

Growing Audience

Innovation in Action

Ill Winds: Newspapers Use Latest Technology to Help Put Human Face on Tragic Stories

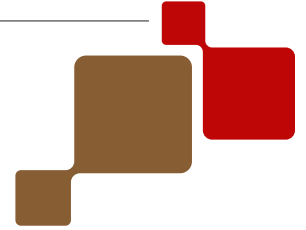




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By David LaFontaine



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What is it?

The Roanoke Times covered the shootings at Virginia Tech; the Lancaster New Era covered the shootings at an Amish grade school. They used online multimedia resources to expand their coverage in ways that both told the story better and served their communities.

Why should I care?

Covering an international crisis that happens in your backyard – if you do it well and respectfully – can be a way to bind a paper and its community together. The national attention can also lift your paper's profile and bring in new readers.

Can I adopt this?

Nobody wants to be crass and say they're trying to figure out the best way that their paper can capitalize on someone else's tragedy.

But think of it this way: if you do a good job, your community will get the truth of whatever has happened, which helps stop the fear-inspired rumors and wild tales that spring up in the wake of a great tragedy. Poor coverage, or coverage that your readers interpret as being disrespectful or exploitative could turn the community against you.

Moreover, the lessons learned from these papers' reaction to the violent tragedies can also be applied to events that are not so tragic in nature – such as a local sports hero winning a gold medal in the Olympics.

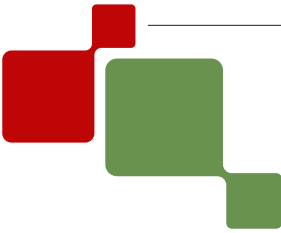
It is hard to imagine that any good whatsoever could come out of the cruel and senseless murders of innocent children and teens.

But the choices available to newspapers and communities alike are to either curl up into a dysfunctional ball and allow the tragedy to drag them down – or to suck it up and try to sift through the mass of pain and anguish to tease out threads of lessons. Threads that can be woven into some way of improving the community, some way of knitting back together the rents and tears in the community's fabric, so that the lives lost were not for nothing. And not least of all, to learn some way, even if it's just a little way, to try to prevent such a tragedy from ever happening again.

These are the kinds of choices that were faced by the Lancaster New Era when Charlie Roberts went into a quiet little Amish schoolhouse in Nickel Mines, PA, armed to the teeth, with bottles of sex lubricant and zip ties and ordered the teachers and little boys out of the room. Similar choices were faced by the Roanoke Times after Seung-Hui Cho walked into Norris Hall on the Virginia Tech campus with a gun in each hand and a head full of crazy hate.

This story is not just about how to deal with horrible loss. The way that these papers have used the latest technologies and information gathering and distribution methods to not only report the story but to allow the readers to tell their own stories, to talk to each other, to remember friends, family members, loved ones that have died, and to feel like they are in some way contributing to help those hit hardest, is something that is at the essence of what a newspaper is, and should be.

Following is a list of the major lessons that editors, photographers and reporters at these papers say that they learned (or re-learned) as a result of their trial by fire:



1. Editors must have at least a rough idea of how they are going to manage resources before a big story breaks.

It has become standard practice, almost an unconscious reflex, for media companies to “flood the zone” whenever a major disaster or news event strikes. This isn’t necessarily a bad thing – big stories require a big commitment, and besides, it would (and should) be almost impossible to keep any reporter worth having on staff away from a huge breaking news story.

The challenge is to keep track of where all your people are, and to make sense of all the information that is about to come streaming back in during what are sure to be chaotic situations.

When the call came in to the Lancaster New Era, they did empty out the newsroom and track down reporters in the field to send them to cover the story.

“But we didn’t just send people willy-nilly to see what was happening,” said Editor Ernie Schreiber. “In the early hours, we had only one reporter – Janet Kelley – on the scene. As the scope of the violence became clear, we sent reporters to other locations connected to the story – the neighborhood where the killer had lived, the hospital, farms and stores around the school.”

2. Editors also need have worked out the chain of command.

At smaller papers, this is not such an essential point, since the chain of command usually consists of just one person. But in both the school shootings, larger news organizations suffered from having editors giving conflicting orders to their news teams, resulting in reporters wasting time running back and forth from location to location, rather than actually interviewing people.

The Roanoke Times benefited from a couple of stories that served as dress rehearsals a couple months before the shootings at Virginia Tech. Armed with that knowledge, they quickly made the decision not to publish a special section, but to rely on their Web site to bring breaking news to their readers. The personnel from the other sections of the paper (sports, lifestyles, etc.) were freed up and put under the command of the news department to help share the load.

Multimedia journalism is blurring lines of traditional job description, and staff need to be prepared. Reporters act

as photographers, photographers are turned into videographers, and interns wind up being on-air talent doing interviews. The photo editor, news editor and multimedia editor all need to be on the same page, or this can quickly spin out of control.

3. Prepare for the big hit on your Web servers, and make sure you can add bandwidth when you need it.

When a huge news event hits, millions of Google searches lead people to the local newspaper’s Web site. Both the Roanoke and Lancaster Web sites posted record numbers – and record problems.

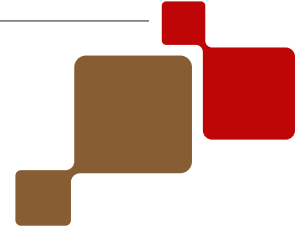
“We had over a million page views on both the 16th and 17th compared with around 230,000 for the same days in the previous week,” says Dan Wheeler, director of digital media for The Roanoke Times. “On a normal, busy day we average about 80-90 connections per second on a single server. On the Monday and Tuesday of the VT week, we were averaging 5,000-7,000 connections per second between two servers.

“The highest point was around 9,600 connections per second late Monday afternoon. On a normal, busy day we average 8-10 percent CPU usage on the SQL Server. On Monday of the VT week, we started at 99 percent usage, which caused many delays. We made several modifications to the gateway to eliminate a lot of the dynamic hits, but usage still only dropped to 40-60%. Bandwidth usage increased by a factor of 5, and we were fortunate to get a temporary packeteer license to allow us to maximize our bandwidth to near capacity.”

The Times was able to call on its sister paper in Norfolk to help out by lending server space, as well as call on its ISP to up the bandwidth limit. However, each time The Times would ratchet up the bandwidth, the incoming traffic would immediately push it back to nearly 100 percent usage. They then stripped the front page of Roanoke.com to the bare bones, but the IT Manager warned them that if they maxed out and the site went down, then there wasn’t much he could do to bring it back up.

“It had a ripple effect,” says Roanoke Online Editor John Jackson. “Because of our ad positions on some pages, the advertisers themselves were getting inundated with traffic through us, and we were crashing their servers too. “We wound up having to take the ads off.”

The Lancaster New Era also took a hit – their Web traf-



fic easily quadrupled, and they had to make a tough choice. “Rather than expand [the bandwidth] and crash our servers, we allowed the site to slow,” Schreiber says.

4. Reporters, editors and photographers need to think about how to generate good video or audio as well as getting a great story.

The transition from print to multimedia needs to be more than just an afterthought. Reporters and photographers in the field need to think differently to take advantage of situations to generate audio or video content. Editors back in the office have to weigh not just which story leads to pursue, but what could present an opportunity to generate the kinds of compelling multimedia clips that enrich a big story.

Early on, Roanoke multimedia editor Seth Gitner realized that making the switch from shooting still photos to capturing video interviews meant that he needed someone else to help out. Editors assigned him a sports reporter, so that while Gitner was setting up his camera and getting the sound equipment ready, the reporter could run around and find people to go in front of the camera to be interviewed.

“Newspapers are all headed into a direction of the unknown as far as multimedia goes, and the only people that will really make it are the people who take hold and want to do it,” said Gitner. “We train, every day we go out there and we do multimedia journalism, we do small videos in barbershops and whatever else so that we can build up to that one big story.

“That’s when all that practice and training really paid off for us. Everybody realized that the power of the internet and the power of telling stories using multimedia and the internet is such a big part of how people get their news nowadays. So it’s about training, it’s about thinking, and we’re trying to think not just in a print mindset, but in an online multimedia mindset.”

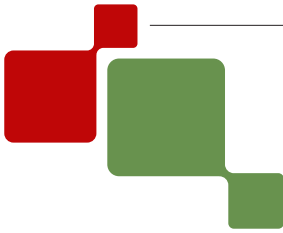
The Roanoke reporters found video that students had shot (more about that and the video rights issues in a bit), located maps of the campus and the buildings where the shootings took place that got turned into an interactive Flash animation package, and recorded audio that was combined with photos to form a dramatic slideshow – all up on the site within a day of the shootings.



“We used a program called Soundslides, that a lot of papers and AP use, where you don’t have to know a lot of Flash, you just have to do some audio editing and then get some photos and do some photo editing, and then you can put a package together pretty quickly,” Jackson said. “We had the photos from one of our shooters who was on scene pretty much as the shootings were happening. He got dispatched real quickly and was there and got the shot that’s been seen in a lot of places, where four guys were carrying out one of the victims.”

The Lancaster New Era produced a special web package they called “Lost Angels” that profiled each of the little girls





that was killed, gave a brief history of the killer's life, and then branched out into moving podcasts by reporters, talking about the devastating impact the shootings had on the Amish community.

5. Know how to keep your staff supplied in the field, as well as how to get their material back to the main office.

Officers in West Point are taught that “Amateurs study tactics, professionals study logistics.” This holds true when it comes to covering a big story. A team of reporters and videographers can be sent to exactly the right place, come up with a scoop that will blow away the competition – and it will all be for nothing if they can't figure out how to get their words and pictures into the newspaper content management system.

The Roanoke staff got lucky, because they had just set up a satellite office near the Virginia Tech campus to support their social networking web site called “Big Lick U.” Reporters and photographers could go to the office to plug in and upload their materials. Additionally, the college had a robust Wi-Fi system that the journalists could plug into.

A problem arose, however, when the Comcast cable news service requested some footage that the Roanoke reporters had gathered. The TV producers asked the newspaper to bounce a signal off a satellite – which nobody at the newspaper was equipped to do. The newspaper replied that they could FTP the footage – and the TV producers started scrambling, because nobody at the TV company knew what FTP was.

Besides keeping their field reporters stocked with food, water and fully charged laptop and cellphone batteries, editors at both newspaper said that it is crucial to monitor your staff for signs of stress or burnout.

“That first morning, the day after the shooting, was the toughest day,” Schreiber said. “It was one of those stories that if you think about the subject, you can't work.

“So you put your mind into the mode of working on the story as though it were occurring in a distant place.

“It probably was the most difficult day any of us has had.”

6. Make sure the multimedia reporters really know their gear.

When Gitner tried to edit video that he had shot on his

laptop, he quickly found that the machine was not up to the task. Then the laptop completely died.

Another issue that came up was with the wireless microphones; Roanoke has only four local TV stations and had never had problems with these devices before. But when there were 80 TV news crews on the scene, all doing stand-ups and trying to record the same press conference, trying to make sure that the frequencies weren't interfering with each other became a total nightmare.

Reporters whose primary information-gathering device was still a notebook and a pencil, were suddenly having to chase down fresh tape stock for the video cameras, edit and compress video and audio files so they could be sent efficiently back to the newspaper, and find the correct size of batteries for the microphones.

Which leads to the next point:

7. Ask for help.

Since many of the big media outlets that flooded Roanoke and Lancaster were calling on the local paper for help in providing basic information and context, the staffs at the papers were able to capitalize on that give-and-take and professional courtesy. While nobody likes to admit that they don't know what they're doing in a pressure situation, a quickly whispered “Hey – what does this do?” can mean the difference between getting a crucial quote in a crowded press conference, and coming away empty-handed.

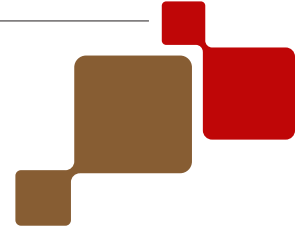
“There's no reason we can't learn from our TV brethren about how they do things and how they handle big situations,” Gitner said. “I learned a lot. It was a crash course in video spot news.

“A lot of this stuff is the kind of thing that you only learn when the bullets start flying.”

8. Develop a policy for handling rights issues for multimedia.

Now that more and more newspapers are starting to incorporate streaming video and audio onto their Web sites, the issue of who owns what and how does it get shared is taking on greater significance.

“We did a partnership with the Washington Post where we uploaded some video to them and they uploaded some video to us,” Gitner said. “I think in the newspaper industry, we're all going to have to start figuring out how we're



going to get video from each other.

“There is a company out there that is beta-testing some software where newspapers can go to get video to put on their site for a nominal fee. Kind of like a photo agency for video. I think more folks like that will pop up.

“The questions are going to be where is the video going to come from? Are more still photographers going to move over to video? Are they willing to pay the same amount that the TV people do for the footage? Are newspapers willing to pay for it, just to have the content on their site?”

Because there is no set mechanism for newspapers to get video footage either from each other or from AP, what is happening is that multimedia editors are just calling each other up, using their own personal contacts to fill in until a better solution gets invented.

9. Encourage your web editor to network with other Web editors.

One of the big lessons that the web is teaching us all is that it provides new and powerful ways to cooperate so that all parties benefit. A web editor who, in a time of crisis, can pick up the phone and call a friend to get shared server bandwidth or a prized video clip can make the difference between covering a story decently and getting left in the dust.

Web editors can build their circle of friends that they can call on in times of need by going to conferences, or (apropos to the medium) through their Facebook or LinkedIn social networks.

Interestingly, seasoned editors and reporters at the Lancaster New Era noticed a difference between the Amish school shootings and another massive media event that occurred in their backyard: the Three Mile Island nuclear accident. The falling prices of digital media technology have meant that even small TV stations can afford satellite trucks and remote hook-ups.

“It’s our feeling that the requests for information and photos were not as intense this time as in the past,” Schreiber said. “We suspect that is because so many news organizations sent their own reporters, photographers and film crews here.”

10. Use alternative media channels to help cover the story.

News of the shootings at Virginia Tech were broken to

Shooting at Virginia Tech Campus

Timeline of events
Virginia Tech Campus

PREV NEXT

9:26 a.m.: The entire Virginia Tech community is notified by e-mail about the homicide investigation.

Excerpts from 1st e-mail
Subject: Shooting on campus.
“A shooting incident occurred at West Amber Johnston earlier this morning. Police are on the scene and are investigating.”

“The university community is urged to be cautious and are asked to contact Virginia Tech Police if you observe anything suspicious or with information on the case. Contact Virginia Tech Police at 231-6411.”

“Stay attuned to the www.vt.edu. We will post as soon as we have more information.”

His weapons: The types of guns Police say Seung-Hui Cho used

Grant Jedlinsky, Chris O'Brien, Rob Lunsford, Hunter Wilson, Reed Williams | The Roanoke Times

Shooting at Virginia Tech Campus

Timeline of events
Virginia Tech Campus

PREV NEXT

9:50 a.m.: The campus is notified of the Norris Hall shooting.

Excerpt from 2nd e-mail
Subject: Please stay put
“A gunman is loose on campus. Stay in buildings until further notice. Stay away from all windows.”

His weapons: The types of guns Police say Seung-Hui Cho used

Grant Jedlinsky, Chris O'Brien, Rob Lunsford, Hunter Wilson, Reed Williams | The Roanoke Times

Shooting at Virginia Tech Campus

Timeline of events
Virginia Tech Campus

PREV NEXT

2nd floor, Norris Hall
From witness accounts reported by the Associated Press

Room 211, Intermediate French
Eleven of the 22 students and the instructor, Jocelyne Coulure, are killed.

Room 206, Advanced Hydrology
Professor G.V. Loganathan and nine students are killed.

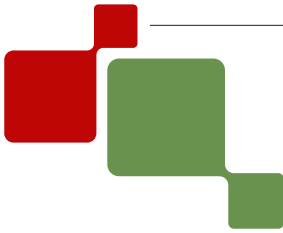
Room 204, Solid Mechanics
Professor Livy Librescu tries to block the door before being fatally shot. Some students jump out the window to escape. One of the 23 students is killed.

Room 202, Elementary German
Instructor Christopher James Brokop is killed here, along with four out of 25 students.

Professor Kevin Granata, who had an office on the third floor, was also killed.

Back to Norris Hall exterior

His weapons: The types of guns



the students and teachers on campus through urgent e-mails sent out through the campus Wi-Fi network. The Times published a timeline using the time and date stamps on the e-mails to track how the story unfolded.

The students used Twitter, a web application that allows for very quick updates, to communicate to each other who was all right, who had had a narrow escape, and who was thought to have fallen victim to Cho.

The Times used the Twitter updates to keep abreast of what was happening, and to help identify which students would be good to follow up with. They also looked at the students' Facebook accounts to help find the friends of victims or survivors.

For more information on Twitter, go to www.growingaudience.com to read a full snapshot of the Web application.

11. Leverage your local contacts immediately.

As the familiar and trusted presence in the local media market, both The Times and New Era had an advantage over the “swarms of flying monkeys” that the major media outlets unleashed.

The problem is that when a player like CNN unleashes 125 reporters and cameramen (as they did in Roanoke), by the third day after the shootings, anyone having any connection to the story was getting sick of their phone ringing off the hook and throngs of reporters camping on their front lawn.

By that point, it was impossible to get people to talk, and it took weeks before people were willing to open up once more.

“Our understanding of Amish culture and our contacts among the Amish helped us immeasurably in writing stories about how their community was coping with this tragedy,” Schreiber said. “In particular, Jack Brubaker’s contacts with the Amish helped us prepare in-depth stories on the funerals that took place just a few days after the shootings.

“In one case, I recall, he was standing outside a home where preparations were underway for a funeral the following day, and folks who had been Jack’s neighbors when he was a child, passed by and told him everything that was happening.

“In ways like that, we could be discreet and yet well-

informed.

“On the other hand, our sources in law enforcement, while open and helpful, were no more helpful to us than to other news organizations in the first days of the tragedy. The State Police were very open at their press conferences, but the information they provided was there for everyone. There were no back doors to additional information.

“Weeks later, when we returned to look at what had happened in much greater depth, our reporters did have the trust and respect of police officers that gained them access to first-hand information not available at the outset.”

In Roanoke, The Times reporters quickly found that chasing after the breaking news stories landed them smack in the middle of a pack of reporters chasing after the same story, only with more resources at their disposal. When the fact that Cho had sent a rambling tape to NBC came out, dozens of reporters swarmed the post office, shouting questions at the mail carriers.

So the reporters changed their focus to covering the local stories that the national media outlets were missing.

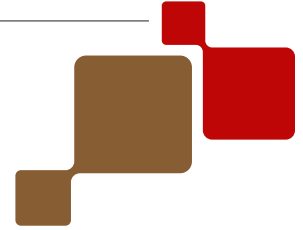
“We did stories that the mainstream media were not covering; they tended to cover the latest and greatest things that were happening,” Gitner said. “We covered the {Virginia Tech} Collegiate Times, which ended up being the biggest part of the story about how the students were covering themselves. We did a video on that the second day, and everyone else didn’t catch on to it until the end of the week.

“We had to do that because it’s me, one person – well two people, once I got some help, up against CNN with their 125 people that came down? There was just no way.

“So I tried to do these vignettes, these little side stories that we could do that would still tell the story, but that weren’t necessarily the latest information. We didn’t have the multimedia staff to do that.

“We tried to cover however best we could, but the blog and the things like that were really covering the latest information. I just did what I could with the manpower that I had.

“We tried to do the stories like how people were coping. There was a bit about these two girls that were going around with their t-shirts saying “Free hugs,” going around town hugging people.”



12. When you find a good media clip – BRAND IT.

In Roanoke, reporter Evelio Contreras found a pair of Swedish exchange students who had shot video of the police running frantically onto the campus during the shootings. The Times web site was the first place this video appeared, branded with their own watermark logo in the bottom right corner. Other news outlets such as CNN found the students themselves and ended up using snippets from the same media clip but without The Times' watermark.

"We didn't have the students sign an exclusivity agreement because we never had need for one before" said Jackson.

If the agreement had been in place, other media sources showing the same clip would have to run the video featuring The Times' logo, pushing their brand out beyond their own market.

13. Set up a group blog to allow the reporters to do "liveblogging" of the most recent events and information.

A group blog helped the public stay abreast of the most recent events, and more importantly, served as a resource for the staff.

The up-to-the-minute format of the group liveblog on The Times helped the editors keep track of what they assigned reporters to do, and what the results of those assignments were. It also kept reporters on top of events, so they knew what their colleagues found out, and were able to use that information to take a story one step further.

"We did a lot in terms of how we covered the story with the ongoing updates that were just a time stamp and a couple of words about what was happening at that particular time," Gitner said. "Every time we had an update, we just posted on top of that and put on a time stamp.

"That formed the cornerstone in terms of our daily coverage. It was good to have that there so we wouldn't have two or three people showing up at the same thing. We had to make sure folks knew where they were going and knew where everyone else was going to be.

"It was a real struggle, and for online, it was making sure that we tried to have the video people in the right places. It was a total circus up there. Just trying to get the right story to tell was a real chore."

The Times also found that their own good coverage was

View Sign Guest Book

Remembering the Victims

Recent Guestbook Entries

04/17/2007
The entire community mourns your loss. God be with you and your family for the strength to get through this tragedy.
Louise Sauf (Christiansburg, VA)

Recent Guestbook Entries

04/17/2007
I pray that your family will find comfort in God in this time of terrible tragedy. You are in America's prayers.
Mickey Johnson (Roanoke, VA)

Recent Guestbook Entries

04/16/2007
Although I didn't know any of the victims involved in this terrible Tragedy that ended so many lives on Monday April 16, 2007, my heart, thoughts and prayers go out to each and every victims family and friends. I know that no words or gestures can ease the pain that each of you are feeling at this time. God be with you and your family for the strength to get through this tragedy.
K S Harris (Salem, VA)

Recent Guestbook Entries

04/17/2007
My prayers are with you in this most difficult time. God will keep you in His care. I've never meet your son, but I am a mother and I have a son. Please know that even strangers feel close to you at this time.
K S Harris (Salem, VA)

Guestbook Entries:

- Ross A. Alameddine**
Age: 20, Class: Sophomore, Major: English, Hometown: Saugus, Mass., High school: Austin Preparatory School in Reading, Mass. Graduated '05, Blacksburg residence: 5045 Cochran Hall.
He put people in a better mood
Sign the guestbook | Submit Photos | See Gallery
- James Bishop**
Age: 35, A tenure-track professor who earned bachelor's and master's degrees in German at the University of Georgia and was a Fulbright Scholar. Hometown: Pine Mountain, Ga. Parents: Michael & Jeri Bishop. Blacksburg residence: a one-story house on Cranwell Circle just a short distance from campus.
He talked about 'changing the world with art'
Sign the guestbook | Submit Photos | See Gallery
- Brian Duhon**
Age: 25, Class: Graduate student, Major: Water Resources.
Sly grad student had 'a huge heart'
Sign the guestbook | Submit Photos | See Gallery
- K S Harris**
Age: 22, Class: Senior, Majors: Psychology, biology, English, Hometown: Martinez, Georgia, High School: Lakeside High School, Parents: Stan and Lettie Clark, Blacksburg residence: West Ambler Johnston Hall.
Above and beyond helping people

turning into something of a double-edged sword.

"We later learned that the blog-style format of our news updates was used by other media outlets to cull for sources and information that those outlets later used for their own reports," Jackson said.

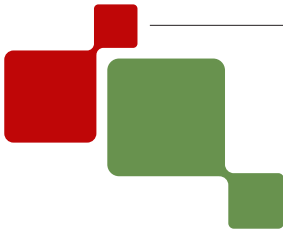
14. Readers want to help. Tell them how.

In the wake of a great national tragedy, readers look to their newspapers to help them figure out what they can do to help out. Both the Lancaster and Roanoke papers excelled at this.

The New Era took the "Lost Angels" special web section, printed it and sold it for \$5 apiece, all proceeds to go to pay the medical bills of the little girls who survived the massacre.

"We've sold over 15,000 copies, and Amish communities around the U.S. have been the primary audience," Schreiber said. "I never realized how many Amish settlements there are in every part of the country. There are Stoltzfuses and Hostetlers in Florida, California, Oregon, New York and everywhere in between.

"We had no intentions of reprinting the series until some local Amish asked for copies of our papers, and we were sold out. Originally, I thought 200 or 300 reprints of the series would be sufficient. We went with an initial printing of 500. But after word got out about the booklets, we were



swamped with orders.

“The newsroom lost our office assistant for two months: She did nothing but fulfill orders.”

The Times published a series of profiles on all the murdered Virginia Tech students, and then linked them to “tribute pages” where friends and family members were encouraged to post photos or anecdotes about the students.

An intern from their BigLickU office happened to be a member of the Virginia Tech marching band and knew that the band was assembling to serenade wounded students at the hospital. With the help of a BigLickU staff member, the intern/ student was able to participate in the event and shoot video from her own perspective. The video first appeared on BigLickU.com and then roanoke.com.

“They produced a video story that we ran on the front of Roanoke.com, because she was able to provide some perspective that we couldn’t get,” Jackson said. “TV was there, and they covered that, but we felt that since she was a member of the band, and had gone there and done that from her perspective, that would add a unique touch to it.”

The Times also tried to do a live video stream from a memorial service and prayer vigil in downtown Roanoke, but were foiled by resource problems.

15. And finally – a little restraint is preferable to the kind of exploitation that disgusts and infuriates readership.

Determining where exactly legitimate news coverage morphs into exploitation is a purely subjective call. The best that the editors of The Times and New Era could do was to point out that the tactics of the 24-hour cable news channels, wherein a story is repeated over and over again, regardless of whether or not there is actually anything new to report, is something to avoid.

“Reporting on tragedy becomes exploitation when it becomes repetitive, when there are no new developments to report or no new angles to explore,” Schreiber said. “We did not consider that there is “the public,” one group with one opinion on this issue.

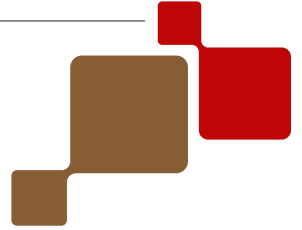
“In this case, we recognized several distinct groups with differing opinions – the Amish families, the immediate community around them (some Amish, some not), law enforcement, our general readership and, for this story, our national readership.

“The Amish families wanted their privacy, and we respected that. The larger Amish community had mixed opinions. Some felt it important to record what was happening. Some felt any reporting was intrusive.

“Some area residents took a very protective attitude. They were the first to say that they had read enough about the shootings and did not want to read more. I think that came from a real sense of pain, empathy for good people whose lives they admire.

“The national audience was entirely different. They seemed eager to read whatever was written. We listened most carefully to relatives of the families who were directly affected and to Amish community spokesmen.

“That’s a long way of saying, the public who objects to coverage and the public who reads every word that is written are not necessarily the same people.”



Newspaper Association of America

www.naa.org

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