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However, the plan calls for utilities to meet stringent reliability standards and would create a task force to report annually to regulators on reliability issues.
"Definitely, there's going to be a burden on the distributing company to maintain safe voltage in the electric system," Yaquinto said.
Yaquinto said the phased-in com-

were still studying the staff's proposal and were not ready to comment.
However, APS previously has said it favors opening access to large commercial ratepayers first.
The regulators' plan limits the
— See ARIZONA, page E3

vastly overestimated the number of electric vehicles expected to be on the road by 2000, failed to note that lead-acid batteries are expected to be replaced by other battery technologies in the next few years, and incorrectly characterized the potential health risks of lead smelting and recycling.
"These people are attacking lead-acid batteries," said David Bentler, electric-vehicle specialist for Arizona Public Service Co. "That's really the introductory battery for these vehicles, which will be replaced by other technologies down the road."
— See ELECTRIC, page E3

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James Garcia/Staff photographer

Mable Epperson, a certified nurse's assistant provided by the sick-child program of the Arizona Child Care Resources, comforts Austin Markley, 2.

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employers benefit handsomely with lower absenteeism, higher productivity and better employee morale.
Absenteeism for child-related reasons cost companies \$3 billion last year, according to the Child Care Action Campaign, a non-profit ad-

vocacy group based in New York. On average, employees with children miss eight days of work per year because of child-care breakdowns.
With backup programs, compa-
— See PROGRAM, page E2

Newspapers reorganize management

By Kerry Fehr-Snyder
Staff writer
Phoenix Newspapers Inc., publisher of *The Arizona Republic*, *The Phoenix Gazette*, and the *Arizona Business Gazette*, has reorganized its top management ranks.
Ten managers were named to new posts and a circulation director was appointed.
The promotions, which were announced Tuesday, are effective immediately.
"Over time, Phoenix Newspapers will develop some new ways to reach readers as a result of these appointments," Publisher John Oppedahl said.

The changes affect virtually every department at the company, from circulation to finance to information technology to the newsroom.
One of the highest-profile promotions went to Cathy Davis, PNI's advertising director for four years. Davis has been named senior vice president for marketing and development, a post created to develop new products and services and to expand the company's marketing efforts.

— See PAPERS, page E3

Businesses lament poor schooling

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poor by 54 percent of the companies, and air quality was rated poor by 51 percent. When you consider all the controversy surrounding those two topics, it's no shock that employers would rate them as major problems. However, the percentages in both categories were up appreciably from a similar survey a year earlier, when public transportation was at 44 percent and air quality was at 42 percent.

Twenty-six percent of the businesses surveyed this year rated the quality of the public school system as poor to very poor. But last year only 3 percent put the public school system in that category. The percentage rating the system excellent to good dropped from 81 percent in 1995 to 42 percent this year.

— See NICKELL, page E3

METALS AND COMMODITIES:

 GOLD	N.Y. Merc	 COPPER	N.Y. Merc	
Troy oz.	386.10	Pound	96.65	
	-0.80		+0.15	
 SILVER	Handy & Harman	 Cotton	Crude oil	
Troy oz.	5.15	Pound	76.40	23.40
	+0.015		+0.75	+1.15
				Barrel

INTEREST RATES

	Tuesday	Year ago	Tuesday	Year ago
Prime rate	8.25	8.75	6-month T-bills	5.38 5.30
Discount rate	5.00	5.25	10-year T-notes	6.88 6.18
Federal funds	5.63	5.86	30-year T-bonds	7.05 6.57
3-month T-bill	5.19	5.30	Avg. 30-yr. mortgage rate	8.09



Cathy Davis



Richard Cox



Pam Johnson



Don Zabek



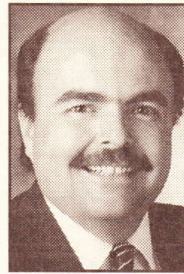
Jon Held



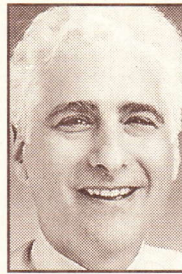
David Alley



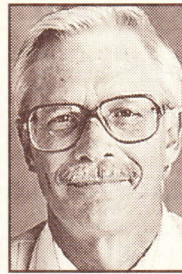
Leon Levitt



Don Henninger



Howard
Finberg



Steve
Knickmeyer



John D'Anna

Papers reorganize management

— PAPERS, from page E1

She also will oversee the *Business Gazette*.

"Our newspaper company, like a lot of other companies, is looking to reach new readers and generate new revenue," Oppedahl said. "We're looking for new ways to compete with all the forces out there that compete for people's time."

Davis' new post is similar to ones at other major newspapers, including the *New York Times*, the *Los Angeles Times*, *Dallas Morning News* and *Minneapolis Star-Tribune*.

Her former job as advertising director will be filled by David Alley, who had been assistant director of PNI's advertising operations.

Richard Cox was promoted from vice president of circulation to vice president of operations and product management. Cox, who has been with PNI for nine years, will oversee all production, circulation and information services operations.

Cox also will head long-term planning for operations and will work

with Davis to develop new products.

In the newsroom, Pam Johnson was promoted to executive editor and vice president of news. She had been managing editor of *The Republic* and *The Gazette* since the papers merged in October. Johnson fills the post held by Oppedahl before he was promoted to publisher this year.

Johnson, who has more than seven years at PNI, will share oversight of the two newspapers' editorial pages with Oppedahl.

Johnson will be replaced as managing editor by Don Henninger, who was named deputy managing editor after the newsroom merger last year. Henninger, who joined PNI 14 years ago, will manage the day-to-day operations of the newsroom.

Metro Editor Steve Knickmeyer will succeed Henninger as deputy managing editor. John D'Anna was promoted from deputy metro editor for projects to metro editor.

On the financial side of the company, Jon Held was promoted to chief financial officer from deputy financial officer. He succeeds Don

Zabek, who was named director of newsprint purchasing for Central Newspapers Inc., PNI's parent company, which has its headquarters in Indianapolis.

On the information technology front, PNI promoted Howard Finberg to director of information technology. He had been senior editor for information technology.

Finberg will continue to have responsibility for the management of PNI's electronic distribution of information, which includes its Arizona Central site on America Online and the Internet's World Wide Web. He also will be charged with planning new technology ventures for the company.

The final appointment went to Leon Levitt, who will join PNI as circulation director from the Newspaper Association of America on Sept. 16. Levitt has held circulation jobs in Las Vegas; Wilmington, N.C.; and Gadsden, Ala.

Nickell: Small firms lament poor schooling

— NICKELL, from page E1

Among the comments from chamber members who were visited: "High school students are not being taught to spell."

"Schools are not providing a good basic education."

providing students with the workplace skills they need.

"We have changed our way of doing business, but we haven't communicated it back to the schools," Dempster explained.

There have been a lot of complaints

an impact once it is fully implemented.

Also, the principal-for-a-day program is bringing a lot of business leaders into the classroom, often resulting in a mutually beneficial relationships.

Some businesses are approaching