

ture, Entomology Research Division, and The Department of Health, Education and Welfare, in the Public Health programs of this agency, particularly through the Communicable Disease Center. These departments of the federal government have been leaders in the development of mosquito control work in this country and abroad.

In order to have available at all times the technical support which is necessary for the operation of an efficient mosquito control program, all available sources providing such technical advice should be consulted, and a very close association, especially with the local sources, should be established.

## DUTIES AND ATTITUDES OF A RESPONSIBLE TRUSTEE

JAMES W. BRISTOW

President, Southeast Mosquito Abatement District, South Gate, California

It is a great privilege to address this outstanding group of Trustees and Commissioners who are fundamentally responsible for the very existence of organized mosquito control in a large part of the United States. I say this in all sincerity since you directly represent the public interest whether that public interest be an individual resident, rancher, or a multi-million dollar corporation.

It follows that our responsibilities as Trustees and Commissioners involve protection of this interest in every respect. It is our duty to provide policy support and direction to the operational phases of mosquito control programs, always keeping in mind that every action must serve the public who support the control activities. This means that every essential function must be adequately performed, yet without frill or meaningless effort or "empire building."

I feel it is essential to discuss our individual duties and attitudes as they affect Board of Trustees or Commissioner's actions.

*First*, do we provide proper policy direction, carefully documented as Board policy? For instance, have we firmly established policy so that all Board members as well as all employees are aware what this policy is? I cite an example that will illustrate this point.

We have a Board of twenty-three mem-

bers. When a new member comes on the Board, he is given a packet of material telling about the District. In this packet is a summary of every policy decision that has been made showing the date and meeting of its adoption. Vacation periods, military leaves, overtime pay, leave, sick leave, insurance benefits and other fringe benefits are carefully established, legally documented and are not subject to ambiguous interpretation that may leave employees frustrated, the taxpayers unjustly taxed or the Board officers liable for damages or legal suits.

*Second*, from the legislative aspect are we protecting the public interest? By this I mean, are we initiating and/or supporting responsible mosquito control legislation that will be of essential benefit to the public? On the other hand, are we constructively opposing undesirable legislation that may be penny wise and pound foolish thereby harming the essential public interest? We as trustees or Commissioners are usually in the best position to do good positively either way. The very fact that we have been appointed as Trustees indicates our interest in the public welfare and the confidence of the appointing governmental bodies. By virtue of our participation in public affairs, we are in a role strongly oriented with legislative bodies, local, regional state and federal. We as good trustees must make

it our duty to support good legislation and to oppose bad legislation in a positive, forceful and effective way.

*Third*, do we present a proper public image? Do we sell our product continuously to the public, the business sector and legislative sector? Again, I say we are in the position where we must carry out this phase of our District programs. In fact, we are the ones best suited for this activity since we are so closely identified with public service in our communities. A good trustee will do everything in his power to inform his community of the good work of our agencies whether it be personal presentation to the governing body or by dissemination of the information to information media such as newspapers and the like.

*Fourth*, Do we enhance the effectiveness of our Board of Trustees, and Commissions as a whole, so that it operates as an effective unit? By this, I mean do we make every effort to work together and to avoid in-fighting and bickering? It is our duty as responsible trustees, to attempt to reduce this type of behavior to a minimum so that the energy of our Boards can be directed to useful, gainful progress. What do we do with an individual who is at odds with the world, so

to speak? There are many approaches that are common knowledge to all of you that may be helpful. Suffice it to say, the good Christian principles of the "Golden Rule," "Good Example," and perhaps "behind the scene word to the wise" are methods that may be helpful to aid this person to become a good trustee.

*Fifth*, What is the attitude of the Trustee or Commissioner towards the employees of the District? By this I mean does one of your Board give orders to men working on the job? Do you have Board members who consider it their prerogative to tell the manager how he will conduct his operation? Certainly such is not the duty of a Trustee or Commissioner. If the men working in your District are not competent to perform their stated function, then it is your responsibility to get men who can and will do the job. It is never your function to act as manager no matter what your training or background may be.

I am aware of many other qualities and attitudes of a good trustee that will make him of most service; however, I note that the addresses of other speakers on this panel will touch on and perhaps cover these points.

## THE TRUSTEES' EVALUATION OF THE PROGRAM AND THE MANAGER

ABEL P. MACHADO

President, Board of Trustees, Merced County Mosquito Abatement District, Merced, California

Numerous factors and values must be considered by the trustees in arriving at an accurate evaluation of their organization's program and manager, and only the more obvious and important ones will be considered here. Because of the close association of the manager with the program, it necessarily follows that many of the criteria will pertain equally to both program and manager, and most of the considerations involved will be interrelated to at least some degree.

To begin with, evaluation has been de-

finied as the process of determining the value or amount of success in achieving a predetermined objective. The objective in turn may be defined as an end result of a specific planned activity achieved within a given period of time. It is generally stated as a definite aim or goal of action which should be quantitatively measurable and capable of being reflected in standards of performance. Objectives can be long range, intermediate, or short range. The district's overall program therefore consists of planning all the work