or you go inside, because wool breathes with your body.

A sweater should be durable. Wool is resilient. It springs back to its original shape after wearing.

A sweater should be easy to care for. Stains, spills and rain have difficulty penetrating the outer covering of each wool fiber. And now, many 100% pure wool sweaters are machine washable, and machine dryable. Check the label for care instructions. Many machine washable sweaters carry the "Superwash" label which means they can be safely machine washed and dried.



share your love

PAKISTAN BOY GETS SECOND CHANCE AT LIFE.

Shati is a nine-year-old boy attending the Bhiloda Mission School in Pakistan. A few months ago, he almost died. Today he is a happy and healthy lad.

Living in one of the many small villages scattered in the Sabarkanta district, Shati is a member of the Adivasies tribe, a very poor people who farm the arid hills and valleys of this area.

Not long ago, when two Catholic nuns from nearby Bhiloda Mission were walking through this village, they heard the cries and moans of a small child. Following the sound of his cries, they came upon Shati lying naked on a cot outside his home.

Approaching the child, they found him to be very ill. Like many of the children of Sabarkanta, Shati was undernourished and suffering from rickets, a disease resulting from the lack of vitamin D in one's diet.

While one mission sister tried to comfort the boy, the other went inside the home to talk to the boy's parents. She explained to them that Shati could be cured of his disease at the nearby mission clinic. The boy's parents gave permission for their son to be taken there for treatment.

When he arrived at Bhiloda, Shati immediately received warm clothing and plenty of hot food. Then he was taken to the clinic where he was examined by the mission doctor and given injections and medical attention.

For the next three months, Shati recuperated at the mission. When he had

fully recovered, a mission priest accompanied Shati back to his village. At home, Shati told his parents of the generosity and compassion shown to him by the priest



and sisters, and how they had begun teaching him to read and write.

The priest suggested to Shati's parents that they send their boy to the mission school regularly. Knowing the boy's parents could not possibly afford to pay for their son's education, the priest explained how money received by the mission from the Holy Childhood Association in America would help pay for Shati's books, paper, pencils, and even a hot lunch.

Shati is just one of the millions of boys and girls being helped through the sacrifices of American grade school children. Presently, the Holy Childhood Association is helping to support missions helping children in 55 foreign countries.

Share Your Love is the motto of the Holy Childhood Association. It is a motto with a message for all of us.

Holy Childhood Association, 800 Allegheny Avenue, Pittsburgh, PA 15233.



share your love

ELIZABETH LEARNS TO WALK

Up until a year ago Elizabeth Cabanag, a nine-year-old Filipino girl, couldn't walk. In fact, she wasn't able to stand alone.

Elizabeth had been stricken with polio as a baby.



When she arrived at the Child Jesus Home in Davao City in the Philippines, the only way she could move around was by crawling. Today, having been treated at the Home for a year, Elizabeth is not only able to stand on her own, but can walk with the aid of a brace.

Learning to walk has meant a lot to Elizabeth. She now attends school and although she is a quiet girl, she is bright and learns very quickly. With the help of the Catholic Sisters at the Child Jesus Home, which is supported by the Holy Childhood Association, Elizabeth is beginning to build

her life.

With Elizabeth, at the home, is her 14-year-old sister. She is being trained so that she can be gainfully employed. She will then be able to help support her mother and five other brothers and sisters.

There are presently thirty-five children living at the Child Jesus Home. They are there because they are orphans, or because one parent has died and the other is unable to take care of them. About half of the children in the Home attend school. They not only learn the basic 3 R's, but they are taught the teachings of Christ, which gives meaning to their lives.

In addition to running the school, the Sisters at the Home also try to provide the children with good health care, a proper diet, and the most important ingredient of all—love. They try to find foster homes for the children so they can continue to share the joy of family life. Ultimately, it is hoped that a parent or relative will be able to take care of them.

The Holy Childhood Association helps to maintain the Child Jesus Home. Through the sacrifices of American grade school students, this children-helping-children Association is providing assistance to 55 mission countries throughout the world.

Share Your Love is a motto with a message for everyone. Holy Childhood Association, 800 Allegheny Ave., Pittsburgh, Pa. 15233.

It's a fact-

In 1833, a South Carolina physician, Dr. John Gorrie, hung buckets of ice in hospital rooms and blew air across them to make malaria and yellow fever patients comfortable.

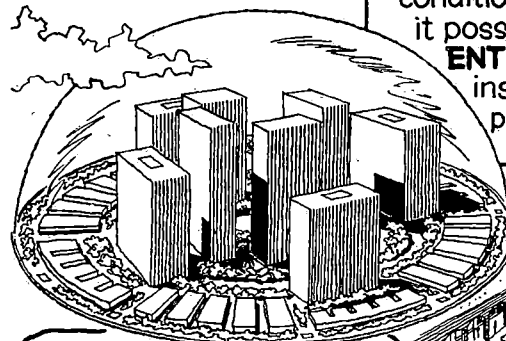
Today, thousands of hospitals, schools, offices, stores, and six million American homes, enjoy the benefits of modern air conditioning.

Nine out of ten central air conditioning units used in homes display the Seal of Certification of the Air-Conditioning and Refrigeration Institute -- an assurance of accurate capacity ratings and reliability.

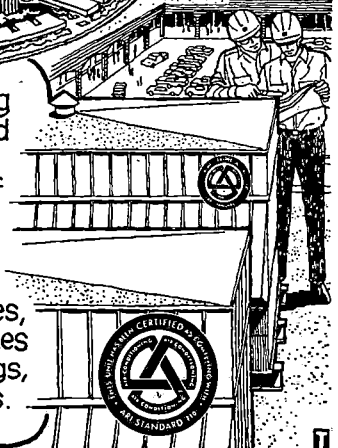
It's a fact-

PUEBLO INDIANS of Colorado achieved a primitive form of "climate control" by building a village -- Mesa Verde Pueblo -- under a huge rocky ledge that warded off sun and rain.

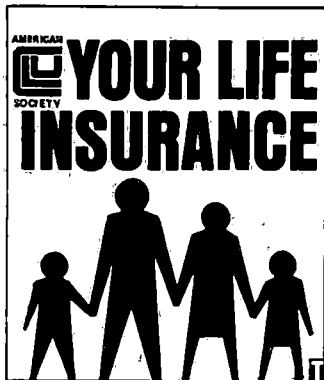
Experts believe air conditioning makes it possible to put **ENTIRE CITIES** inside weather-proof domes.



Already, air-conditioning equipment with assured reliability signified by "Certification Seal" of Air-Conditioning and Refrigeration Institute provides year-round climate control for homes, big buildings and complexes composed of many buildings, such as shopping centers.



The average person cannot identify "what's in it for me" if he does not know what your organization does—and how that involvement helps him. Shown here are innovative ways that five organizations use syndicated columns to establish "professional identity" and communicate their unique contribution to a better life for the reader. The organizations are: AMERICAN SOCIETY OF CHARTERED LIFE UNDERWRITERS, YMCA, AMERICAN PRODUCTION AND INVENTORY CONTROL SOCIETY, AMERICAN SOCIETY OF CIVIL ENGINEERS, and the INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS.



Prepared by the American Society of Chartered Life Underwriters, the national society of life insurance professionals who have earned the C L U designation by meeting high educational, ethical and experience requirements.

Q. My neighbor came up with what seemed to me a pretty sensible idea. He suggested I buy term insurance and invest the money I would save by not buying whole life insurance. How does that strike you?

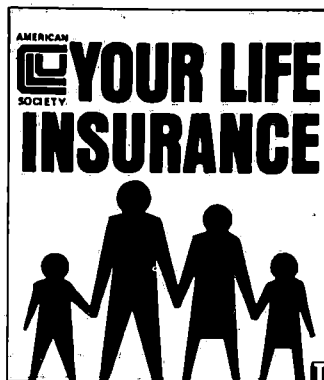
A. It isn't so much that the idea is wrong—it's just that there are a few "ifs" in this type of arrangement.

**If you regularly invest the money you "save" by buying term insurance instead of whole life.*

**If you don't use this money for other purposes.*

**And, If your investments work out favorably.*

Financial markets do go down as well as up, as recent events have made clear. The benefits in a whole life policy are guaranteed to you, no matter what happens in the economy, and this policy has additional values that cannot be duplicated by any other financial arrangement. One of these is the capacity to continue your insurance if you cannot afford to pay premiums for a time. Another is being able to borrow from the policy cash value in an emergency.



Prepared by the American Society of Chartered Life Underwriters, the national society of life insurance professionals who have earned the C L U designation by meeting high educational, ethical and experience requirements.

Q. I bought my life insurance policy two years ago, but that was before I had a brother-in-law. He says he can get me a better deal somewhere else. Do I lose anything if I change policies?

A. You might. If somebody suggests you drop your old policy and get a new one, get the proposal in writing. Then talk to your own agent. See if your old policy can be changed to suit you.

The reason for all this is that the longer you hold whole life policies, the more valuable they get. With a new policy, you might lose value. Also, when you buy a life insurance policy there's a contestable period, two years during which the company can question the statements you've made in your application. So, you'd have a new contestable period in your changed policies.

If you think your old policy doesn't suit your needs anymore, your agent can help you adapt it. And it's best not to change your policy without his advice.

WE'RE IN THE PEOPLE'S BUSINESS

YMCA

FOUNDED IN LONDON
IN 1844 TO HELP YOUNG FACTORY WORKERS COPE WITH THE CRUELITIES OF THE INDUSTRIAL REVOLUTION, THE YMCA CAME TO THE U.S.A. IN 1851, AND HAS SINCE WORKED STEADILY AT HELPING TO IMPROVE THE QUALITY OF LIFE IN AMERICA.

THE Y'S COMMUNITY SERVICE ACTIVITIES GO BACK TO 1863. IT WAS THE FIRST CIVILIAN ORGANIZATION TO WORK WITH THE MILITARY IN THE U.S.A.

TODAY THE Y IS WORKING AT URGENT SOCIAL PROBLEMS. IT CONDUCTS 1211 VARIED PROGRAMS TO HELP PEOPLE IN ALL COMMUNITIES.



Understanding Inventory

by American Production
And Inventory Control
Society Experts

How little is enough? That's a question businessmen often ask themselves when trying to decide how much of a product to manufacture, stock and sell. Questions such as these are the staples of people specializing in inventory control. And



their association, the American Production and Inventory Control Society, in Washington, D.C. points out that the dynamics of inventory have a crucial effect on the economy.

Consider paring down on inventory, for example. This can have serious economic consequences—a kind of snowball effect. Here's a case in point: If you get a 10 percent decline in retail demand, retailers start reducing their inventories, and wholesalers may be hit with a 15 percent drop in sales. The wholesalers start cutting down their inventories and manufacturers may get a 25 percent drop in demand.

What people specializing in inventory control learn is to treat such a situation with caution. They know when cutting down on inventory is economically justifiable.

People who understand inventory are important in helping to keep the economy healthy.

BUILDING A BETTER WORLD

LAND USE PLANNING TO ENHANCE ENVIRONMENT

Changes in the use of land are so radical and so widespread that the quality of life is affected for everyone. For some it's better, for some it's worse. How you are affected depends on where you are. Abuses of land are obvious and given wide attention. The decay of the center city, the sprawl of dumps where water fowl once nested, and all associated evils are well publicized.

But what about changes that promise a better life for man and bird alike? These too are taking place in response to diligent planning and persistent effort in developing rational land use patterns. Well intentioned professionals in and out of government are calling for coordination of the extensive planning needed for wise and balanced use of land.

One group of experts in the American Society of Civil Engineers (ASCE) has an ambitious program underway to promote and support creative land use and to correct or avoid the abuse of land resources. They are endeavoring to assure the coordination of the thousands of existing planning authorities and agencies now in operation, and to attract the support of other interested groups. While most of their work is organizational, the goal is a better environment; more recrea-



tional areas; enhanced residential, commercial, industrial use of land; preservation or restoration of natural or historic sites.

The ASCE points out that most obvious abuses have "just happened." Cities overwhelmed by wastes have created dumps in the most convenient marshland or hollow. Developers, private or public, have built housing or stadiums or industries without benefit of impact planning. And, the public loses when this happens. More needs to be done to show that improvements can be made—not just talked about, says ASCE. The probability that legislation, federal, state and local community will require such land use planning coordination is very great. With or without the compulsion of law, the coordination of planning efforts just makes good sense.

According to one civil engineer and suburban planner, if we "had a plan of this type 20 years ago, the energy problem would not be as serious as it is." Resource development is inescapably a part of land use planning. Most obvious to the energy user is what he sees: energy wasting transportation or transmission resulting from urban-suburban-exurban sprawl. But much of the threat is not so easily seen, until it has happened. Example: the development of a high cost residential community in flood zone area, where the new regional airport will become a noisy neighbor.

With optimism, civil engineers say "something" can be done about it. Coordinated land use planning is the way to go. These professionals are working away to assure the "building of a better world."

ENGINEERING FOR A BETTER WORLD



Your automobile is changing. As we have become concerned with pollution and safety, new devices are being added to your car. Many of these innovations have been designed by electrical engineers.

Electronically controlled windshield wipers, electronic ignition and the ability to make a diagnostic inspection of your car at your service station are some of the more recent electrical improvements that are available on many car models. Mr. Robert Hood, speaking at a recent technical session on automotive electronics sponsored by the Institute of Electrical and Electronics Engineers, noted that the "success of these...controls has been central to the advance of electronics in automobiles because they represent a transfer of trust into the automotive electronic environment."

The newest device adopted by U.S. auto manufacturers is electronic fuel injection. While previously used in some European models, it is now being utilized by

a domestic producer. First marketed in 1968, this system of electronically regulating gas flow has received increased attention because of the new federal emission standards.

Autos run on energy created by a mixture of gas and air. If there is too much gas present, hydrocarbons and carbon monoxide are emitted in the exhaust. Too much air in the mixture promotes high temperatures and excessive nitrous oxide is given off. Electronic fuel injection constantly monitors the mixture to make sure that they are in the proper proportions. While other devices can produce the same emissions standard, electronic fuel injection works more efficiently and can produce up to 10% better gas mileage.

More changes in your car can be expected in the near future. According to Mr. Hood, these devices will create a car "which is safer, more economical, and more responsive to the driver's needs."

When your organization's mandate includes promoting the benefits of a particular type of product, there are at least three approaches to take. The first is a rather direct "how to" strategy, as shown in the columns by the PLATINUM INFORMATION BUREAU, NATIONAL TIRE DEALERS AND RETREADERS ASSOCIATION, DISTILLED SPIRITS COUNCIL OF THE U.S., and COTTON INC. Another approach is to associate your product with things that already have wide approval. This was done here by the COTTON FIBER PAPER COUNCIL. And the TEA COUNCIL reached out for wider consumption of tea by suggesting a variety of situations in which a cup of tea is "good psychology."

How To Select An Engagement Ring

It's one of the most important pieces of jewelry a young woman ever has to choose, so of course she doesn't want to make a mistake selecting her engagement ring.

Sometimes an eager fiance buys it to present to his beloved as a tender surprise.



She is so stunned with happiness that she doesn't realize until after the "I do's" that it won't fit on the same finger with the wedding band.

So it's best to have the bride help make the choice. To many women, an engagement ring means a perfectly cut, perfectly clear white diamond. And the setting? The trend over the years has been to the white metals, particularly platinum.

What makes platinum the perfect setting for the diamond is, among other things, its purity. (White gold may contain as much as one-half non-precious metal.) Platinum is also tough so it resists nicks and scratches. It's stronger, meaning it can hold the precious stone most securely. It's tarnish proof and doesn't need polishing—ever. No other metal reflects the lights of a diamond quite like platinum.

For a free brochure on platinum, send your name and address to Platinum Information Bureau/USA, P.O. Box 415, Malvern, Pa. 19355.

CHOOSING SNOW TIRES

Although there is no sure way to get positive traction under all winter driving conditions, snow tires — that is, tires with deeper grooves than those on regular tires — can be up to 20 percent safer. Where regular tires would require about 188 feet to bring the car to a halt at 20 m.p.h. at 20 degree temperature, snow tires would need only about 168 feet.

Here are a few tips on how to choose them from the Tire Retread Information Bureau:

1. You can get a good buy on retread snow tires — as on regular tires — because they are half



the price of new tires yet give similar performance.

2. Follow the rules for buying regular tires: Buy only from well established retreaders whose goods are high quality and guaranteed.

3. Don't mix radial tires on one axle with snow tires of bias-belt or bias-ply construction on the other axle.

4. After you've got them on, remember that changing weather changes tire inflation pressure. Tires lose about one pound of air pressure for every 10-degree drop in temperature.

It's safe to say snow tires are a safety must in winter weather and with rising costs and tight money ahead, retread snow tires may just be the answer.



Fondue & You

Are you fond of fondue? If your heart melts at the taste, but your mind wilts at the thought, cheer up, you don't have to spend a lot of bread on fancy equipment and cooking classes to have a fondue party. Fondue can easily be prepared in any heavy pan on the range. Set the pan over a candle warmer when serving. And you and your guests can then enjoy fondue's flavor, fun and friendliness.

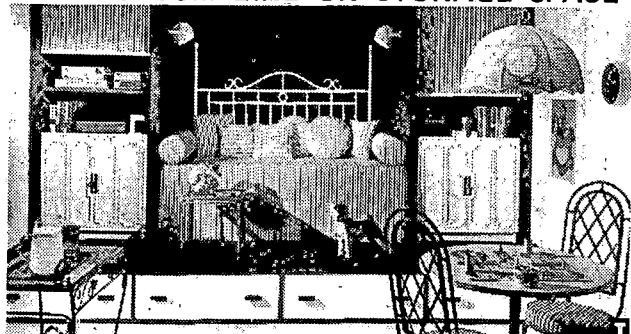
GOLDEN CHEESE FONDUE

- 1 pound Cheddar cheese, shredded
- 1 tablespoon flour
- 1-1/2 ounce scotch, Bourbon, or blended whiskey
- 1 small bottle (7 ounces) club soda
- 1 teaspoon Worcestershire sauce
- 1/4 teaspoon dry mustard
- 1 tablespoon butter
- 1 egg, lightly beaten
- French or Italian bread, cut in chunks, each with crust

Toss shredded cheese with flour. Combine scotch, Bourbon, or blended whiskey, club soda, seasonings and butter in a fondue pot or saucepan and bring to a simmer. Add cheese a handful at a time, stirring constantly, and allowing it to melt before adding more. Cook, stirring until cheese has melted and mixture thickened. Add a little of the hot cheese mixture to the beaten egg and then stir back into pan. Stir smooth. Serve with crusty chunks of bread for dipping. Makes 4 servings.



THE BOTTOM LINE ON STORAGE SPACE



SPACE PLATFORM—Charming, bed-setting room with cotton ticking and under-the-floor drawers.

When you get down to it, young people can always use more storage space. Now things that are underfoot in a teen-ager's room can be under the floor instead.

It's easy to put up a platform in one part of the room, with step drawers underneath to add stash-away space.

The shades match the bright look of Waverly's red and white ticking in bedspread, accent pillows and Meadowcraft's red lacquer ice cream parlor chairs. All the material is 100 percent cotton, so it's easy to work with, easy on the eye and easy to care for, for a long time.

Decorating Psychology

UPDATING THE GOOD OLD DAYS



EASY ELEGANCE: using 100 percent cotton upholstery.

You can give your home a feeling of timeless good taste, conjuring up pleasant memories, with wicker furniture.

Wicker is enjoying a resurgence in popularity because it's traditional with a twist. Interpreted with a dramatic fashion flair, it's adaptable to many different settings, and it can be as modern as tomorrow. Gleaming white lacquer-finished wicker is especially effective when it's covered in classy, classic cotton prints in florals or plaids, and cotton is sturdy, comfortable and easy to clean.

IT'S THE MOST!

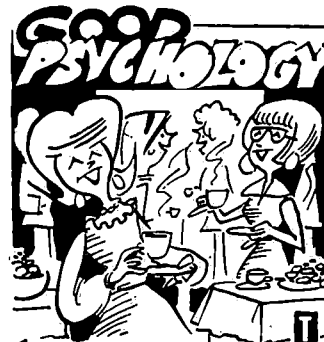
It was a lot of money then, but a Paris art dealer who recognized quality when he saw it paid \$80 for a painting by an unknown



artist. One hundred years later in 1968, the painting by Renoir brought the highest price ever paid for a modern work—\$1,550,000.

Every year good sales letters help bring in billions of dollars of business. Letters written on cotton fiber (rag) paper—with its crispness, fine finish and distinctive watermark—create an image of quality that makes a good idea even more persuasive.

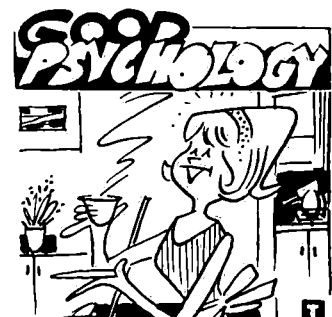
When an expert on high-quality gems wants to feast his eyes on the most rare and expensive stone of all, he won't marvel at a diamond. He knows that the most uncommon and valuable of gems is the ruby!



IF CLUB MEETINGS ARE HELD AT YOUR HOUSE, AN EASY WAY TO BRING THE SESSION TO AN END IS TO SERVE THE MEMBERS TEA AND A SNACK. HOT TEA CAN SOOTHE AWAY TEMPER AND TIREDNESS AND END THE MEETING ON A PLEASANT NOTE.



IF YOU'RE HAVING TROUBLE STICKING TO A DIET, PSYCHOLOGISTS SUGGEST YOU TURN TO ICED TEA AS A REFRESHING BETWEEN-MEAL BOOST THAT CAN PROVIDE A GENTLE, SUSTAINED LIFT, WITHOUT LIFTING YOUR CALORIE COUNT.



HOUSEWORK DOESN'T HAVE TO BE SO HORRIBLE. PSYCHOLOGISTS SAY TAKING A BRIEF BREAK CAN GIVE YOU THE ENERGY TO DO A BETTER JOB FASTER WHEN YOU GET BACK. SIT DOWN IN THE LIVING ROOM, TURN ON SOME SOFT MUSIC AND HAVE A HOT CUP OF RELAXING, REFRESHING TEA.

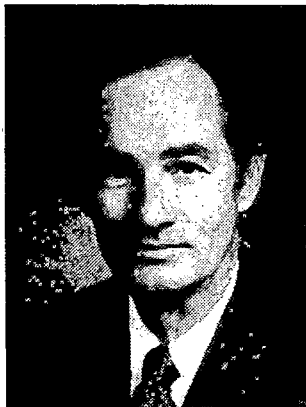
Developing a method of effectively responding to an attack is one of the trickiest communications jobs for the nonprofit organization. It is vitally important that you not overreact, and that your response seem credible, reasoned, and confident. Shown here are four such responses, all of which enabled the CHEMICAL INDUSTRY GROUP, MANUFACTURED HOUSING INSTITUTE, TRADING STAMPS, and the EDISON ELECTRIC INSTITUTE to refute criticism and allegations without appearing defensive.

Understanding Our American Economy

GOOD NEWS ABOUT STRETCHING CRITICAL FUELS

You count on your electric utility companies for dependable service. But your electric companies can do even more for you.

By building new plants that use different fuels to make electricity, they can "free up" hundreds of millions of barrels of oil. Badly needed oil.



W. Danham Crawford, President, Edison Electric Institute, the principal association of the nation's investor-owned electric utility companies.

A single nuclear plant can produce as much electricity in a year as an oil-fired plant burning 10 million barrels of oil.

Almost any fuel can be converted into electricity.

Your electric company uses a generator to make electricity. And like the generator in your car, it needs to be turned by something.

In hydroelectric plants, the generators are hooked up to elaborate "water wheel" turbines that turn them.

But in most electric plants, it is steam, made in a

boiler, that turns the generators. How you make the steam is a key to saving fuels for this country.

In oil-fired plants, oil is burned to make the steam. In coal plants, coal. In nuclear power plants, the carefully controlled nuclear reaction gives off heat that makes the steam.

Coal and nuclear fuel can take the place of oil.

Knowing that it's all in how you make the steam,



you can see that the way to save oil is simply not to build more power plants that depend on oil.

With the oil shortage, we have had a hard time getting the oil to keep these plants going. Where available, it has been expensive. So the idea is to shift to fuels which are more plentiful.

Coal, for instance, is now used to make about 46% of our electricity. Nuclear energy only 6%.

The oil-saving answer is to build new plants that can use coal or nuclear energy. Both of these alternative fuels also offer important economic advantages over oil. There are economies for consumers, too.

On a nationwide average, nuclear fuel costs about one-eighth as much as oil.

Then why haven't we switched over to coal and nuclear fuels? The answer is, the past year has been so hard on electric companies financially that 83 new nuclear installations have been delayed or shelved. And what hurts most is that it takes 10 years to build a nuclear plant.

We need new coal-burning plants, too. But environmental restrictions have closed off much of our coal supply.

The country has hundreds of years worth of coal

scrubbers where they are not needed will cost consumers hundreds of millions of dollars. Not to mention the possible threat to the continuity of service. Reliability must govern whatever electric companies do.

Can new coal and nuclear plants slow down the rapid rise of electric rates? Electricity prices, like everything else, have climbed rapidly the last year and show every indication of continuing to climb. So the economies of a nuclear plant, for instance, cannot turn inflation around, but they can slow it down. And that is important.

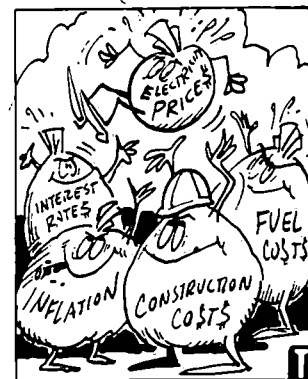
Fuel costs, construction costs, interest rates and inflation have all been forcing the price of electricity up despite the efforts of com-



in the ground and a long-range supply of uranium to rely on.

The electric companies favor and support the objectives of the Clean Air Act, but have disagreed so far with the Environmental Protection Agency on the best way to achieve these objectives in the burning of coal. There are a number of ways to achieve health-related air standards, and electric companies think they all have a place.

A requirement to install



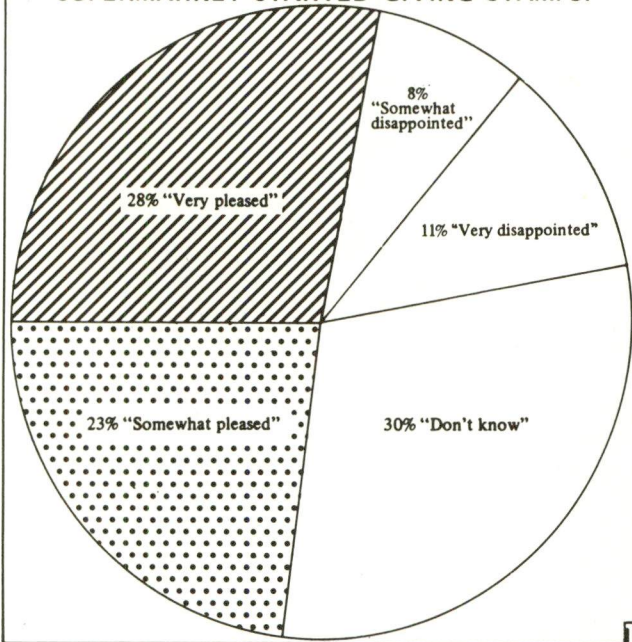
panies and regulatory commissions to slow the rise.

Your electric companies are in a unique position of being able to help stretch this country's critical fuels—specifically oil and natural gas—and keep your electric service reliable at the same time.

It's a big order, but with your help, they can do it.

Your Opinions: Similar To The Ideas Of Most Americans?

HOW WOULD YOU FEEL IF YOUR FAVORITE SUPERMARKET STARTED GIVING STAMPS?



Fifty one per cent of shoppers interviewed said they would approve if their favorite supermarket started giving trading stamps, reports a nationwide survey by Benson and Benson, Inc. Meanwhile, 67 per cent of those who shop most in a stamp-giving store said they would be disappointed if their store dropped stamps.

A GUEST EDITORIAL

BUREAUCRATIC OVERKILL

In the half decade since protection of the environment became an issue of widespread concern, the Congress has passed ten major laws and a barrage of lesser clauses aimed at preserving this vulnerable Earth.

While only the most blinkered individuals would dispute the need for continuing concern, the Congressional approach to this problem—and a host of other issues—begs for scrutiny. Why, for example, does the Congress inevitably respond with a thickening of the statute books? Why is it always assumed that a massive structure of interlocking and duplicative laws, with their attendant bureaucracy, will right every wrong, real or imagined?

Yet another example of this straight jacket approach is currently before Congress in the form of a toxic substances bill. While its proponents claim the bill is a vital element in protecting the environment, they choose to ignore the fact that the bulk of its content is duplicated in 27 other pieces of legisla-



tion already on the books. Also ignored is the fact that two major segments of this previously enacted legislation have yet to be put into effect, more than a year after gaining Congressional approval.

According to chemical industry estimates, the costs of implementing the provisions of this new bureaucratic layer would be in excess of \$1 billion and this figure does not include the added costs for industry customers and the general public.

At a time when a multitude of even more crucial projects cry out for Federal funds, enactment of this bill is unnecessary and patently unwise. The Congress should be told so and told soon.

Triumphs Of American Ingenuity

NEW HOUSING APPROACHES SOLVE HOME OWNERSHIP PROBLEMS

Approximately 60 percent of American families cannot now pay the cost of owning conventional, one-family housing. The median price of new homes sold in December 1974 was \$42,700.

Yet, a serious housing shortage exists with a critical need for affordable homes. Fortunately, there's a ready-made answer in the form of "manufactured housing."



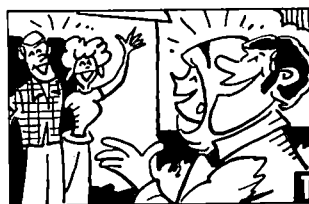
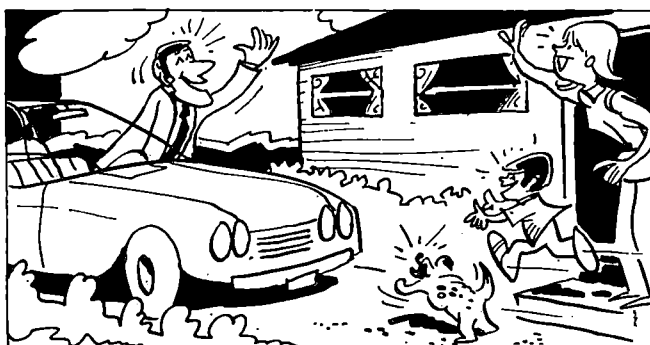
Martin That's a new, and more accurate, name for "mobile homes."

"Manufactured housing is mobile, in the sense that it can be moved from the plant to the property site, but virtually all mobile homes make only that original move," explains John M. Martin, President of the Manufactured Housing Institute. "With our beefed-up standards, and proper maintenance, a manufactured house can have a life expectancy of at least 30 years."

This is reflected in the growing number of condominiums, and subdivisions made up of manufactured homes placed on permanent foundations.

Unlike site-built housing, with its variable building codes, manufactured homes can be mass-produced for economy. Typical cost of a "mobile" home ranges from a low of \$5,000 for a "single-wide" to \$20,000 plus for a "double-wide." Fifty to 70 feet in length, a single width is generally 12 or 14 feet wide.

A double-wide consists



of two single-wides joined together. As the use of double-wides increases and as the popularity of 14-wides grows, the "expandable," a single-wide with rooms that telescope out, is becoming less common.

Importantly, advantages other than cost are offered. For example, manufactured homes have out-paced site-builts in fire safety. In cooperation with the American National Standards Institute and the National Fire Protection Association, MHI has established a stringent fire safety code to which all its members conform and which is now recognized by 46 states. This type of housing was the first to include requirements for smoke detection equipment as another safeguard.

The new Federal Mobile Home Safety Act becomes effective in February 1976, and is applicable in all 50 states. The national code

will be enforced on the state level under guidelines established by the U.S. Department of Housing and Urban Development.

Manufactured homes are built to energy conservation standards. They're innovative, too—because they're made to meet performance in-use requirements rather than statistical specifications. The Institute helps manufactured home owners through its Consumer Action Bureau, and through the efforts of Lisa Drake, its consumer affairs advisor.

Compared with unfurnished, site-built homes at approximately \$21.00 per square foot, manufactured housing with furniture and appliances costs \$10.63 per square foot—about half as much. If the buyer prefers, he can buy the home without furniture. Skirting, steps, and anchoring systems must also be purchased and add approximately 15 percent

to the manufactured home cost.

With the 1974 Housing and Community Development Act, financing for manufactured homes received a lift. Their financing can be government-insured and guaranteed—by the Federal Housing Administration, Farmers Home Administration and the Veterans Administration.

For the community where they exist, many manufactured home developments now provide more revenue per acre with less expenditure than conventional housing developments. A recent survey of Manatee County, Florida, showed that manufactured home residents, most of them senior citizens, contributed an estimated \$44 million a year to the local economy.

Manufactured home ownership carries tax advantages too. Owners are allowed to deduct from their incomes the taxes which they pay on their homes, the same as "conventional" home owners. Additionally, purchasers of new manufactured homes qualify for the tax credit approved by Congress earlier this year. As with other home owners, the purchaser of a manufactured house may claim a tax credit of 5 percent (\$2,000 maximum) if his newly purchased manufactured house meets the other qualifications of the Act.

To the other benefits, owners add one more. They enjoy the community camaraderie and the more care-free life-style that these economical, easy-maintenance homes offer.

Chapter 9

GUIDE TO MEETINGS, CONVENTIONS, CONFERENCES AND SEMINARS

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CHAPTER 9

GUIDE TO MEETINGS, CONVENTIONS, CONFERENCES AND SEMINARS

Of all the methods of communicating with your membership, the meeting format provides the widest range of possibilities. It is the most personal. It permits you to communicate dramatically. And you have (for the period of the meeting), the member's undivided attention, away from phones, business, and other distractions.

On the minus side, the meeting format is filled with pitfalls. For one thing, a successful meeting requires lots of time and resources. It is also less susceptible to your control—once people are together and interacting, there's really no telling where the meeting will end up.

For our purposes, we have been calling any gathering of people a meeting, but this is an oversimplification. In truth, there are many forms that this gathering can take. In this chapter, we will discuss the four major categories—meetings, conventions, conferences, and seminars. We will provide details on planning and carrying out successful events in all four categories.

MEETINGS

The golden rule is to get down to business at once and stay there.

1. State the purpose of the meeting clearly—this should be the first thing done. Then outline the agenda for the meeting, telling exactly how much time will be allowed for each item. Stick to this schedule absolutely.
2. Be sure your research is done and all your ideas organized before you get up to speak. Be brief and encourage others to follow your example. Tell people as plainly as possible what you want them to do and why. But don't be *too* spare about presenting your ideas; remember that a digression to describe an example or experience drawn from real life can be the most dramatic way of driving a point home.
3. And don't be unnecessarily brusque. Address people by name when inviting their contributions. Try to find the good points in these contributions and comment on them.
4. In closing, present a precise summary of what was accomplished and what remains to be done.

There is one school of thought that holds that the chairs should be as uncomfortable as possible—the hard, metal folding variety is excellent—to eliminate the lullaby factor.

CONVENTIONS

Planning and seeing through a successful convention means juggling an incredible number of negotiations—with your own people, the hotel that will house them, the airline and other travel companies who will be taking them there, the speakers who'll be addressing them, and the host city around which they'll be spending their spare time (and money). But the wise convention planner won't have too many problems if he remembers the two cardinal elements of efficient convention spadework: good communications and planning done well in advance.

Communications

Hotels now employ a *convention director* or *convention executive* to handle all the details involved in accommodating large meeting groups and their activities. This is the person with whom you'll be making your bedding and boarding arrangements. Your communications with him must be open, honest, full, and, above all, continually up-to-date. The same holds true for your dealings with your speakers, your airlines, and your travel agents, if any. Know as early as possible exactly what you'll need from them, and tell them. Be sure *they* tell *you* exactly what they can and can't do.

Planning

It takes several years to make all the plans required to move, accommodate, feed, inform, and entertain a group that may add up to several hundred people. You'll not only have to start early, you'll have to know the right time to attend to each item. To give you some idea of the way the planning unfolds, here's the work schedule for an actual convention held in February of 1976, with the explanation of each item.

- 5/73 *Preparatory site analysis.* Write to the convention bureaus in the cities being considered, requesting information about their hotels and facilities. Contact the hotels and work up the material into written analyses, one for each site.
- 6/73 *Board meeting* to compare these and come to an informal decision about the city to be selected.
Site confirmation by board. Official selection of city.
- 7/73 *Notification of city and hotels.* Send formal notification to the city's convention bureau and the hotels tentatively chosen, sounding out proposed meeting dates. Obtain specific information on tours, programs for wives, etc.
- 9/73 *Inquiries to likely hotels.* Establish files to contain the literature you receive from them.

- 1/74 *Inspection trip.* Very important! All likely properties will be personally inspected by members of your convention staff, who will file a report with the executive board.
- 2/75 *Determine work plan.* Apportion tasks for the tighter work schedule coming up this year.
- 3/75 *Hotel inspection.* Visit the properties under consideration again, with an eye to private accommodations as well as public rooms. Finding out hotels' rates, menu prices, and complimentary room policy.
Confirm hotel and meeting dates. Decide on a hotel and confirm the dates of the meeting with it.
Update site information. Actually, this will be going on from now until the convention itself. You'll continue to add to your files the latest information from both city and hotel on tours, local speakers, etc.
- 4/75 *Set up meeting.* The convention director now visits the city to put down the first layer of plans. At the hotel, this means booking public rooms on the basis of the meeting's projected schedule, assigning special suites, firming up price schedules, and getting to know key personnel. Elsewhere in the city, the director will solicit proposals from such outside contractors as tour organizers and audiovisual firms. He'll also visit the staff of the convention bureau.
- 6/75 *Finalize schedule and budget.* Decide on number, time, place, and duration of meetings and other functions, tours, and programs for wives and children. Now is the time to review the preliminary budget and make any necessary adjustments.
- 7/75 *Staff meeting* to plan promotion of convention to members.
- 8/75 *Staff meeting* on seminars and awards to be given.
- 9/75 *Staff meeting* to review program, budget, housing, promotion.
- 10/75 *Mailing date* for the first batch of promotional materials. Selection of blocks of rooms to be used by staff; ordering ribbons, badges, souvenirs; getting a photographer.
- 12/75 *Nail down convention schedule,* arrange for security guards, contact press, finalize staff travel arrangements.
- 1/76 *Order necessary awards and plaques,* draft convention staff's day-to-day duties on site, mail final versions of schedule and work sheets to hotel.
- 2/2/76 Completion of all advance registration packets. Wrap up the list of pre-registrants.
- 2/13/76 Staff arrives on site, two days before meeting starts.

Designate one member of your convention staff as the *work plan coordinator*. His responsibility will be to set up the schedule and see that all its deadlines are met by the appropriate staff members. Additionally, he can handle the early correspondence, collate the material that comes in from the site, and make sure that master copies of schedules and function sheets are available as they're decided upon.

Now let's take up the items you'll have to handle one at a time. Chronologically, the first one will be:

Selecting a Location and Hotel

The site of a convention is the one thing that can't possibly be changed once it's decided. In choosing it, keep in mind both the personality of your group and the purpose of your meeting. Are your people most likely to be interested in sports, scenery, and nature? If so, a resort area would be indicated. Would they prefer the cultural attractions and nightlife of a big city? Is your convention planned in order to accomplish a certain amount of serious work and study? In that case, an overly fascinating environment might defeat your purpose and you might want to look for a more secluded area. Are you planning a post-convention tour or vacation package tie-in? Check the surrounding geography. Finally, are the internal politics of your organization a factor? You might want to have successive conventions in different parts of the country.

When you've made your preliminary decision on a city, contact the convention bureau representative there. He's a city employee whose job it is to know everything about his city relevant to convention trade. He'll be able to give you a great deal of necessary information on climate, intracity travel, the accessibility of various hotels and meeting halls, shopping, tours, and seasonal fluctuations in hotel rates.

Once you've settled on a city, you'll be ready to go there to check out the most likely hotels. This is a very important step. Nonprofit organization managers and hotel convention directors alike agree that there's no substitute for seeing the property with your own eyes. Walk through the lobby and visualize your registration taking place there. Go through the public rooms; notice their size, arrangement, lighting, and audiovisual facilities. Do they look like the right settings for the functions you plan? And don't neglect the private accommodations. Are they spacious, comfortable, attractive? Would you like to stay in one?

More important than all these details, perhaps, are the people who will be serving you while you're there. How anxious for your business do they appear to be? Do they demonstrate not only eagerness to please but the competence to do so? Talk to people like the bellmen, waiters, and beauticians—they're the ones who will be talking to your group later on. The flow of information isn't all one way, however. While you're making up your mind, give the hotel's convention executive an outline of your own requirements. It should include the following information as a minimum:

Accommodations

- number
- type (single, double)
- arrival-departure patterns

General schedule

- pre-convention meetings
- convention
- post-convention business

Space requirements

- meeting rooms
- service areas
 - registration
 - ticket sales
 - hospitality suites

Service requirements

- facilities
- equipment (projectors? mikes? platforms?)
- services (typists? babysitters? guards?)

Try to provide as much specific information here as you can, because no matter how eager a convention executive may be for your patronage, he'll want to know first that he can deliver everything you need.

You may be delighted with the first hotel you see—but don't take it before you've investigated at least two or three others. There may be another place where you can get it all for less, and you'll never know unless you look.

Closing the Deal

When you've made your final decision about a hotel, it's time to talk about price in detail. Find out room rates, prices for facilities (gift shops, beauty parlors), how you'll be charged for your meal functions, and what the hotel will give you in the way of complimentary rooms. (The usual arrangement is something like one free room for every fifty booked or one suite for every hundred. In addition, some hotels give complimentary meeting rooms on the basis of meal functions planned.) Find out also about local sales taxes, liquor taxes, and customs regarding tipping.

Now you're ready to book. You'll get a sales contract that outlines the meeting space, meals, and private accommodations you've ordered and itemizes your charges. **READ THIS CAREFULLY. MAKE SURE YOU UNDERSTAND EVERYTHING ON IT. BE SURE THAT NOTHING IS MISSING AND THAT NOTHING IS THERE THAT SHOULDN'T BE.** As time goes on, you may have to add, subtract, or change things. **PUT THESE CHANGES IN WRITING.** It's your only sure protection. A telephone call **IS NOT ENOUGH.**

The Ground Plan

Now it's time to meet the hotel executive and get down to the actual schedule of the convention. Draw up a master work list, including a function sheet for every occasion you're planning. These sheets will include:

- meetings
- meal functions
- exhibits, if any
- other activities

For each of these, state time, place, and your exact requirements as to:

- room setup
- type of seating
- facilities
- equipment
- services
- other

Make sure copies of these sheets go to your own staff as well as all relevant hotel personnel and technicians and that the information on them is kept up to date.

(Your organization may have a local chapter in the city where your convention is planned. If so, you may want to ask a local member to work with the hotel executive on a day-to-day basis. If this is done, make sure the executive knows exactly who this person is and what he is and is not empowered to do.)

Making Book on Rooms

There is a bit of a gamble about booking rooms. After all, you'll have to give the hotel an estimate of the number of rooms you'll need quite early, long before you can start expecting registration forms to come in from your membership. Your hotel will have a cutoff date after which you must pay for all the rooms you haven't released, whether bodies come to fill them or not. You don't want to be charged for a floor full of empty beds, but you certainly don't want to be caught in the lobby by a contingent of people with no place to put their suitcases down.

Review your convention history. Extrapolate the attendance and arrival-departure patterns that are likely to show up again. (Are you planning something special, such as an anniversary celebration, that may cause an unusual spurt in attendance?) Reach a clear understanding with the hotel as to how long they will hold rooms for you. Have them send out registration forms to your people, and be sure that these include a warning that if they cancel after a certain date they'll have to pay anyway. (Tell the hotel to keep you informed of the number of registrations they get. If these show signs of flagging, you might want to step up your promotional campaign.) Do your part, too. Release all rooms you won't be needing as soon as you know you won't need them. One last word: While you don't want to get stuck paying for rooms you don't use, it's still a good idea to keep a small block of them—say, four or five—in your pocket in case of emergency.

Travel

You can tell your people to get there on their own, you can use a charter or a group plan, or you can designate an airline as your official carrier. Or you can refer the whole thing to a travel agent. Let's examine your options.

The Official Airline

With this setup, all your travel arrangements will be in the hands of a single entity. Most airlines have mailing services that can be used to send out announcements, advertisements,

and complete flight schedules, as well as registration forms. They are also likely to have full-time convention-service personnel who can arrange tours and car rentals, ship convention materials, and set up an on-the-spot service desk just for your groups. (Many executives aren't aware of how many services an airline can provide and think these services can only be provided by a travel agent.) At least one association executive has suggested that having an officially designated carrier makes the membership feel their organization is taking special pains to look after them. On the other hand, no one single carrier services all parts of the country equally, and some of your people may be left out in the cold if they have to come in from out-of-the-way places.

Whatever you decide, decide early, and notify your people early. The problems about reserving the right amount of space on a plane are the same as the ones involved in booking hotel rooms, and airlines like to have as much lead time as possible in blocking seats. They're also particularly eager to get your commitment down in writing. Early. It's best to start your negotiations with the airline at about the same time you close on a meeting site. As one executive put it, "All the hotel rooms in a city are of no use if the people to fill them can't get there."

Charters

Here, of course, the advantage is lower cost, but people going to a convention often want more services than are provided through a charter arrangement. Another consideration is that if your people are scattered all over the country you may not be able to fill up a whole plane from any one starting point unless your convention is very large indeed. Then, charters are not as flexible as regularly scheduled flights. You have much less freedom as to when you can make reservations and whether you can cancel and rebook—and some people are willing to pay top dollar for this freedom. For this reason, they may prefer to bypass the charter arrangement and shop instead for group rate packages, which may offer as much as a 20 percent discount. For prime resort areas and overseas travel, however, the economy of a charter flight might be worth looking into. Please note this, too: In response to the hardships of the energy crisis and the general demand for cheaper air travel, the Civil Aeronautics Board recently threw open the charter option to nonaffiliated individuals. If your group has not met the requirements for charter eligibility in the past, your members can now book low-cost OTC (one-stop inclusive tour charter) packages legitimately as individuals.

Travel Agencies

They can help you with:

- on-site meeting coordination and registration
- planning and expediting spouses' and children's programs
- sightseeing tours
- outdoors activities
- entertainment
- pre- and post-convention tours
- promotional mailings

travel registrations for members
hotel accommodations

So there's a great deal to be said for using them. But be very careful about which one you select, or you may find yourself in the position of the anguished executive who was told the day before his trip was scheduled that the check with which his travel agent had paid the airline had just bounced! Fortunately, the airline promised to fly the group anyway after being contacted by the nonprofit organization, and the trip went off as scheduled. (The travel agency is now defunct.) This kind of thing is much more likely to be the exception than the rule, of course, but you should take pains to see that any agent you engage meets certain standards of competence, honesty, and solvency.

First, be sure to pick an agent with solid experience in group travel. (Some agents deal only with groups.) It's also a good idea to select one who has had particular experience working the geographical area you're bound for. Look for an agency with a good track record. Find out what nonprofit organizations have used it in the recent past and ask them what their experiences were. And, by all means, try to be as sure as possible of your agent's financial status before you engage him. Once you engage him, see to it that he keeps you completely informed of his progress. But do your part, too—begin planning early.

There's one other risk you run with a travel agent, one whose name causes chills to flow down the back of any experienced convention executive—INTERCEPT.

Intercept is essentially a communications problem. In its most innocent form, it simply consists of the agent's doing too much without telling you. He schedules an all-morning tour to start at the same time your group is due to be addressed by a busy, important VIP who has flown 2,000 miles just to be there (and the tour is announced by loudspeaker just as the unfortunate man is standing up!). Suddenly, the speaker is addressing a room full of still-warm chairs. What can you tell him?

Then, state and local chapters of organizations sometimes undercut their leaders' nationwide plans by making their own arrangements with tour brokers because it can be cheaper. (There are even rumors that they get their own trips free if they can swing a whole area.) And some agents are out-and-out dishonest and will send out flyers to your people telling them they represent you officially when they don't. Finally, you should remember that travel agents have no primary commitment to the success of your meeting or the happiness of your people; they're doing business. If some important guest speaker gets a room right next to a noisy elevator shaft, the agent won't be affected. You're the one who will be held responsible.

Here are some pointers, then, about keeping communications free and clear between all parties concerned—the agency, the carrier, the hotel, your people, and you.

1. If your meeting is being held in a resort area, make allowance for the distraction this will offer your members.
2. Ask your people well in advance to tell you if they plan to make their own arrangements.
3. Let them know this can result in inconvenience!
4. If they persist, warn them to check out their agent thoroughly.
5. Don't use more than one agent yourself.
6. Be sure that sightseeing trips won't pull people away at the time your main activities are scheduled.

7. Be free about asking your agent for advice.
8. Remind people planning to arrive at odd hours that they may thereby miss a key event.

Selection of Speakers

One woman who's been a hotel's convention executive for many years says that the choice of a speaker may be the biggest single factor in making a meeting a success or a failure. It's true that the experience of being fascinated or bored may be the most lingering memory your people will take away with them. What can you do about it?

A big name is always a plus. Even if he puts them to sleep, his audience will still enjoy knowing they were in the same room with him. Be careful about flying too high, however. Remember the experience of one executive, whose keynote speaker had to cancel two weeks before the date because he'd just been named to the then-vacant spot of Vice President of the United States. You can get around this by booking a backup speaker. One organization that had booked the President for a banquet also engaged a nationally famous Washington newsman with a contract that said he would arrive with a fully prepared speech, tailored to the occasion, if his presence was necessary. If not, he was to be paid half the contract fee. As it turned out, he wasn't needed, but the buyer considered the arrangement a wise investment.

But your speakers won't all be stellar celebrities in any case, so here are some pointers about selecting the meat-and-potatoes part of your program.

First, decide what topics you want dealt with and how. You may be planning workshops, where the goal is the maximum give-and-take of ideas among a small group of highly motivated people; technical sessions, whose purpose is to impart a certain amount of highly specialized knowledge in a limited time; or general sessions. Each will require different skills from a speaker. Outline what material you'll want covered by each type of session. Then you'll know exactly what kind of people you're shopping for.

In addition to knowing his material, a workshop speaker should be able to communicate well without a script, arouse audience interest and feedback, and orchestrate it so that the meeting is fruitful as well as lively. A technical speaker, on the other hand, doesn't have to be that interesting. If he knows what he's talking about, his audience will have gotten what they came for. (Don't rule out the possibility of a coach, however, if your man has real problems in communicating. Coaches aren't too expensive and can apply a great deal of polish in a relatively short time. You can get one from a speakers' bureau, of which more later.)

Your general speaker is the one who will really have to know how to hold an audience. You may want him to uplift, amuse, provoke, or send your people home ready to take on the world. He must know how to work with a mike (his will probably be the longest and largest sessions), how to use timing like a professional actor or comedian, how to sense the mood of an audience, and how to incorporate material pertaining to your organization so that your people will feel he's talking just for them. Unlike the speakers in the first two categories, he won't be addressing himself to some specific problem occasioned by the work your organization does. He'll be dealing with overall, long-range issues such as "The Economy" or "The Future of Volunteerism." (There are some speakers who feature "canned" speeches in their repertory; i.e., speeches that can be used for any audience. Don't rule them out. They can be very funny or inspiring if you get a talented person.)

But where do you go to find such people? The first source to remember is the speakers' bureau. They have access to the best talent in a wide range of fields and can help you greatly in picking the speaker who fits your particular needs. They also keep track of their clients' schedules and can very likely catch a second bird for you if your first has to fly away somewhere. Finally, they work hard to please because they need "repeaters" to stay alive—one-shot customers couldn't keep them going.

By all means, ask for your speaker's references and check them out. He'll have a brochure; look in it to find out where his last reviews were printed. Talk to him; find out what he looks and sounds like. Will he turn your people on or off?

Do remember the audience. Their average age, income, background, interests, and level of sophistication should all be borne in mind—as well as whether you want them to be amused, educated, stimulated, or soothed.

Care and feeding

- Book early. This means convenience for you, simple courtesy for him.
- Be cheerful and enthusiastic in all your preliminary dealings with your speaker. Let him see how important he is to you.
- Confirm all details in writing. Be thorough and specific about everything pertaining to travel, pickup, accommodations, and schedule. Tell him exactly how much time he has and exactly what you want him to do. Avoid the dreaded "But I thought you meant. . . ." syndrome.
- Use the speaker's PR material in your own promotional mailings as much as possible. Publicize him in the general press, too. This helps prime your audience and shows him how significant his presence is.

On the actual site:

- Find out what materials he'll need and have them ready.
- After his arrival on site, allow him time to collect his thoughts in the privacy of his room.
- If the speaker has brought a spouse, see that he or she is greeted courteously and introduced to all the key people at the meeting.
- If your speaker is making his address at a meal function, give him plenty of time to finish his own meal before he has to stand up.
- Keep your introduction short and simple, and make it one that will enable him to get into his own talk easily. **TOLERATE NO DISCOURTESY OR UNRULINESS FROM YOUR AUDIENCE.** (Some moderators limit the cocktail hour to 30 minutes on these occasions.)
- Thank him warmly. Send him a follow-up thank-you letter a few days later.

And, if possible:

- Meet him at the airport.
- Escort him there when he has to leave.
- The ultimate nicety is a bouquet of flowers sent to his wife (if it's a man and he has one) a few days later, with a note thanking her for sharing her spouse with you.

Physical Setups for Meeting Rooms

These are the places where your convention will accomplish its actual work. You'll want everyone to be able to see and hear everything they need to in comfort.

Preparation

At your first working meeting with your hotel's convention executive, present a list of the functions you plan and block out all necessary space. Keep in mind what kind of a room each meeting will require—auditorium, boardroom, or lounge. Check each one available for:

- ☐ speaker focus
- ☐ audiovisual facilities (electrical outlets, space for projectors and screens)
- ☐ traffic runways
- ☐ general location within the hotel
- ☐ location of restrooms
- ☐ scheduling (Will other groups be using the hotel at the same time as yours?)

Release unnecessary rooms as soon as you know you won't be needing them, but, as with private accommodations, it might be a good idea to hold one or two extras against an emergency.

Now draw up a work sheet for each room. Go over these with the hotel executive and be sure all your specifications are in writing. Each sheet should include:

- ☐ scale drawings, including information about electrical current
- ☐ table and chair setup required
- ☐ equipment needed—mikes, audiovisual aids
- ☐ number of tables and chairs to be used
- ☐ phone numbers of all hotel technicians who should be called in the event of an emergency involving any of the above (Meet with these people before the convention begins.)

Make sure all relevant hotel personnel and organization people have copies of these sheets. Designate someone on your staff to check each room immediately before each meeting to make sure all equipment is operative, and alert the staff as to his identity.

Will you need telephones? Checkrooms? An admissions or security guard? Coffee? Yes, you will need coffee. This may sound like a trivial concern, but it's on people's minds a lot. Try to have your coffee wagon just outside the room in the hall or, if that's not possible, all the way in the back, because the traffic, bustle, and noise this table will cause can add up to quite a distraction from the speaker. If your wagon must be wheeled in and then out again, try to schedule it to coincide with a natural break in the proceedings.

Audiovisual Presentations

The needs occasioned by audiovisual equipment are irreducible, so give the meetings that will be using it first choice when selecting rooms. Check for:

Obstructions. Will anybody wind up sitting behind a pillar at the slide show?

Dimensions. Can slides be projected properly?

Lighting. Are switches conveniently located for instant control?

Windows. Can they be blacked out sufficiently for slide presentations?

Noise. Is the room located near a path of heavy traffic, either human or automotive?

Doors. Will latecomers be forced to walk squarely between the audience and the screen?

Beware of blackboards and chalkboards. Writing on them can't be seen clearly more than 15 feet away. It's best to rule them out for any presentation intended for over 50 people.

Slides are extremely popular, but there are things to watch with them, too. If they're too crowded with too many small details, frustration and eyestrain will result. Here are some precautions to take:

- Plan for a reasonably wide border on each slide.
- A dark, colored background provides higher visibility than either black or white.
- Have no more than one main idea on a slide.
- Limit each slide to 15 to 20 words or 20 to 30 points. Don't include any material you won't discuss.
- Leave space the height of a capital letter between lines.
- Use titles to supplement, not duplicate, material.
- It's better to have several simple slides than to have one complicated slide.
- If you're going to refer to a given slide more than once, make duplicates and put them in the appropriate slots on the carousel.

And remember these facts about dimensions:

1. Artwork for a $3\frac{1}{4}'' \times 4''$ slide projection should be in the ratio 3 high by 4 wide.

2. Artwork for $2'' \times 2''$ 35 mm projection should be in the ratio 2 high by 3 wide.

3. The width of the screen should be $\frac{1}{6}$ of the distance from the screen to the back row.

Its height should be between $\frac{4}{7}$ and $\frac{5}{7}$ of the ceiling height.

Replay, Instant and Otherwise

The instant tape cassette is the newest and hottest thing going in organizational communications. Here's how it works: Your meeting is recorded on a standard reel-to-reel tape with 30 minutes on each side. As soon as the meeting is ended, this tape becomes the master from which any number of 60-minute cassettes can be run off at the rate of something over one a minute. These can then be sold to your members on the spot, with every word and sound of the meeting intact for posterity.

You can also have your master shipped back to a studio for editing and sell a more finished product, with all the chair scrapings and expletives deleted.

The edited tapes are, of course, a much "glossier" product. They contain only the real meat of a session, with such asides as "Can somebody get the lights, please?" cut out. In addition, an editor can take a question raised at one point about an issue brought up earlier and splice it where it belongs, enhancing subject coherence. You can also fill in informational gaps, if they appear to be present, by making a narrative insert of your own and having it added

to the tape. Edited tapes are easier to listen to and understand, and they do give a better impression of your meeting.

On the other hand, your members might prefer the warts-and-all treatment of the instant cassettes. They'll know they're getting absolutely undoctored material, and while it may be harder to follow, it's also apt to be more exciting.

Instant tapes are just that—*instant*. Your people can buy them on the spot, rather than half a year later. If yours is a field where information goes out of date quickly, that's something to consider. Also, there might be considerably greater motivation to buy while the iron is still hot. After a few months, people may decide they don't really need to hear the thing again.

Edited tapes are more costly (\$10 to \$12, as opposed to \$5 to \$7 for the unedited variety) because of the extra work they require. The producer usually sells them wholesale to the organization, which then markets them retail to its membership. Your producer may want a guarantee of a certain number of sales if your attendance will be under 1,000. In any case, be sure to include in your promotional mailings notices that tapes will be available.

Video

You can also make arrangements to have your meetings videotaped for the benefit of people who missed a session and want a chance to catch it. If your hotel's cable TV system allows it, these can simply be shown on the special channels on the sets in each hotel room. Or they can be shown on monitors in hotel lounges according to a posted schedule. Showing them in lounges creates an informal situation where people can discuss the proceedings as they watch, and the cost should be under \$1,000. It's a good way to handle close-up demonstrations, late-night wrap-ups, and hallway interviews. Video cassettes can also be marketed to members or worked up into finished films for later showing. Here, of course, you start running into money. The cost of preparing a TV film starts at \$100,000 and usually winds up at several times that sum.

You can control your costs somewhat by selecting the type of equipment you'll use. A home-grade videotape rig might set you back no more than \$1,500, but it is the lowest quality range. A closed-circuit quality rig would cost \$250,000 when all the equipment necessary to outfit an auditorium was added. Finally, color broadcast quality equipment of the type used to cover out-of-studio TV events such as football games and political conventions starts at a quarter of a million dollars.

In view of the cost of equipment, you might want to consider the local UHF station as an alternative. In large urban areas these stations sell their time relatively cheaply, starting at a few hundred dollars an hour. The catch here, and this may or may not bother you, is that the local public is perfectly free to observe your activities.

Promotional Materials

The first thing to keep in mind when making up promotional materials is what your people will want and need to know about the meeting. The following information should be included:

- announcement of location and dates
- reservation blanks

program schedule
 registration information
 information about a program for spouses, if any

A crescendo in the intensity of the materials sent out as the date draws near could help boost attendance. The hotel and the city's convention bureau can provide you with alluring photographs of the site to use for this purpose. Will there be any special events, such as parades, fairs, sports events, or local celebrations in the area at the same time?

Signs and Notices

Once your promotion has paid off and your people have all arrived on site, you'll still need to communicate with them on a day-to-day basis to remind them of what's coming up next.

- You'll want daily announcements of general functions posted in highly visible places. Some hotels require easels for this since tacks and tape can damage property. Find out what your hotel's regulations are and who's in charge of supplying the necessary materials.
- If you're hanging a lobby banner, find out who on the hotel staff does that work.
- You might want to put out a daily newsletter. Find out if the hotel will distribute it for you and if they charge for this service. Ask also if they'll allow you to use the hotel mailboxes for smaller communications.
- Give the hotel a written list of when each function announcement should go onto the bulletin board and find out who is in charge of the bulletin board. You may have to contact this person in the event of a last-minute change.
- Post a compact typed schedule of the whole convention in elevators and halls.

The Press

At the same time you're telling your members about the upcoming convention, alert those news services that might take a special interest in your organization. The convention bureau will send out a release to the local media. To handle the interest thus generated, you're going to have to set up a press table, and possibly a whole press room. Let the hotel know this as early as possible so they can set aside one room and put one of their phone lines in it. Assign one of your staff people to be on duty there throughout the hours the room is open. In addition, it should contain:

- [] space for interviews
- [] office supplies—carbon paper, markers, etc.
- [] biographical materials on all VIP's and key organization people
- [] their photographs
- [] copies of important speeches
- [] background material on your organization
- [] typewriters

- [] phones
- [] teletypes or other telegraphic equipment?

You may need the services of a photographer. (The hotel may have one on tap.) If you hire one, be sure everyone knows who he is. One last word about publicity: Make sure the hotel management understands that lists of your members' names are not to be given out to the press without your approval.

Eat, Drink, and So Forth

Creamed chicken, roast prime ribs, and trout almonidine. Spring chicken, Vermont turkey, and halibut steak. Menus are the detail most often left entirely in the hands of the hotel by a convention manager, which does insure professional expertise, but after enough years on the circuit all that poultry and brisket tends to fade into one vast undifferentiated blur. Is there anything you can do?

- Try a regional approach. One New York State group regularly offers huge wheels of the best New York cheese at its receptions. A Texas organization barbecues a whole side of beef for its opening function. No one who attended those parties ever forgot who their hosts were.
- Ask the hotel caterer for a list of all possible menu suggestions at all possible price levels and play them off for maximum variety. But remember that not everyone is a gourmet and some people are on diets, so watch out for too-exotic sauces. *Do* check to see that your people won't be eating chicken at four meals in a row.

Now for some tips on expediting services.

For banquets:

- Get scaled drawings beforehand showing entrances, exits, restrooms, etc. Tell the hotel what the table arrangement will be for each function.
- You'll need two feet of seating space, plus two feet for the lectern, on the dais. Remember that unions have regulations about how many people can be seated at each of the other tables.
- Make a list of all necessary lighting arrangements, mikes, amplifiers, etc.
- Reserve a room immediately behind the banquet hall where you can meet your head table guests before the affair and give them their lineup.

And in general, remember:

- Buffets cost slightly more, not less, than sit-down arrangements because more food must be offered than will be eaten. They are a good idea for breakfast, however, because people's preferences about that meal tend to vary, and so do their rising times.
- It's a good idea to have your cocktail functions in a room of their own. They're easier to break up on time if people have to walk somewhere.
- Decide with the hotel in advance how you'll pay for each meal—by signed guarantee, quantity served, or meal tickets. Arrange for backup procedures for guests who are

without tickets for some reason, but also tell the captain how crashers are to be identified and dealt with.

- Apropos of this, plan your hospitality suites, if you'll be having any, somewhere off the beaten track, where unauthorized people are less likely to find their way.

Drinks

There are three ways to pay for these:

- By the bottle; i.e., the amount of hard liquor ordered. Mixed drinks are sold by the gallon.
- By the drink, in which case you're charged for all drinks ordered.
- By person, in which case you pay a flat fee for each attendee.

Remember that hotels charge a tax called "corkage" on any liquor brought onto the premises from outside, and some forbid this practice outright.

You can also decide to have a cash bar, where everyone buys his own drinks. If you choose this option, **MAKE SURE YOUR PEOPLE KNOW ABOUT IT IN ADVANCE!**

Spouses' Programs

Up until a decade or so ago, convention managers felt they had to provide a suitably "feminine" program of activities for their members' wives during the working hours of their meetings. Fashion shows, makeup demonstrations, and talks by female celebrities usually figured heavily in these arrangements. Today, all that has pretty much gone by the boards. There is a new awareness that today's organization wife is an educated, sophisticated, well-traveled woman who isn't going to take kindly to the idea that she needs a less intellectually demanding program to play with while her husband is attending to business. In fact, one recent convention broke new ground by eliminating a special program for wives entirely. Couples attended workshops and lectures together and loved them.

You may not want to go along with that idea, however, and may as a result be wondering how to schedule something both interesting and appropriate. One way to get ideas would be to do some research beforehand, with the aim of working up a group profile of the women involved. You'd want to find out:

- What's their average age?
- What's their average level of education?
- What geographical areas do they represent?
- Do they have jobs, and if so what kind?
- How many children do they have, and what are their ages? The mother of a few toddlers may prefer to spend a weekend away from home one way, the mother of a college graduate another.

If you don't have this kind of information on tap and don't have the time to get it, use a more direct approach. Send out a questionnaire to the wives at the very beginning of your convention planning. Tell them you want to set up a program for them and that you want to know what they'd like to have on it. Don't be afraid to ask direct questions requiring specific answers. Not only will you garner a lot of useful information, but the women addressed will know you know they're there and that you care about them. The convention bureau in the city

of your choice can help you, too, by suggesting local sights, events, and speakers that may be of special interest.

While avoiding activities, speakers, and topics that might suggest intellectual condescension, you should still keep some special points of thoughtfulness and consideration in mind:

- A convention trip to another city is likely to be a real vacation for a busy wife and mother, whether she works outside her home or not. She may welcome the chance to sleep late in the mornings.
- Allow enough unscheduled time before social functions for unhurried personal preparations.
- Try to keep menus interesting, but go light on the calories.
- Keep a special hospitality room open during the men's sessions, with coffee, rolls, and good, comfortable chairs. A free manicurist and comb-out service here could be much appreciated.
- Remember that the woman often bears full responsibility for all her family's packing. When you send out your promotional materials, include a special packet for wives with full details about all the functions she and her husband will attend—worrying about dressing appropriately can be a real headache. Also, include information about the climate of the host city and such local customs as might influence the selection of clothes. Are ladies in slacks frowned upon?

Special Service Checklist

About three months before the date, review your function sheets and draw up lists of all the services, equipment, and facilities you'll need at each point. Check with your hotel and convention bureau about any outside contractors whose services you may require and find out what the house policy is about using them. This is also the time to establish your credit with the hotel and, through the convention bureau, with local businessmen. Find out as well about local taxes and tipping customs and how the hotel itself prefers to bill. Don't forget the in-house phone service—it may help if you can rough out probable peak usage periods with your host. Finally, use the following checklists as reminders of the goods, services, and personnel you'll probably want to have.

For your people:

- [] registered clerks
- [] typists and stenographers
- [] hostesses
- [] phone operators
- [] security guards
- [] tour guides
- [] chauffeurs
- [] babysitters
- [] office supplies
- [] typewriters

- ☐ printing service
- ☐ photocopy service

For your functions:

- ☐ blackboards, feltboards
- ☐ projection equipment
- ☐ mikes
- ☐ PA system
- ☐ closed-circuit TV
- ☐ record players and records
- ☐ flowers
- ☐ music

For outside activities:

- ☐ sightseeing tours
- ☐ ticket service
- ☐ car rentals
- ☐ post-convention tours

Pre-Convention Briefings

This is where the last wrinkles get ironed out on the spot. Your key meeting planners should arrive at the hotel a minimum of 48 hours before the convention starts. (Remember this when you're booking rooms!) All the people in charge meet each other—your staff, the hotel convention executive, the convention bureau representative, the house technicians (switchboard operators, electricians, auditorium and banquet managers, headwaiters). Make sure they all know who is in charge of what and who should be seen about what problem. Give each of them copies of the printed convention program your members will have, and be sure all your function sheets are up-to-date. Finally, ask that *all* hotel personnel be advised as to who your group is and what it's there for—this makes for good hospitality.

Registration

The registration area you set up will form the first impression your members will get of the hotel you've picked out for them. Registration can mean standing in line, wondering where to go for which form, and finding out you've been waiting at the wrong desk for 20 minutes. Here are some things to remember to keep the process as quick and comfortable as possible:

- Select your area carefully. It should be highly visible and accessible, of course, and it should have ample room for traffic flow.
- Designate one person not involved with any other registration activity to answer the phone.
- Make sure all signs are clear and simple.
- It's a good idea to have two main desks, one for pre-registrants and one for people registering at the door.

- Try not to change your area's location once you've decided on it. A change in location can cause more confusion than anything else.
- You're going to need a lot of paper—tickets, coupon books, badges, registration cards, and forms for refunds, receipts, charges, and orders. **NUMBER** all tickets and script issued to members **IN SERIES** and use the most durable stock you can order.
- Nail down procedures beforehand for dealing with people who've lost their forms or are demanding a refund.
- Ask for any extra personnel you will need as early as possible, and find out if local time and pay laws will require that their hours be staggered. Don't forget to allow them eating and resting time!
- Keep announcements of the hours that your desks will be open clearly posted.

Here is a list of the services for which you may want to assign special desks at your registration area.

- ticket sales
- general information
- messages
- emergency housing
- publication sales or distribution
- materials distribution
- shopping service
- transportation service

A good deal of money will be changing hands during registration. Remember the following pointers in dealing with this:

- Get bonded personnel for tasks involving large sums.
- Don't let desk cash boxes get too full, but leave enough in them to enable workers to make change and to assure an adequate supply of coins for weekends, when banks are closed.
- Arrange for a hotel safe to handle the overflow. The hotel will be able to change this money into a check for you before you leave if you warn them in advance.
- Find out if the hotel will cash checks or extend credit to registrants, and advise your members of this in your promotional mailings.

Paying Up

Bills and Accounting

The first thing to remember is that **IT IS ALWAYS BEST TO PAY EVERYTHING BY CHECK. IF YOU CANNOT, BE SURE YOU GET RECEIPTS!**

The second thing is that accounting is, obviously, one of the areas in which everyone involved **MUST KNOW** who is responsible for what. Give the hotel a list of people who will be allowed to make charges against your organization's master account, and decide in advance what goods and services these allowances will cover. You may be paying for the room and board of your speakers. If so, make sure the hotel management knows who they are, what they may charge for, and what they must pay for themselves.

Ask the hotel's accounting office to have all your bills ready and fully itemized before you leave the hotel. Go over the bills carefully while you are still on site, making sure you understand each item.

Tips and Gratuities

They're always there and are as much a part of your responsibility as settling your bills. The hotel management and the convention bureau can advise you as to local and house customs. For instance, some gratuities are "fixed"; that is, they are a predetermined percentage of the cost of services that has been agreed on by management and labor. Food service personnel are usually tipped this way, while other workers may receive "open" gratuities, for which you determine the amount. In cases where no official guidelines exist, you might want to take the following factors into consideration when deciding on the sum:

- Location. Resort areas have tipping schedules different from those of metropolitan centers.
- Number of food and beverage functions
- Number of meeting rooms used
- Length of convention
- Number of people attending
- Amount of demands made on room service

There are other ways of figuring too:

- Set up a schedule based on a percentage of the total cost of your meeting.
- Find out what hotel salaries are and tip each worker a percentage of his salary for the time he gave you.

Some convention officials pay half their tips when they arrive and the other half when they leave, and some pay as they go along—but the most common practice is still taking care of all gratuities upon leaving. Do remember, though, that money isn't the only way of showing appreciation. Follow-up letters to key personnel thanking them for having made your convention a success are nice things to send. Remember the hotel convention executive, convention bureau personnel, outside businessmen who were particularly helpful, and your own staff!

Post-Convention Evaluation

A written report detailing your group's use of its accommodations can be very useful in planning future meetings. You'll have a clearer idea of what traffic and consumption patterns you should anticipate and what service needs you should provide for. Keep the following questions in mind when working up such a post-convention report:

- How many private rooms were needed, all told? What was the pattern for arrivals and departures? How many registrations turned out to be no-shows?
- How much room service did the registrants require? How much public dining service? How was attendance at private functions, and how much did your bar receptions cost?

- How much outside business did your people bring to the host city?
- How many hospitality suites and meeting rooms did you require, and how many did you need concurrently? How was attendance at your meetings?
- How did the hotel and staff measure up? Was the service adequate? Enthusiastic? Was there any on-the-spot feedback from your own people, positive or negative?

An evaluation of this type won't plan your next meeting for you, but it can be a good place to go for answers to questions that may come up.

THE CONTROLLED ENVIRONMENT

The Conference Center

A convention mixes business with pleasure. A conference is business, and that's about it. If you're planning a meeting whose purpose is the tackling of some serious organizational, operational, or educational problem in your organization, you may prefer something other than a hotel as its site. Hotels, after all, are not designed primarily as work centers, no matter how ample and well-appointed their meeting space may be. The other guests, to say nothing of the services that must be provided for them, can form a distracting environment for people who have only gone there to do a job.

The solution to this problem is a fairly new concept called the conference center. These centers are buildings whose sole purpose is to house, service, and equip organizations' working meetings. They are not hotels; they contain no facilities for private accommodations. Instead, they are located immediately adjacent to hotels or motels whose rooms can be booked for registrants in the same operation that will provide for your space at the center.

What conference centers *do* have is meeting rooms, auditoriums, conference rooms, lounges, closed-circuit TV, coordinators' suites, projection equipment, taping and recording equipment, microphones, and 24-hour coffee service. In short, they're engineered for conference work in a way no other facility could match.

The National Conference Center in New Jersey, designed by Coleman Finkel, is perhaps the best example of how such a center deals with the psychological as well as the technical demands posed by conference work. Meeting rooms at the NCC have no windows, which eliminates distraction and lessens fatigue. "Blackboards" are blue because this color has been found to minimize eyestrain. Writing tables have porous tops for maximum ease in writing quickly with a ballpoint pen, and the chairs were designed from scratch to have exactly the right arms, backs, and swivel to relieve fatigue and tension. In addition, the Center has a fully equipped TV studio and four interpreters' booths in the main auditorium for simultaneous translation of speeches should it be necessary.

All conference centers aren't equally equipped, of course, but the NCC gives you some idea of what can be done when scientific knowledge is applied to a specific problem of communication. (Bear in mind, by the way, that conference centers are not booked according to the same contract formulae as hotels. Contact the one in the best location for your purposes for details on how to reserve space.)

The Retreat

This is the other method of getting your people away from all possible urban and social distractions and enfolding them in the environment of your choice. Unlike the conference center, the retreat site will include private accommodations, too, and these will be occupied *only* by people who have come there in connection with the retreat project. Thus, the retreat becomes, in the words of one meeting planner, "the only game in town. When you sit down to dinner, even if the guy next to you is a complete stranger, you know that he's there for the same reason you are. That's a big, big plus as far as concentration is concerned."

There are a few sites in the country available to association planners for this purpose. One is the Airlie House, in Airlie, Virginia; another is the Harriman Estate at Bear Mountain, New York. Both are spacious country estates, surrounded by rural acreage as far as the eye can see and at least a half hour's drive from the nearest town. But such thoroughgoing isolation doesn't have to be the rule. New England organization planned a retreat weekend on Nantucket Island, about ten miles from the historic seacoast town. At the end of the day, attendees could ferry in for dinners in a setting replete with period charm.

People arriving at a retreat become members of a self-contained community whose reason for being is the business at hand, and many retreat planners have commented on the increased interest and concentration this awareness generates. It's best to capitalize on this by planning as intense a program as possible, complete with evening sessions (though it's wise to include a few rest-and-relaxation periods if your meeting is to last longer than a few days and to allow participants access to outlying city life). Encourage your speakers to stay on for as much of the program as they can so that they can mingle with the attendees as much as possible—these informal contacts may be the most provocative and fruitful parts of the whole session. Keep intrusions from the outside world (in the form of supply deliveries, etc.) to a minimum. One organization went so far as to turn off all the phones and TVs in the private rooms so that participants could only be reached through messages left at the front desk. Like the religious retreats, these programs *are* retreats from the world. The resultant turning inward of attention has made them well worth the money they cost for many of the organizations that have tried them.

SEMINARS: THE CONCENTRATED DOSE

The seminar is a concentrated learning experience. It can last one, two, or three days—generally not longer—during which a selected group of your people will meet with experts on the subject you want to deal with. They can hear lectures, attend workshops, and participate in informal question-and-answer sessions about the issues raised. If your goal is to educate people about a specific problem as fully as possible in the shortest time possible, the seminar is your target.

The location, length, and speakers chosen for your seminar will depend on the kind of information you want to convey. Seminars lasting a day or less can be held on your own premises if it's feasible for the people you want to have attending it. Conference centers are sometimes used for longer meetings. If the material you wish to deal with relates solely to the

work of your organization, you can pick your lecturers from among the most experienced members and talented speakers in your own leadership. One Long Island banking association has followed this procedure regularly in the past and found it highly satisfactory. Having decided on a broad topic, such as "Internal Bank Security" or "Commercial Lending," they recruit eight members with particular expertise in that area. These people then break the topic down into four easily handled components, with two people assigned to each. Each couple then works up a presentation, usually in the form of a dramatization or filmstrip, which will then be used as a takeoff point for a question-and-answer session lasting about an hour. These presentation-cum-discussions are given one after another in different rooms of the conference center, with ten-minute breaks in between. The day ends with a cocktail hour at which, the management notes happily, talk usually centers entirely on business.

A different procedure is followed by the Mechanical Contractors' Association of America, whose leaders are aiming at bringing top-quality instruction in technical and professional matters to the grassroots membership of a nationwide organization. Training seminars had always formed the backbone of the contractors' annual convention, and as a result the national leadership had access to speakers of the highest caliber on all matters relating to the trade. The problem was that there were many members who never attended these national meetings. So the national leadership set up a "College for Contractors," whereby it could sell packaged seminars—on welding, contractor insurance, accounting, and the like—to the local chapters, which paid for them out of their local industry funds. The packages aren't cheap—a two-day course can cost over \$3,000—but they're good. (It's up to the local organization to decide whether the members will be charged for attendance; some think a nominal fee such as \$25 is a good idea because participants are more likely to take the proceedings seriously if they have to pay for them.)

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CHAPTER 10

HOW TO TRAIN AND SUPERVISE VOLUNTEERS

A sizable part of the work of many non-profit organizations is done by volunteers. They don't work for money but out of a sense of identification with an organization, an urge to serve, or a desire for personal fulfillment. These people extend their organizations' capabilities beyond the manpower of its paid professional staff, whose efforts they are meant to complement (not replace). Their labors have been recognized by the government as meriting some of the same considerations given to work that is paid for. The Internal Revenue code allows volunteer workers to deduct certain travel, gas, food, and lodging expenses incurred on the job from their taxes, and the U.S. Civil Service Code allows applicants for government jobs to include their volunteer work in their employment history, if they consider it relevant to the work being applied for. Nevertheless, our society's attitude toward people who work in a good cause for nothing is as often apt to be quizzical as it is admiring. Because of the apparent inequality of their situations, the employer of professional volunteers may often feel he is walking a fine line between exploiting others and being exploited himself. Suppose a volunteer feels that since nobody is paying him it doesn't matter so much if he comes in late or fails to show up from time to time. Is his employer to stifle his indignation on the grounds that, after all, nobody is paying him? Or is he to blow the whistle on him, perhaps risking the loss of a necessary worker?

Everyone concerned must understand from the first that a volunteer's commitment is as serious as a paid worker's. The relationship between him and the organization he serves should be regarded as contractual. National Call for Action, a voluntary group that seeks to function as a telephone clearinghouse for citizen's complaints, has a written agreement its workers must sign that spells out the mutual obligations of volunteer and agency. It provides a good basis for an understanding of all parties' responsibilities in any volunteer situation.

Model Agreement, from the National Call for Action*

The Agency agrees:

To provide a Director of Volunteers who will be responsible for the hiring, firing, training and supervision of all Professional Volunteers. He will be available for their assistance during working hours and will act as a liaison between them and the staff.

*Reprinted from *Handbook for the Professional Volunteer* with the permission of Women's Council of the Federation of Jewish Agencies of Greater Philadelphia.

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To furnish a written description of each voluntary job opening, including information regarding desirable experience, skills and education.

To train Professional Volunteers to a level that will enable them to begin their work confidently.

To continue their training to whatever extent is necessary to maintain continuing competence.

To provide Professional Volunteers with working conditions equal to those of paid employees.

To make written evaluations of each volunteer's job performance at regular and suitable intervals and to provide references on requests.

To offer volunteers promotion to more responsible jobs within the volunteer program.

To include volunteers in Agency staff conferences when possible and generally promote their understanding of Agency workings and decisions.

To reimburse Professional Volunteers for out-of-pocket expenses required by their work and to provide them with indirect benefits when these are available to Agency employees.

To maintain public liability and insurance coverage for volunteers during their working hours.

To indemnify Professional Volunteers for any cost, damage or expense arising from activities of theirs authorized by the Agency.

To create a Volunteer Advisory Council consisting of the Agency's Executive Director, the Director of Volunteers, one staff member and two Professional Volunteers, and schedule regular meetings.

The Professional Volunteer agrees:

To work a certain number of hours a week according to a schedule acceptable to the agency.

To become thoroughly familiar with the policies and procedures (written and verbal) set forth by the Agency for Professional Volunteers.

To be prompt and reliable in reporting for work and to provide the Agency with an accurate record of hours worked by signing in and out.

To notify the Director of Volunteers as early as possible if unable to report for work.

To attend orientation and training sessions and undertake continuing education as necessary to maintain competence.

To respect the function of the paid staff and to contribute fully to a smooth working relationship between staff and volunteers.

To realize that, although their suggestions are welcomed, it is not the purpose of the volunteer corps to supplant the paid staff. In particular, volunteers will not seek paid staff positions for themselves. [Authors' note: This last sentence is not true for all organizations; many do recruit their regular workers from among their one-time volunteers.]

To carry out assignments in good spirit, seeking guidance from the Director of Volunteers when necessary.

To consult with the Director of Volunteers before assuming any new responsibilities affecting the Agency.

To accept the Agency's right to dismiss any Professional Volunteer for poor performance, including poor attendance.

To notify the Director of Volunteers in writing at least three weeks in advance of resignation or requested leave of absence.

To exercise caution when acting on the Agency's behalf, and to protect the confidentiality of all information relating to the Agency.

To abide by the decision of the Volunteer Advisory Council in any dispute between the Agency and a Professional Volunteer.

We spoke to a number of women who have had experience training volunteers for different jobs in different organizations. One of them, Renée Blank, is a specialist in the work. She's an independent training consultant for educational, social service, and voluntary organizations. The first thing a recruiter has to do, she says, is match up what the organization needs with what it can get.

"Make a needs assessment of your organization," she says. "Know what jobs you're recruiting for, what skills they require, and then find out who has those skills and match them up. Be sure the people you pick for training understand why they're there and agree with you on what they should get out of the course.

"What goes into a good training program? I'd say informality and warmth, first of all. Then, there has to be that consensus on goals and agenda. Of course, there's got to be a hard core of learning, too, but you also have to show that you understand you're dealing with individuals who have different needs and abilities. In any large session it's a good idea to break up into smaller groups so that each person has a chance at maximum participation. Try to keep the questions and answers for the end, though—you can easily get sidetracked by them."

TRAINING FOR LEADERSHIP

For *administrative* volunteers—those who direct the work of the organization in committees and on the board—this training will necessarily focus on leadership skills. They're going to have to know how to lead discussions and chair meetings; how to moderate a heated debate or stimulate a lagging one; how to think, talk and work with people in public. Mrs. Blank believes that role-playing is one of the best ways of acquiring these skills.

"If the President of an organization wants to train chairmen, for example, she should have the trainee act as chairman in a set situation without a script. Afterward you can have an evaluation by the group. Ask the others if they'd want to become members after hearing what she said, and so forth."

Most trainers agree that this learning by doing is the best way to acquire leadership skills. Libby Sharpe, who has worked for both the National Council of Jewish Women and the League of Women Voters, where she gave courses in leading discussions, said it was her chief technique.

"People had to come for a minimum of two sessions," she explained. "In the first, they watched the discussion leader in action. Then they were asked to get ready to lead a short discussion, about ten minutes long, at the second meeting. Later on, if you like, you could have a four-session advanced workshop with the same people, with each person leading a longer discussion and taking a turn as recorder. When you're doing this, choose discussion topics that refer to the work of the organization—that way, the exercise serves as orientation too." As in Mrs. Blank's group, the participants evaluated each other's performances.

Mrs. Sharpe advises asking about 25 to 30 people to come to these sessions "because some won't show up and others drop out and fifteen is the best number to work with. You should have a minimum of ten." She added that the League of Women Voters has a publication catalogue you can send away for that lists some training booklets on these and related subjects.

The Association of Junior Leagues of America has a leadership training plan that combines observation with fledgeling participation in the workings of the organization. Volunteers begin by attending committee and board meetings to see how they're run, then receive briefings at general membership meetings, and finally go on to represent the League at regional and national meetings and on community service boards. Some organizations use an apprenticeship program; for example, giving a learner a discussion to chair under the supervision of the regular chairman. Here the organization itself becomes the means of learning by doing. Any inconvenience resulting from this guinea-pig-like status is usually made up for by the opportunity afforded the leadership to see the trainee in action and get some idea of his potential.

Most organizations agree that to bring out the leadership potential in your members you've got to start giving them meaningful responsibility while they're still subordinates. Indeed, your organization's continuity and stability depend on it. When the next generation comes to power, they ought to be familiar with the feel of the reins in their hands. Try having committee members give reports at general meetings occasionally instead of the chairmen, for instance. Encourage gifted subordinates to take the initiative in reporting problems and offering recommendations. Above all, create a situation in which everyone understands that the verbalization of criticisms and suggestions is regarded as something desirable (initiative) rather than something negative (insubordination).

Interpersonal skills such as the ones needed for leadership are often taught through group dynamics, a goal-directed technique in which a number of people are brought together and sensitized to their feelings about themselves, each other, the group as a whole, and the relationships among these three. The National Committee of the Women's Communal Service of the Council of Jewish Federations has developed a two-hour seminar program that applies this technique to the problem of training organizational leaders. Its agenda goes like this:

1. *The warm-up.* 15 minutes. A "values clarification exercise." The leader writes several questions on a blackboard: Which would you like best to be—chairman, chairman of a committee, chairman of a special event? How do you prefer to work: alone, in a group of four or five, in a group of 20? Some of the questions are in the form of uncompleted sentences: What I enjoy most about organization work is _____. The leader announces in advance how she will call for answers to each question: by a show of hands or random selection.
2. *Building trust.* 20 minutes. Each person selects someone she doesn't know and introduces herself. The partners then tell each other one thing about themselves they are willing to have the group know. When this is done, people are called on to introduce their partners to the group. One purpose of this exercise is to develop effective listening, one of the prime components of sound leadership.
3. *Problem solving.* 30 minutes. A worksheet with a "problem" is passed out—for example, the board and membership makeup of an association is given, followed by the question, "How would

you involve the above categories effectively?" The group splits up into minigroups of four or five each to pool their ideas on the subject. Each group designates one member as its recorder, who then announces the decisions reached to the whole group.

4. *The productive meeting.* 10 minutes. A short lecture on agenda planning by an official (and a short rest for the group).

5. *The effective chairperson.* 30 minutes. Attendees are given a worksheet listing a number of anti-group roles members sometimes play: Interrupter, Recognition Seeker, Railroader, Clutterer, Bully, Blocker, Irresponsible Criticiser, Carrier of a Hidden Agenda, etc. They form small groups again (either the same ones or new ones) and discuss how to deal with each, again with a recorder sharing their responses with the group.

6. *Learning and laughter.* 10 minutes. A woman introduced as having been president for two years gets up to share the benefit of her experience with the group. She begins with her first rule of successful leadership: It's always easier to do it yourself. ("Some people will tell you to get together with your vice-presidents and discuss it with them. Forget it—it's more trouble than it's worth.") And so on, through the treatment of new ideas ("It would have been a complete disaster. I knew because we'd tried something like it ten years ago and it didn't work") to the recognition of effort ("Don't overdo it. If a woman does a good job she knows it and you know it. That's enough"). By the time she gets to the end ("Your family is definitely an encumbrance") the audience has presumably realized that this monstrosity is a put-on, but leaders are advised to evaluate their group's level of sophistication before deciding whether any hints beforehand might be in order.

TRAINING FUND-RAISERS

Fund raising is a task that has traditionally depended heavily on volunteer muscle. Fund-raisers work out in the world, not within the organization, but they're going to need much the same kind of sensitivity and interpersonal effectiveness needed in administrators. Asking people to part with their money is not the easiest thing in the world to do. We asked Jaqueline Levine, now Co-Chair of the National Governing Council of the American Jewish Congress, to describe how she had trained solicitors when she was heading a fund-raising campaign for the United Jewish Appeal. One of the first things she mentioned was that volunteers were told they wouldn't be allowed to contact prospects before they'd had their training.

"There are three steps to the program. In the first, the leader begins by eliciting the participants' feelings about asking for money. We try to get them to say that it's easier if you're not asking for yourself but for a cause: helping people in need, a sense of identity with the people of Israel, etc. If no one comes out with any of those things, the leader has to try to get them across, but without putting anyone down—you have to emphasize that there are no right or wrong answers, that all feelings expressed are valid.

"The second step is role-playing, with volunteers taking the parts of solicitor and prospect, first in a simulated phone call to ask for an appointment and then in the interview itself. The caller says, 'Hello, I'm _____, a volunteer with _____ and I'd like to talk to you about your gift.' If the prospect wants to do it over the phone, they're supposed to say, 'This is so important I'd like to see you in person. Can you give me fifteen minutes?' and if

the prospect says she'll be out, they say 'How about when you get back?' They have to be persistent.

"At the interview itself, the solicitor should try to educate the prospect about how the money will be spent. She has to be pretty well versed in the subject herself. One thing she should *not* do is be judgmental, saying something like, 'Don't buy that new dress, give money to us instead.' The idea is that a gift is right if the giver feels it's the correct amount for her to give. And, of course, we always say thank you, no matter what."

The third and final step of the program is addressed to the giving habits of the volunteers themselves. "A leader must lead by example," Mrs. Levine declared. "You can't ask for money without feeling uncomfortable or hypocritical unless you've made your own gift, ideally a bigger one than you made last year. We ask people at these sessions to solicit each other or declare openly, and we usually get money because people understand the need."

Josephine Kleinbaum, of the Women's Division of the UJA of Metropolitan New Jersey, told us how the UJA sometimes uses a variant of the group dynamics concept called an "experiential workshop" as a means of raising funds directly. Although these workshops were originally designed simply to raise the Jewish consciousness of their participants, they were found to be an effective means of getting contributions, as well, and are occasionally used for that purpose. Participants engage in a number of exercises designed to draw out their real feelings about their Jewish identities. They're told to ask each other about themselves and their childhood memories and about what kind of memories they think their own children will have. They're given a series of objects with some Jewish meaning to handle and asked for their reactions to each. A "merry-go-round" is used to maximize the number of possible question-and-answer pairings: Chairs are assembled, one for each participant, in two concentric circles, the inner one facing out and the outer one facing in. At regular intervals during the exercise, the leader calls time and everyone in the outer circle moves one chair to the right. At the end, participants are given cards and pencils and asked to complete the sentence "Today I learned

The UJA has worked up a list of instructions for the leaders of these events, which can be generalized for use in any group-dynamics program. Many of these points have been stressed elsewhere by other theorists in the technique.

1. Be a participant yourself at least once before trying to lead one of these discussions. In addition to showing you how the process actually works, it will help you understand better what prejudices you may be bringing with you.
2. Plan for a 10:1 ratio of participants to leaders. The optimum size is 8-12. For the question sections, try to have half as many questions as participants: 10 participants = 5 questions.
3. As leader you are neither a participant nor a sermonizer, but a non-judgmental facilitator of discussion. Don't offer any answers to the questions yourself unless directly asked to do so. Emphasize very clearly that there are no right or wrong answers, that the questions are asked for the purpose of exploring the participants' feelings, all of which are equally valid. (Use this point if hostility breaks out in the group—move in quickly and firmly.) Don't argue with anyone, even if they're being very negative and their position is very different from yours.
4. Plan the session thoroughly beforehand. Have all the materials you will need on hand and be sure you have enough space and chairs. In particular, be sure you have allowed enough time for each exercise—and be firm about keeping to your schedule once the meeting is on, even if it means

cutting people off in the middle of a conversation. Plan a coffee break so that participants can resume such conversations then, and explain to them at the beginning that this provision exists.

DIRECT SERVICE TRAINING

Perhaps the most important and abundant unpaid work done for any organization, however, is not performed by chairpeople, board members, or fund-raisers, but by *direct service* volunteers. These are the people who carry out the organization's programs in the community. They visit the sick and the elderly, work in day care centers and hospitals, counsel welfare mothers, run thrift shops, teach remedial reading—the list goes on and on. Their training consists of the acquisition of social service skills. Like any volunteers, they are expected to have a sense of identification with the organization they serve, but their training should be directed to the idea that the ultimate purpose of their work is to serve the community. The organization should be perceived as the means by which they achieve this.

One example of this kind of volunteer work is found in the Community Companion Program run by the Mental Health Association of New Jersey. It provides after-care in the form of supportive companionship for people who are recovering from mental disorders and are now faced with re-adjusting to community life after a period of hospitalization. This is difficult and delicate work for a nonprofessional, but there is one signal advantage to having it done by volunteers. The clients receiving these services are at a point in their lives when they particularly need to know that someone is helping them because they're concerned about them, not because they're being paid to do it. We asked Jannie Milt, Executive Director of the Mental Health Association, and Ethel Weinstein, its Program Assistant, to tell us how such workers are prepared.

They said that the volunteers have to be trained to work with patients living in the community. They have to be trained to understand human behavior, to learn to listen and how to give comfort without giving advice. This training is done by the agency's professional staff psychologists, which develops a closer liaison between the volunteers and the professional community. Actually the staff remains somewhat in the background there. They're not paid for the training they do, and it's the volunteers who are publicly identified with carrying out the program. The number of volunteers successfully equipped to do that is considered the measure of a staff personal achievement.

As volunteer programs go, this one probably requires an unusual amount of technical and professional training. But all volunteers need some preparation for their work; educating them insufficiently is one of the fastest ways of losing them. And if the education of volunteers is to be any success at all, the volunteers must first be properly selected and placed.

RECRUITMENT, PLACEMENT, AND INTERVIEWING

Depending on the size of your organization, the two functions of recruiting volunteers and then interviewing them for placement may be separate or performed by the same person. (If they are separate, the time lapse between the two phases should be as short as possible.) In

either case, recruiter-interviewers should be provided with briefing packets for distribution to volunteers, which should include:

- A current fact sheet on what your organization is and does.
- A list of officers, board members, and staff.
- Financial information on the organization.
- Calendar of events for the current year.
- Copies of organization publications.
- Brochure on services to the community.
- List of requirements for membership.

Occasionally you will be sought out by self-recruited volunteers. If at all possible, don't disappoint these service-minded and highly motivated individuals by not having a place for them. But, if it's unavoidable, don't give them "make-work" in desperation. That's an unmistakable put-down to an intelligent worker.

The Interview

A person interviewing applicants for a salaried position can be compared to the judge in a contest. He reviews each contestant's qualifications and then awards the job to the one who seems to come out on top. The person interviewing volunteers, on the other hand, is a matchmaker. His job is to pair the volunteer with the job in the organization best suited to his abilities. His emphasis is on finding the right job for each applicant rather than ruling the "wrong" applicant out. Of course, you have standards to maintain and some people will inevitably not fit in anywhere. But everything should be done to see that they remain friends of the organization.

Nevertheless, applicants for volunteer positions are often made nervous by their desire for acceptance even when they know they're not competing for a salary. An interviewer must be relaxed and supportive enough to put a volunteer at his ease. For example, if the volunteer seems unusually tense the interviewer might say, "You know, when I came here for my first interview, I was terribly nervous." The three words "Don't be nervous," on the other hand, are probably the most counterproductive in the English language.

At the same time, of course, there are certain facts the interviewer must be sure to get. Questions to be answered should include:

- Describe the work you did at [previous volunteer position].
- What were some of the problems you had there?
- Did you have any experiences there that would be useful to us?
- What's your impression of this organization? Why did you select it?
- How do you think you could contribute to its goals?
- Can you give a set time each week to your work here?
- Do you prefer to work alone or as part of a team?
- What kind of work do you like to do least?
- Why do you want to do volunteer work? What do you hope to get out of it?
- Why did you leave [last voluntary position]?

Note that none of the above questions can be answered by yes or no. The volunteer must be encouraged to talk as much as possible. Allow time for pauses so as not to derail his train of

thought, but if he falls silent too often try to get him going again by echoing his last words in the form of a question. On the other hand, if he rambles on and on irrelevantly, he must be tactfully interrupted and brought back to the point with a focused question.

Some sources recommend that the volunteer fill out certain forms listing their skills and interests before the interview so that these can be used as a basis for discussion. A self-inventory of abilities, for example, might invite the applicant to indicate whether he does Very Well, Well, So-So, or Not Well at the following activities: public speaking, training, filing and work with numbers, research, playing a musical instrument, and so on—whatever skills are relevant to the work you require. Similarly, he might rate his enthusiasm for various hobbies and pastimes—meeting new people, reading, drawing, tinkering, cooking, etc. The profile suggested by these two forms can then be used to complete a third form filled out at the interview itself, tabulating the applicant's negotiable skills in a way he and the interviewer can both agree on. This can then be filed for the organization's future use, along with a confidential Interviewer's Report Form, which will list:

- the volunteer's name and age
- the interviewer's first impression of him
- the volunteer's special aptitudes
- the volunteer's work experience
- what he knows about the organization
- how much time he has available
- the interviewer's evaluation of his motivation, attitude, and talent

An interviewer must be a sensitive observer of personality and nonverbal cues as well as an expert on his organization's needs and policies. He should never display a negative attitude, even if the end result of the interview is rejection. In such a case, he should express sincere regret that there is no place in the organization at this particular moment for the volunteer's excellent capabilities. If on the other hand the volunteer is desirable, he should be informed then and there of whom to see for the next step—the start of his training.

In the case of administrative as opposed to direct service volunteers, the process is slightly different. The chairmen of special action committees are usually chosen by the Project Chairman or the President of the organization. Each prospect's qualifications should be checked against the special skills required by each post. Nominations for officers or board members are customarily made by a nominating committee which scouts the community, the local professions, and the ranks of kindred organizations for likely names. The interview that then follows is geared to getting the prospect's permission for the committee to place his name in nomination. The interviewer will convey his enthusiasm for the organization and explain why the prospect's qualifications make him particularly desirable. An interviewer's kit is in order here, too, containing special materials on the structure and personnel of the organization's governance.

THE BASIC STEPS OF A TRAINING PROGRAM

A set training program may have as many as six distinct stages, but there's no hard and fast rule about this. Depending on your resources and policy, some of the following steps can

be telescoped into one or eliminated as organizational entities, although the goals of each should be implemented somehow.

The six basic steps are:

- Readiness for training
- Induction
- Orientation
- Basic training
- On-the-job help
- Advanced training

Readiness for Training

Readiness for training bridges the gap between recruitment and the assignment of responsibility and begins immediately after the interview. Someone should meet with the volunteer and discuss in detail the various jobs available for him, perhaps taking him on a tour of the organization's facilities. Some associations print Volunteer Job Description forms for this step, which include:

- purpose of job
- area of responsibility
- typical tasks
- duration
- name or title of person(s) to whom the volunteer would be responsible
- training requirements
- time needed (per week, etc.)

Induction

The final choice of a job is now made, and the volunteer is shown the place where he will be working. He should be shown where everything is, given a time schedule, and introduced to his fellow workers. Sometimes a first job assignment is given at this point.

Orientation

Orientation means educating the volunteer about his new organization. For an administrative volunteer, this step will include introductions to his fellow workers, field trips, and perhaps a convocation with an inspirational talk by a community leader. Field trips are also in order for the service volunteers, ideally with the aim of indicating the organization's overall purpose through a demonstration of its practices and procedures. Particular emphasis should be laid on showing the volunteer how he fits in. He will be looking for proof that he is needed, and it is very much in the organization's interest to give it to him.

Some associations print orientation manuals for their new members, including such information as:

- Purpose of the organization
- Functions of the volunteer branch
- Code of ethics
- Rules regarding dress, smoking, attendance, health and safety precautions, reimbursement of volunteers for working expenses
- Service awards given
- Social activities
- Public and community relations

These booklets, though helpful, can't do the whole work of orientation by themselves, and most organizations plan a series of meetings to supplement the bare facts of the matter with a sense of motivation and inspiration. Another orientation technique is the sponsor or buddy system, whereby each new recruit is assigned to an experienced volunteer who can answer questions and offer guidance. These sponsors should be carefully selected for their patience and empathy in dealing with newcomers.

Basic Training

Now the volunteer actually begins to learn the things he needs to know to do his job. Although there may be supplemental readings, training should not be done by the book but by example. Volunteers need to be taught *how*, not *about*. The trainer should first describe an operation, explaining the reason for each step, then demonstrate the procedure, and finally have the worker do it himself. After the volunteer takes over the job, the trainer can check back at intervals to help with any problems that arise, gradually tapering off until the volunteer is working on his own.

The instructor should bear the following pointers in mind:

- Don't talk down to your trainees. You should make absolutely certain each point is understood, but do so without appearing condescending. Grades and scores have no place in an adult training program.
- Don't do all the talking. Give the trainees a chance to express themselves.
- Give the trainee a certain amount of responsibility for his training by telling him how to locate resources (books, manuals, etc.) that may answer some of his questions.
- If you must train more than one worker at a time, try to arrange things so that all members of a given group are on the same level.
- Keep sessions short. Two hours is about the longest period you can hold concentration.
- Relate the subject matter to the work of the organization as a whole.
- Use visual aids whenever possible.
- Set the last ten minutes aside for summary and questions.

The administrative volunteer may require an organized reading program, possibly including sections on parliamentary procedure and public speaking. He can begin to take assignments like chairing discussions and planning events after observing senior administrators in these undertakings.

On the Job Help

Before the volunteer actually starts work he should have some opportunity to review his training. When he and his supervisor both feel he is ready to assume responsibility, he might enter an apprenticeship with an experienced volunteer. Another idea for this period would be to have the trainer-supervisor confer with the new worker immediately after each new assignment. These arrangements and others like them are not meant to constitute further training; they simply help the volunteer keep his balance and build confidence in a new situation.

Advanced Training

In this phase both administrative and service volunteers may branch out into jobs they haven't tried yet and assume greater decision-making and managerial responsibility. Outside training can be used to gain more specialized skills, such as reading Braille, keeping medical records, learning a foreign language, and so on. This phase can be expanded or contracted depending on the volunteers' ambitions and the organization's needs and resources. The whole program should be realistically sensitive to these factors, allowing flexibility as to scheduling and areas of concentration.

HOW TO PLAN AN EDUCATIONAL PROGRAM

First, ask the people who've been there. Ask incumbent volunteers what they wish they'd been told when starting, who helped them most to get started and how, what additional things they would like to know about their jobs, and how well they feel they're performing. Ask staff workers what experiences they've had training and working with volunteers. Observe the working relationship between these two groups. Study the way your organization's program of activities is perceived by the community. This should help you to isolate and identify the causes of any problems with which a training program would have to deal.

Goals

Most organizations want their training programs to insure:

- A stronger, more smoothly run operation because the participants are more competent
- The likelihood of more capable future leaders for the organization because members are more knowledgeable about it and how to work within its structure
- Better public relations because members are more articulate and enthusiastic spokespeople for the organization in the community
- Higher morale leading to longer tenure because all members feel a greater sense of identification with the organization

The community is apt to have certain expectations, too:

- A greater sensitivity to its needs—community-mindedness
- An understanding and appreciation of sound business practices
- Improved representation of the community point of view in policy-making

Who Should Plan the Program?

In a small organization, the president could probably plan the program himself. In a larger association, the planning could be done by the Board of Directors of the Education Committee, if there is one. When an organization has paid staff members who are trained professionals, one of these is usually designated Director of Volunteers. This person has the responsibility of determining what skills and knowledge are going to be required of volunteers and planning an outline of courses to fulfill those needs. He does not plan a minute-by-minute syllabus of each course; the instructors do that after the object of instruction has been explained to them.

How Shall Instruction Be Given?

The possible variations of method and format are almost infinite. Consider what you want to teach and to whom, and then ask yourself the following questions:

- Should the courses be taught individually or in groups? If in groups, should they be large or small? Homogeneous or a cross section?
- Would a certain time of year (or semester) be particularly appropriate for launching the program; for example, a school vacation or the period immediately following a membership drive?
- How many sessions will the content require? Could it be fit into some kind of single-session frame such as a weekend seminar?
- Where are your trainees located? Is it going to be convenient for them all to come to you at the same time?
- What qualified instructors will be available?
- What are the merits of individual vs. team teaching in view of your material?
- What audiovisual aids can be used?
- Should any of the courses have pre-requisites, and if so what?
- How will volunteers be able to make up missed sessions?
- What do the participants expect? A lecture about generalities or a demonstration of particulars? Will they want to participate? Ask technical questions?

Your answers to these questions will establish the framework within which the instructors will break down, spell out, and arrange in order the components necessary to achieve your educational goals. They should bear in mind that overblown expectations of the acquisition of expertise is a prime cause of volunteer disaffection. There should be complete understanding about what will be taught, and how and why, on both sides from the outset.

Specialization in the Training of Administrators

The training required for service volunteers will, of course, depend on the specific work they have to do. The training for administrative volunteers can to some extent be generalized for all organizations having a conventional structure. Following are some suggestions for briefing administrators of the various levels.

Board members. The goal of their training should be a greater understanding of the organization's programs and their implementation, enabling them to make decisions and formulate policies that will further the organization's overall purpose. Selected readings should include annual reports, bulletins, and special periodic studies. Include tours of facilities to show programs in action, with follow-up discussions with the professional staff.

Officers and committee members. They will need informal training in understanding bylaws and the minutes of board meetings; they should attend board and committee sessions, study agendas, and review all available published material about the organization. They should also try to get to know as many members as possible.

Delegates. They need expertise in two areas. They must know everything about the needs of the organization they represent, and they must be skilled in the usages of participatory democracy—parliamentary procedure, marshalling facts and figures in debate, reporting accurately and clearly, and speaking from the floor. As suggested before, role-playing is probably the best way to teach these.

Planning committees (responsible for meetings). Have the members evaluate the meetings they've attended so far; then try to get them to extrapolate general rules for procedure from their experiences. Ask them to remember how many of the meetings accomplished something, how many furthered the goals of the organization, how many were satisfying experiences in themselves. On the basis of the answers, elicit explanations of why meetings should have clearly defined goals, be carefully planned and timed, etc.

TRAINERS AND SUPERVISORS

What to Look For

Look for a person with whom other people can work well and happily, because volunteers can pick up and leave any time they start feeling unhappy. Use the following questions as a test for any individual you're considering for these roles:

- How much empathy with other people does he have? Can he observe and listen to them sensitively enough to get at what's really on their minds? Is he flexible, patient, and unbiased?
- Can he accept new ideas, including ones that contradict his previous beliefs? Is he secure enough in his own esteem to listen seriously to everyone's point of view?
- At the same time, does he have the courage to stand up for what he believes is right, even when it's a minority opinion that may make him unpopular?
- Will he respect the rights and dignity of his trainees?

- Is he a good judge of character?
- Does he realize that good leaders are made, not born, and that his position does not make him part of a ruling elite?
- Is he learning-centered? That is, does his educational approach stress personal development equally with course content? Will he know how to release each student's maximum potential?
- What is his degree of commitment to the organization?

The Trainer-Supervisor's Role

The people who will train your volunteers may be from the administrative leadership, from the professional staff, or from the senior ranks of the volunteers themselves. (Many trainees feel most comfortable with the last category.) They may also be professional consultants called in from the outside community, in which case they should understand that they are there to supplement, not supplant, the organization's in-house trainers. You may want to use a team-teaching approach, pairing a volunteer with a professional. In such a case, each party should respect the contribution of the other and both should know that expertise is more important than status.

Whatever their positions, these people will share the responsibility of training, organizing, and motivating a corps of volunteers to carry out the organization's program in the most efficient way. There are both practical and psychological aspects to this. On the practical side, the leader must:

- Assign workers tasks that fit their abilities and interests.
- See they are properly trained and equipped.
- Be alert to the occasional need for refresher courses and plan them when necessary.
- Transfer workers to other jobs when they start showing signs of boredom.
- Plan regular meetings to insure that volunteers are continuously informed of the work going on.
- See that the search for new volunteers goes on all the time. Turnover is inevitable, and new blood is always needed.

To guarantee the morale of the volunteer unit, the leader must:

- Solicit feedback. Ask for suggestions as to how the job could be done better, how morale could be improved, etc. Show that these suggestions are listened to seriously.
- Delegate responsibility. Each volunteer should be shown that his judgment and initiative are considered valuable resources.
- Show appreciation. Probably nothing is more important than this. People who work for nothing have a right to expect their employers—who are also their beneficiaries—to show gratitude for what they're getting. There are many ways this gratitude can be expressed officially—recognition speeches at the annual dinner, places of honor there, or perhaps a dinner of their own; pins, awards for a certain number of hours worked; special mention in the newsletter; certificates of merit. Don't neglect the personal approach, either. A smile, a word of praise, or a moment of encouragement from a supervisor isn't just empty air to the volunteer who receives it.

THE ONE-SESSION TRAINING EVENT

Planning

You may have recourse to this method of training if a situation develops in which a large number of people have to be briefed about a problem or taught the same technique within a short period of time. The person directing the session should be given a worksheet beforehand that summarizes the following information about the program:

- Title, date, place, and length of event.
- Population for whom the training is designed.
- Size of group. This will affect the room setup and method of instruction.
- Purpose of training.
- Probable expectations of participants. As noted before, it's important that these jibe with the intentions of the leadership.
- Content and possible techniques. What must be covered; what are the various possible ways of covering it?
- Special equipment needed; for example, blackboards, slide projectors, mimeographed handouts. How many chairs will you need? What about writing surfaces?

Execution

If your group has 40 or fewer members, begin by having everyone stand and introduce himself to the group, telling them briefly what previous experience he's had with the work to be discussed. If the group has more than forty members, the leader could ask for a show of hands in response to specific questions about such experience. In either case, name tags are a good idea.

Each participant should then be given an outline of the topics to be covered by the session, with a blank space after each for note-taking. Try to plan beforehand how much time can be allowed for each subtopic and, if possible, write this schedule on a blackboard all the participants can see. This way the leader will have the informed support of the group if one member lingers too long on a certain problem, cutting into the time allotted for other subjects. If, on the other hand, the whole group seems to become engrossed in a subject to the point of wanting to extend their discussion of it beyond the time allowed, the leader may ask for a show of hands mandating the necessary change in schedule.

These single-session events can also be applied to inter-organizational training programs. Greater planning will then be needed with regard to the time, setting, and arrangements for a meeting that will necessarily bring together a much more disparate and far-flung group of people. Explore the possibility of community resources that might be available for such an undertaking; for example, library materials, consultants from universities or training schools, professional advisors, etc.

One variation of the single-session approach is the cooperative learning group. These groups are informal get-togethers of workers interested in discussing a problem they all share. Not necessarily either large or structured, such meetings need not have a specially designated

leader. Attendance can be solicited by a letter sent to likely discussants outlining the goals of the meeting, with a return post card enclosed.

The Michigan Credit Union League used another variation of the single event by fitting its training program into the framework of a weekend seminar at a hotel. The huge numbers of volunteers who had to be trained throughout the state had made the old serial method of training impractical. It cost too much, took too much time, attendance was too spotty, and the instruction was too fragmented. So the Credit Union began the practice of inviting its volunteers en masse to a ski resort for a weekend (in the off season, thus saving considerably on room rates while assuring comfortable and uncrowded surroundings). The weekend begins with an evening of entertainment Friday. Saturday is devoted to as many as 13 workshops lasting from 50 minutes to 2½ hours, with participants free to choose their subject areas. In their free time they can stop in at the "Cracker Barrel Conference Center" to meet informally with workshop leaders and fellow workers to discuss problems. Saturday night is given over to revelry, and Sunday morning features a general session for both members and their husbands or wives. The Union has found this mix of business and pleasure to be an agreeable solution to what had become a major logistics problem.

HOW TO EVALUATE A TRAINING PROGRAM

Points of Departure

Any group training program should be monitored throughout for attendance and participation in meetings, student morale, quality of the teaching, and carryover of skills into the job situation. Beyond that, the following questions should be established as a continuing source of guidelines:

- Has each learning plan been organized with a clear purpose, one coinciding with the workers' needs, and is this purpose clearly stated?
- Is there regular opportunity for student evaluation?
- Do volunteers understand that such evaluations should be made on the basis of how well their training was related to their jobs?
- Do trainees have the freedom to set their own educational goals?
- Are they encouraged to utilize trainee feedback? Is theirs, in turn, respected by the administration?
- Are volunteers and supervisors alike made to understand that constructive criticism and innovative ideas are not merely permitted, not merely welcomed, but eagerly sought?

Evaluation by Students

Confidential, unsigned forms can be distributed to all participants at the close of a training session, requesting honest answers (possibly in the form of a one-to-four scale) to the following questions:

- Were you interested in this session? (e.g.: Very Much, Quite a Bit, Somewhat, Very Little)

- Did you feel that the group was interested?
- Did you learn any new facts? (Many, Some, A Few, None)
- Was there enough opportunity for participation?
- What did you like best about the session? (No scale; open-ended)
- What suggestions do you have for improvement?

To get student opinion of the program as a whole, another form with the following questions could be used:

- What did you hope to get out of the program?
- What feature did you find most valuable? Least valuable?
- What part of your training did you feel was most relevant to your job?
- Which sessions, if any, did you miss?

Another means of eliciting an appraisal of the program is a face-to-face conference with an administrative supervisor after the volunteer starts work. The supervisor, who should be conspicuously nonjudgmental, might probe for the following points: When you began your work as [name of job], did you have a good idea of what you would be expected to do? If not, what specifically were you unprepared for? What learning materials have you read (books, manuals, etc.) and have they been helpful? Necessary? Superfluous? What help, if any, do you feel you could use right now?

Occasionally, organizations feel the need of making a comprehensive survey of their volunteer training programs. The reason may be that a membership recruitment drive is scheduled for the near future, promising an influx of potential new workers. Or perhaps some danger signal, such as a suddenly escalating worker turnover or an epidemic of public criticism, has suggested that there are problems that have to be remedied. Various methods can be used at this point to get an overall look at what's going into your volunteer program and what's coming out.

Questionnaires

These should be accompanied by a letter from the president stating the object of the survey and assuring anonymity to all respondents. They might include a list of all possible volunteer activities, with the recipient being invited to check off those he normally performs as part of his job. Other questions might include:

- How much time a week he spends working for the organization.
- How long he's been affiliated with it.
- What volunteer work he's enjoyed most and least.
- Whether he feels volunteers get adequate training, recognition, and responsibility.

Interviews

The interviewer here must convince his respondent of two things: one, that the content of the interview will be strictly confidential, and two, that it is the program, and not the interviewee, that he is trying to find out about. To this end, he might ask:

- What work the volunteer has done.
- What he feels was his greatest contribution to the organization, and why.
- Which of his volunteer activities has given him the most satisfaction.
- Which he would like to do more of; which he would like to do less of.

The face-to-face setting allows for the inclusion of less concrete and more emotional questions.

Group interviews and discussions can also be arranged, with committees and councils. The facts gathered by such means as these will provide a profile of the end product of your volunteer training. You will learn the nature and quality of the work being done, if your volunteers feel integrated into the work, and whether they feel they are contributing to and being rewarded by the organization they serve.

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CHAPTER 11

HOW TO FIND THE INFORMATION YOU NEED

Knowledge is power. Few would question that assertion today, yet just as few have access to the authoritative, comprehensive knowledge that leads to success. Oddly enough, this problem is occurring at a time when various sources are gushing forth with knowledge at a rate undreamed of by mankind even a generation ago.

Moreover, the new spirit of open government and the new Freedom of Information laws provide anyone with the opportunity to see and use data of enormous value . . . data that were once locked within the files of the government and other sources. This chapter will suggest a variety of ways that you can acquire the information that you and your organization need to function and to achieve your goals. This information is available from various private sources that are usually cooperative and from government sources whose data are a matter of public record.

INFORMATION FROM THE PRIVATE SECTOR

The “information industry” is growing so fast that it is difficult even for the professional detail-gatherers to keep up. In fact, the term “information explosion” is not exaggerated.

In the nongovernment sector of our society, most studies are conducted by research organizations, corporations, publishers of newspapers and magazines, colleges and universities, and foundations.

Surprisingly, much of this information is readily available to you, if you ask. Often, in fact, the originating organization wants the information to be widely disseminated and will be happy to provide whatever they have on the subject that interests you.

Research organizations usually do two kinds of work. The first is “proprietary”; i.e., owned by someone; and this kind of information is probably not available. A company or other organization has commissioned the research company to do a study, and the results are usually the property of the company that pays for the study. However, this same research company sometimes will do studies of a general nature in the hope that the results can be sold to anyone interested in the subject. This means it will be much less expensive because the cost of the project is being spread among more than one user. For the names of such organizations in your local area, check the Yellow Pages.

Corporations can also be a good source of information. Of course, it is important to narrow the scope of your investigation and ask help from a corporation that is operating in your field of interest. When you have done this and think that one or more companies might have what you are looking for, write to the Director of Public Relations or Community Relations (or whichever title suggests a responsibility for dealing with the general public). Tell him exactly what you need, and ask if the company has the information and whether it is available. Remember, be precise about its use and how public the information will be. That will have a lot to do with what kind of answer you get.

Publishers of newspapers and magazines can help you in two ways. First, you might want access to the publication's "morgue." This is a file where the editorial staff keeps reference information for their own use. It is set up alphabetically, usually focusing on people and events. The second way to get help is from the sales department of the publication. This department probably has studied the readers and geographic area covered by the publication. This kind of information is quite public since it is used to persuade potential advertisers that the medium provides good coverage of a desired market.

Colleges and universities are gold mines of information, and they are eager to help by sharing what they have stored up over the years. Select the department of the college that works on the subject and visit with the head of the department. Explain just what you want, and it is very likely that he can point you in the right direction. You could get anything from term papers to graduate theses to an opportunity to chat with an expert on the subject who's on the faculty. At the least, you will be directed to another source, clutching a pretty good bibliography as guidance.

Foundations are covered in a separate chapter of this book. Although that chapter focuses on how to get funding from foundations for your projects, it will also help you understand how foundations function so you can use them as a source for information. Bear in mind that a great deal of what the foundation does is centered around funding fact-finding. If you have picked the right foundations—and they share your subject interest—the chances are good that you'll get a wealth of information.

DIRECTORIES OF DIRECTORIES

Fortunately, publishers have been pumping out source directories on a wide range of subjects. These publications are aimed at listing sources for more information on the subject of your interest.

Some publishers have gone one step further and published directories of the directories so that, in one source, you can check to see which directories are available to guide you. Many of the directories may be found in your local library, or you may write directly to the publisher for details on price and content.

GUIDE TO AMERICAN DIRECTORIES

Lists more than 5,500 directories of every kind, including 2,000 new directories not previously listed. There are over 300 major classifications. Tells who publishes directories in any given field, describes contents, date of publication, and cost (many are free). Published by B. Klein Publications, Coral Springs, FL 33065.

DIRECTORY OF SPECIAL LIBRARIES AND INFORMATION CENTERS

Has information about more than 13,000 special libraries, information centers, and documentation centers in the U.S. and Canada. Arranged alphabetically by names of supporting organizations (businesses, government agencies, educational institutions, trade and professional organizations). Gale Research Co., MI 48226.

SOURCES OF STATE INFORMATION AND STATE INDUSTRIAL DIRECTORIES

Names and addresses of private and public agencies that provide information about their states. Also listed under each state, industrial directories and directories of manufacturers. Chamber of Commerce of the U.S., Washington, DC 20006.

STATISTICS SOURCES

Arranged in dictionary style, it cites periodicals, yearbooks, directories, and other compilations issued by state, federal, and foreign agencies, associations, companies, universities, and other organizations. Gale Research Co., Detroit, MI 48226.

GUIDE TO AMERICAN EDUCATIONAL DIRECTORIES

For educational research, this is a guide to over 2,550 directories on more than 100 subjects. Includes subjects from law to religion, music to athletics, libraries to travel. Each listing gives names of directory, publisher, where to get it, price (many are free), and description of contents. Published by B. Klein Publications, Coral Springs, FL 33065.

CATALOG OF CITY, COUNTY, AND STATE DIRECTORIES

List of published city directories, arranged alphabetically by states and cities. Lists name and address of directory publisher, with each directory keyed to its publisher. Has similar information for Canada. Association of North American Directory Publishers, New Haven, CT 06509.

AMERICAN REFERENCE BOOKS ANNUAL

Comprehensive annual reviewing service for reference books published in the U.S. Libraries Unlimited, Inc., Littleton, CO 80160.

DIRECTORIES, GUIDES, AND ENCYCLOPEDIAS

Rather than start your own search for the vast existing information you need, it would be wise to first check to see if there is a directory that lists the sources for these data. The list below provides a general cross section of what is available. Wherever possible, the publisher and the city in which he is located have been provided. It would be a good idea, however, to check your local library for help. It is likely that the book you need (listed below or known to your librarian) is on the shelves or can be borrowed from an associated library.

ENCYCLOPEDIA OF ASSOCIATIONS, VOL. 1, NATIONAL ORGANIZATIONS OF THE UNITED STATES

Lists trade, business, professional, labor, scientific, educational, fraternal, and social

organizations of the U.S., including historical data. Gale Research Co., Detroit, MI 48226.

NATIONAL TRADE AND PROFESSIONAL ASSOCIATIONS OF THE U.S., CANADA AND LABOR UNIONS

Lists over 6,000 organizations with address, date established, principal executive, number of members, size of staff, phone, annual budget, publications, annual meetings. Published by B. Klein Publications, Coral Springs, FL 33065.

GUIDE TO PRINT AND NONPRINT MATERIALS AVAILABLE FROM ORGANIZATIONS, INDUSTRY, GOVERNMENT AGENCIES AND SPECIALIZED PUBLISHERS

Published three times a year by Gaylord Professional Publications and Neal-Schuman Publishers, Inc., Syracuse, NY 13201.

ENCYCLOPEDIA OF U.S. GOVERNMENT BENEFITS

Describes over 5,000 programs from federal government providing benefits to individuals, businesses, and organizations. Published by B. Klein Publications, Coral Springs, FL 33065.

EVERYTHING YOU CAN GET FROM THE GOVERNMENT FOR FREE . . . OR ALMOST FOR FREE

Describes programs of the federal government and how to apply for them. Has a subject index; written by Craig & Peter Norback. Van Nos Reinhold Lepi Order Processing, 7625 Empire Dr., Florence, KY 41042.

ENCYCLOPEDIA OF INFORMATION SYSTEMS AND SERVICES

Describes and analyzes approximately 1,750 organizations concerned with new forms, new media, and new methods for providing information services. Includes publishers, computer software and time-sharing companies, micrographic firms, libraries, information centers, professional associations, and consultants. A. T. Kruzas Associates; edited by A. T. Kruzas. Gale Research Co., Book Tower, Detroit, MI 48226.

WASHINGTON INFORMATION DIRECTORY

Information on agencies of the executive branch, on Congress, and on private organizations. Subject index and agency and organization index. Gives Congressman's Capitol Hill address, phone, key staff, and committee assignments, and information on district offices. Tells what federal agencies provide services and make policy in your area of interest and which committees have jurisdiction over legislation or appropriate funds in that field. Also tells what private groups have an interest in the same subject. Published by Congressional Quarterly, Inc.

DIRECTORY OF CONVENTIONS

Contains about 18,000 cross-indexed listings of annual events; gives dates, locations, names and addresses of executives in charge, type of group, and estimated attendance. Sales Meetings Magazine, New York, NY 10017.

GENERAL PURPOSE ENCYCLOPEDIAS

Among those available are Colliers Encyclopedia, Encyclopedia Americana, Encyclopedia Britannica, World Book Encyclopedia.

SPECIAL PURPOSE ENCYCLOPEDIAS

Among these are Van Nostrand's Scientific Encyclopedia, McGraw-Hill Encyclopedia of Science and Technology, Encyclopedia of Banking and Finance, Encyclopedia of Chemistry, Encyclopedia Directory of Business Finance, and Accountant's Encyclopedia.

AUDIO VISUAL MARKETPLACE: A MULTIMEDIA GUIDE

Lists media producers and distributors, associations, AV dealers, conventions, educational radio and TV, film festivals, equipment manufacturers, laboratory services, production companies, rental facilities, reference sources, and review media. R. R. Bowker Company, P.O. Box 1807, Ann Arbor, MI 48106.

RESEARCH CENTERS DIRECTORY

Lists more than 3,200 nonprofit research organizations, and provides statement on their principal fields of research, addresses, phones, names of directors, data on staffs, funds, and publications. Gale Research Co., Detroit, MI 48226.

STANDARD PERIODICAL DIRECTORY

Directory lists more than 50,000 periodical publications in U.S. and Canada. Arrangement is topical and then alphabetical by title within subject. Information on each publication includes name and address of publisher, price by subscription and copy, year founded, frequency of publication, circulation, and advertising rates. Oxbridge Communications, Inc., 1345 Avenue of the Americas, New York, NY 10019.

GREEN BOOK, INTERNATIONAL DIRECTORY OF MARKETING RESEARCH HOUSES AND SERVICES

Published by New York Chapter of the American Marketing Association.

INFORMATION PLEASE ALMANAC

Simon and Schuster, New York, NY 10020.

WORLD ALMANAC

Doubleday & Co., New York, NY 10017.

NEW YORK TIMES ALMANAC

A REFERENCE GUIDE TO AUDIO VISUAL INFORMATION

Sources for information on 400 basic reference works; also films and music to radio and TV. Entries annotated. One hundred ten periodicals related to media are annotated. R. R. Bowker Company, P.O. Box 1807, Ann Arbor, MI 48106.

N.W. AYER AND SON'S DIRECTORY OF NEWSPAPERS AND PERIODICALS AND BUSINESS PUBLICATION RATES AND DATA

Most comprehensive of all directories to these publications. Over 23,000 publications, arranged by state and then by city. Gives the name of publication, frequency of publication, editor, publisher, political affiliation (if any), price, size, circulation, and some information concerning each city, village, etc. in which publication is published.

READER'S GUIDE TO PERIODICAL LITERATURE

Periodicals covered are general in nature and suited to the general need. Available in all libraries.

AMERICAN ASSOCIATION FOR PUBLIC OPINION RESEARCH, DIRECTORY OF MEMBERS

Published by National Opinion Research Center, New York, NY 10003.

WHO'S WHO IN AMERICA

Biographical information of notable living men and women. Marquis Publications Blvd., Chicago, IL 60611.

WHO'S WHO OF AMERICAN WOMEN

Biographical information on more than 20,000 distinguished women. Source same as above.

DIRECTORIES OF BUSINESS INFORMATION

Nonprofit organizations could use the information provided in these directories in several ways. One, of course, is to find sources for goods and services that your organization might need. Money can be saved if you are getting bids from the right sources and you know where to locate them.

Also, as we said earlier in this chapter, many businesses are excellent sources for reliable information. These directories would enable you to find out which companies are active in the field of your interest and would tell you how and who to contact to get what you want.

Last, but far from least, these directories provide an excellent source for names for fund-raising purposes and for the solicitation of contributions in the form of goods, services, and advice. The best such lists are often formed from these directories, where name spelling and title (two very important points of accuracy) are quite reliable.

These directories are:

THOMAS REGISTER OF AMERICAN MANUFACTURERS

Includes over 75,000 American firms, listed alphabetically by product, by company. Includes manufacturers catalogs. Published by Thomas Publishing Company, New York, NY 10001.

DUN & BRADSTREET, MIDDLE MARKET DIRECTORY

Lists 31,000 businesses with net worth between \$500,000 and \$1,000,000. Listed alphabetically, geographically, by product classification. Gives business name, state of incorporation, address, SIC numbers, function, sales, number of employees, and names of officers and directors. Dun & Bradstreet, New York, NY 10008.

DUN & BRADSTREET MILLION DOLLAR DIRECTORY

Lists 33,000 businesses with net worth of \$1 million or more. Arranged alphabetically, geographically, by line of business. Includes directors and officers. Gives name of business, state of incorporation, address, SIC numbers, function, sales, and number of employees. Dun & Bradstreet, New York, NY 10008.

NATIONAL TRADE AND PROFESSIONAL ASSOCIATIONS OF THE U.S.

Lists the name, phone, address, chief executive officer, size of staff and membership, and the year formed of more than 4,000 national business and professional associations. Columbia Books, Washington, DC 20005.

POOR'S REGISTER OF CORPORATIONS, DIRECTORS AND EXECUTIVES

Lists biographical data on 80,000 directors and executives in 34,000 companies. Published by Standard & Poor's Corporation, New York, NY 10001.

FUNK AND SCOTT INDEX OF CORPORATIONS AND INDUSTRIES

Weekly service indexes articles appearing in leading business, financial, and trade newspapers and magazines. Funk and Scott Publishing, Cleveland, OH 44106.

DIRECTORY OF BUSINESS AND FINANCIAL SERVICES

Annotated listing of several hundred business, economic, and financial services. Special Libraries Association, New York, NY 10003.

INFORMATION ACCESS SERVICES

There are companies that exist to help you find the information you need. For a pre-determined fee, they will search their files (usually computerized) and quickly come up with the data you require. If your budget permits, these organizations can, obviously, save a lot of time and provide comprehensive information.

Among the companies in this business are:

DOW JONES MICROFILM SERVICES

Has all issues of *The Wall Street Journal* on microfilm and has a Wall Street Journal Microfiche clipping file. Princeton, NJ 08540.

DISSERTATION ABSTRACTS INTERNATIONAL

Monthly list of doctoral dissertations and masters' theses. Also locates and gives brief abstracts of such works. Xerox/University Microfilms, Ann Arbor, MI 48106.

NEW YORK TIMES INFORMATION BANK

Now primarily for in-house use by *Times* staff, but it is also open to the public. Includes selected materials from over 60 newspapers and periodicals.

PUBLIC AFFAIRS INFORMATION SERVICE

A weekly bulletin listing by subject the current books, pamphlets, articles, government documents, and any other useful library materials in the field of economics and public affairs. P.A.I.S., New York, NY 10018.

GOVERNMENT PUBLICATIONS

The single most important, comprehensive, and economical source of information remains the federal government. It studies and publishes on a dazzling array of subjects. Although it has occasionally been criticized for examining trivial matters, in general it provides an invaluable source for organizations with limited budgets that need information.

One of the most difficult tasks is learning how to make the most of what the federal government has to offer and how to find your way around the vast world of government-sponsored research and information.

For your guidance, we are providing the following quote from the U.S. Government publication "Basic Reference Sources."

Libraries usually maintain listings of both State and Federal government publications. The following are a few examples of such listings that serve as guides to Government publications. Most of the U.S. Government publications are the result of research and activities of various Federal agencies. Some are free from the issuing agency, while others cost a nominal fee. Since most of these publications are relatively inexpensive and are usually some of the most recent and authoritative writings in a particular field, this reference material proves most helpful to the public.

By law, the established system of Government Depository Libraries makes Federal publications available for public reference. Libraries designated within this system can elect to receive from the Superintendent of Documents, Government Printing Office, those classes of Federal publications which are appropriate to their type of library reference service.

Superintendent of Documents (GPO) also issues a number of *Price Lists* (single copy, free) on selected Federal (for-sale) publications related to specific subjects. For a complete list of *Price List* subjects, request *How to Keep in Touch with U.S. Government Publications*, free from GPO. Examples of titles which may be of interest to readers of this *Bibliography* are: Finance PL 28, Commerce PL 62, and Census PL 70. These Price Lists of U.S. Government publications on selected subjects give prices and titles of publications and may be consulted in depository libraries.

Most libraries have some Federal publication listings to identify currently available materials of most of the Federal agencies and they keep some of these publications for ready reference.

Some of the guides to Federal publications are:

Monthly Catalog of United States Government Publications. Superintendent of Documents. GPO. The most comprehensive catalog of Government publications. It lists by agency both printed and processed publications issued each month, including Congressional hearings, documents, and reports.

A Survey of Federal Government Publications of Interest to Small Business. Small Business Administration. 1960. GPO. Nontechnical publications most likely to be of assistance to businessmen have been selected, annotated, and arranged both by subject and issuing agency.

SBA 115A—Free Management Assistance Publications, and *SBA 115B—For-Sale Booklets.* Small Business Administration. Complete listings of currently available management assistance publications issued by SBA. Both lists are free from the nearest SBA field office or SBA, Washington, DC 20416.

Publications Lists of Other U.S. Government Departments and Agencies. Most Federal agencies issue, periodically or intermittently, lists (titles of the lists vary) of their current publications. If not available at local libraries, these lists are free from the issuing agency—check with the nearest *field office* of the Government agency. (For local office addresses, look for the agency under *U.S. Government* in the telephone directory.)

DIRECTORIES AND REFERENCE WORKS PUBLISHED BY THE GOVERNMENT

U.S. GOVERNMENT MANUAL

Official handbook of the federal government describes purposes and programs of most government agencies and lists top personnel, Office of the Federal Register, National Archives & Records Service, Washington, DC 20408.

MONTHLY CATALOG OF U.S. GOVERNMENT PUBLICATIONS

This provides bibliography of publications issued by every department and bureau of the federal government from 1895 to the present. Has instructions for ordering a publication, as well as the identity of author, title and brief description of publication, price, date, number of pages, and (often) the Library of Congress number.

STATISTICAL ABSTRACT OF THE UNITED STATES

The standard summary of national statistics, includes information on the labor force, population, business enterprises, and national income. Bureau of the Census, U.S. Dept. of Commerce.

CONGRESSIONAL RECORD

Daily account of all proceedings on the floor of both the House and Senate, Government Printing Office, North Capital and H Sts NW, Washington, DC 20401, or read at Regional Depository Library located nearest you.

CONGRESSIONAL DIRECTORY

Biographical data on members of Congress, membership and staff of Congressional committees; directory of Executive and Judiciary, Diplomatic Corps. Joint Committee on Printing, Government Printing Office.

REGIONAL DEPOSITORY LIBRARIES OF THE U.S. GOVERNMENT PRINTING OFFICE

Regional libraries provide free access to all documents, bills, hearing reports, studies, etc. For a list of all regional libraries, write to the U.S. Government Printing Office, Public Documents Dept., Washington, DC 20402.

BOOK OF THE STATES

Directory of state officials, state legislatures, and state judiciary systems. Also, data on current state programs and legislation. Includes two supplements. Council of State Governments, Chicago, IL 60637.

DIRECTORY OF FEDERAL STATISTICS FOR STATES

Statistics for counties, metropolitan cities, and other geographic units. Government Printing Office.

DIRECTORY OF FEDERAL STATISTICS FOR LOCAL AREAS

Describes statistics contained in almost 200 federal sources showing areas smaller than states. Information grouped under 22 major headings. General Printing Office.

COUNTY AND CITY DATA BOOK

Present statistical information on business, manufacturers, governments, agriculture, population, housing, vital statistics, bank deposits, and other subjects. Bureau of the Census, U.S. Dept. of Commerce.

DIRECTORY OF POST OFFICES

List of post offices by state, alphabetical list and post office addresses for Army and Air Force installations. U.S. Post Office Dept., Government Printing Office.

GOVERNMENT AGENCIES TO CONTACT FOR INFORMATION

In addition to the centralized sources for information provided by the U.S. Government Printing Office and the Library of Congress, individual government agencies are also excellent sources of more detailed information in their special areas.

For a central point that would refer you to these sources, you could get the *Federal Government Directory of Information Resources in the U.S.* from the Library of Congress.

Or you can contact these federal government agencies directly:

ADMINISTRATIVE OFFICE OF THE UNITED STATES COURTS

U.S. Supreme Court Building
1 First St., NE, Washington 20544

DEPT. OF AGRICULTURE, OFFICE OF COMMUNICATIONS

14th St. & Independence Ave., SW, Washington 20250

Produces and distributes motion pictures, exhibits, photographs, slide sets, and other visual aids. Refers technical inquiries to specialists.

DEPT. OF THE AIR FORCE, OFFICE OF INFORMATION

Office of the Secretary of the Air Force, Hq. USAF (SAFOIC)
The Pentagon, Washington 20330

ATOMIC ENERGY COMMISSION, OFFICE OF INFORMATION SERVICES

Washington, 20545

DEPT. OF COMMERCE

14th St. & Constitution Ave., NW, Washington 20230

ENVIRONMENTAL PROTECTION AGENCY, OFFICE OF PUBLIC AFFAIRS

401 M St., SW, Washington 20460

FEDERAL COMMUNICATIONS COMMISSION, OFFICE OF INFORMATION
1919 M St., NW, Room 514, Washington 20554

FEDERAL POWER COMMISSION, OFFICE OF PUBLIC INFORMATION
825 No. Capital St., NE, Room 1000, Washington 20426

FEDERAL RESERVE SYSTEM, PUBLICATIONS SERVICES
Division of Administrative Services, Constitution Ave. bet.
20th and 21st Sts., NW, Washington 20551

GENERAL SERVICES ADMINISTRATION
18th and F Sts., NW, Washington 20405

Has Federal Information Centers in major cities across the country offering a wide range of information.

DEPT. OF HEALTH, EDUCATION & WELFARE

- Education, National Institute of Education, Code 600, Washington 20202
- Food & Drug Administration, Office of Public affairs, 200 C St., SW, Washington 20204
- Health Services & Mental Health Administration, U.S. Public Health Service, 5600 Fishers Lane, Rockville, MD 20852
- National Institute of Health, 9000 Rockville Pike, Bethesda, MD 20014
- Occupational Safety & Health Review Commission, 1825 K St., Washington 20006.
- President's Commission on Employment of the Handicapped, Vanguard Building, 1111 20th St., NW, Washington 20210
- President's Commission on Retardation, Regional Office, Building 3, Room 2614, 7th & D Sts., SW, Washington 20201
- President's Council on Physical Fitness & Sports, 400 6th St., SW, Room 3030, Washington 20201
- Social & Rehabilitation Service (Community Services Administration) Washington 20201

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
400 Maryland Ave., SW, Washington 20546

NATIONAL ENDOWMENT FOR THE ARTS
Publications from the Government Printing Office

NATIONAL ENDOWMENT FOR THE HUMANITIES
806 15th St., NW, Washington 20506

NATIONAL LABOR RELATIONS BOARD
1717 Pennsylvania Ave., NW, Washington 20570

NATIONAL SCIENCE FOUNDATION
1800 G St., NW, Washington 20550

DEPT. OF THE NAVY

Pentagon Building 20350, Washington, 20301.

SECURITIES AND EXCHANGE COMMISSION

500 No. Capital St., NW, Washington 20549

SELECTIVE SERVICE SYSTEM

1724 F St., NW, Room 607, Washington 20435

SOCIAL SECURITY ADMINISTRATION

6401 Security Blvd., Baltimore, MD 21235

SMALL BUSINESS ADMINISTRATION

1441 L St., NW, Washington 20416

SMITHSONIAN INSTITUTION

Washington 20560

U.S. DEPT. OF STATE

2201 C St., NW, Washington 20520

TENNESSEE VALLEY AUTHORITY

Knoxville, TN 37902

U.S. DEPT. OF TRANSPORTATION

400 7th St., SW, Washington 20590

U.S. DEPT. OF TREASURY

15th St. & Penna. Ave., NW, Washington 20220

U.S. ARMS CONTROL AND DISARMAMENT AGENCY

Dept. of State Building, Room 5443

2201 C St., NW, Washington 20451

U.S. CIVIL SERVICE COMMISSION

1900 E St., NW, Washington 20415

U.S. GENERAL ACCOUNTING OFFICE

441 G St., NW, Washington 20548

U.S. DEPT. OF HOUSING & URBAN DEVELOPMENT

451 Seventh St., SW, Washington 20410

U.S. DEPT. OF INTERIOR

18th & C Sts., NW, Washington 20240

U.S. DEPT. OF JUSTICE

Constitution Ave. & 10th St., NW, Washington 20530

U.S. DEPT. OF LABOR, BUREAU OF LABOR STATISTICS

Office of Publications

441 G St., NW, Washington 20212

U.S. NATIONAL COMMISSION FOR UNESCO
SA-2, Dept. of State, Washington 20520

U.S. POSTAL SERVICE
12th St. & Penna. Ave., NW, Washington 20260

U.S. TARIFF COMMISSION
E St. bet. 7th & 8th Sts., NW, Washington 20436

VETERANS ADMINISTRATION
810 Vermont Ave., NW, Washington 20420

WATER RESOURCES COUNCIL
2120 L St., NW, Washington 20037

WORLD DATA CENTER A
National Academy of Sciences
2101 Constitution Ave., NW, Washington 20418

STATE LIBRARIES
(In Zip Code Order)

Division of Libraries & Museums
P.O. Box 390 Charlotte Amalie
St. Thomas, VI 00801

Director
Library Service Dept. of Education
P.O. Box 759
Hato Rey, PR 00919

Director
Bureau of Library Extension
Department of Ed., Div. Cur. Inst.
648 Beacon Street
Boston, MA 02215

R.I. Dept. of State Library Services
95 Davis Street
Providence, RI 02908

State Library
20 Park Street
Concord, NH 03301

State Library
Augusta, ME 04330

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Commissioner
Vermont Dept. of Libraries
111 State Street
Montpelier, VT 05602

State Library
231 Capitol Avenue
Hartford, CT 06117

Director, Div. of State Libraries
Dept. of Educ.
185 W. State Street
Trenton, NJ 08625

Div. of Library Dev. NY State Library
Room 1507 Twin Towers
99 Washington Avenue
Albany, NY 12210

State Library
Box 1601
Harrisburg, PA 17126

Librarian
Div. of Librarians
P.O. Box 635
W. Loockerman Street
Dover, DE 19901

American Library Association
The Coronet
110 Maryland Ave., NE, Suite 101
Washington, DC 20002

Director
District of Columbia Public Library
901 G Street NW
Washington, DC 20001

Asst. State Supt. for Libraries
Div. Lib. Devel. & Serv.
P.O. Box 8717 Friendship Int. Airp.
Baltimore, MD 21240

State Library
Richmond, VA 23219

Executive Secretary
State Library Commission
2004 Quarrier Street
Charleston, WV 25300

State Library
P.O. Box 27727
Raleigh, NC 27602

Librarian
State Library
State House Box 11469
Columbia, SC 29211

Director
Dir. Public Service, Dept. Ed.
156 Trinity Avenue SW
Atlanta, GA 30303

Director
State Library
Supreme Court Building
Tallahassee, FL 32304

Director
Public Library Service
155 Administration Building
Montgomery, AL 36104

Librarian & Archivist
State Library & Archives
7th Avenue North
Nashville, TN 37219

Director
Library Commission
405 State Office Building
Jackson, MS 39201

Department of Libraries
Box 537
Frankfort, KY 40601

Librarian
State Library
65 S. Front Street
Columbus, OH 43215

Director
State Library
140 N. Senate Avenue
Indianapolis, IN 46204

Department of Library Science
Wayne State University
Detroit, MI 48202

Librarian
State Library
735 E. Michigan Avenue
Lansing, MI 48913

Director
State Traveling Library
Historical Building
Des Moines, IA 50319

Division for Library Services
Public Library Services
3030 Darbro Drive
Madison, WI 53714

Director Office Public Libraries
Dept. Ed. Room 805
Capitol Square Bldg., 550 Cedar St.
St. Paul, MN 55101

Directory-Secretary
State Library Commission
322 S. Fort Street
Pierre, SD 57501

Director
State Library Commission
Highway 83 North
Bismarck, ND 58501

Librarian
State Library Commission
930 E. Lyndale
Helena, MT 59601

Library Services Program Off.
AVLP
300 S. Wacker Dr. Bldg.
Chicago, IL 60607

Director
Illinois State Library
Centennial Building
Springfield, IL 62756

Librarian
State Library
308 East High
Jefferson City, MO 65101

Librarian—State Library
3rd Floor State House
Topeka, KS 66612

Director
Nebraska Library Commission
1420 P
Lincoln, NB 68508

State Library
P.O. Box 131
Baton Rouge, LA 70821

Librarian & Executive Secretary
Library Commission
506¹/₂ Center Street
Little Rock, AR 72201

Director
Oklahoma State Library
109 State Capitol
Oklahoma City, OK 73105

Director and Librarian
Texas State Library
P.O. Box 12927
Austin, TX 78711

Deputy State Librarian
Colorado State Library
1362 Lincoln
Denver, CO 80203

State Library
Supreme Court Building
Cheyenne, WY 82001

State Library
325 State Street
Boise, ID 83702

Director
State Library
2150 S. 2nd W. Suite 16
Salt Lake City, UT 84115

Director
Department of Libraries & Archives
State Capitol
Phoenix, AZ 85007

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State Library
P.O. Box 1629
Santa Fe, NM 87501

State Library
State Mail Room
Carson City, NV 89701

State Library
Library Courts Building
Sacramento, CAL 95809

Staff Collection
Hawaii State Library
478 S. King Street
Honolulu, HI 96813

State Library
Salem, OR 97310

State Librarian
State Library
Olympia, WA 98504

Director
State Library
State Capitol Bldg. Pouch G
Juneau, AK 99801

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