



TOPICS

THE JUNIOR LEAGUE OF CHICAGO, INC.

VOL. 55, NO. 5
NOVEMBER 1981

Nominating Proudly Presents

OFFICER CANDIDATES

The Nominating Committee is pleased to announce the following slate of officer candidates for 1982-83:

President **Ashley Maentz**
Executive Vice President **Mary Juers**
Recording Secretary **Amy Dickinson**
Treasurer **Sherry Schellenbach**
(Serving second year of two-year term)

Ashley will serve a two year term while the other officers will serve for one. All officers bring a strong commitment to seeing the League stretch and test new muscles in the next few years.

Q. Do you see any problems in the new structure?

A. It will take tolerance, patience, communication and understanding of each other's position. All jobs will have to stand on their own, and more women will be able to be involved in decision-making at every level. I see a possible next step as studying the make-up of Councils and the inequality of Councils in size. We have a Council of 30 and another of six. How does the size relate to the function and effectiveness of a Council.

(Continued on page 5)



PRESIDENT

Ashley Maentz

As Chairman of last year's Advisory Planning which developed the new structure, Ashley Maentz is well prepared to meet the challenge of making the system work. Along with guiding the League through the first two years of the new structure, Ashley would also like to see the League develop recognition as a viable force in the community and League members take pride in their professionalism as volunteers.

Ashley brings a wide background of experience in the League and the community to her job as President. As Placement Chairman and Membership Vice President she has dealt with the issues of requirements for and motivation of members. In Lake Forest, she is finishing her second year as president of the Executive Board of District Elementary Schools. Professionally, she is an interior designer working through The Cat & Fiddle in Lake Forest.

In an interview with Ashley, she expressed her views on some of the issues facing the League. Portions of that interview are reproduced here.

LENS SEMINAR

Out of Intense Work Comes a Future Plan



Photo by A. Dickinson

Susie Chapin and Mary Carr organize data (story on page 10).

PRESIDENT'S LETTER



Photo by Stuart Rodgers

Mary Martha Mooney

The need for a strong voluntary sector and spirit is clearly apparent, as pointed out by President Reagan in his September address to the nation.

The President said that he was beginning a nationwide effort to promote volun-

tary charitable activities which have tended to die out in recent years as a result of expanded government activity.

A safety net may protect the neediest members of society, but the demand for citizen involvement within and beyond the safety net will significantly increase.

The Junior League purpose is right on target. It is exclusively educational and charitable and is: to promote voluntarism; to develop the potential of its members for voluntary participation in community affairs; and to demonstrate the effectiveness of trained volunteers.

How we choose to demonstrate this purpose organizationally during the 1980's and beyond will lie with you. Will our goals and objectives, projects, and new administrative structure help us continue as a recognized city force?

With this broad, yet, clear purpose to guide us, accompanied by the shift in national mentality toward sustained citizen involvement, the JLC can and should continue to offer even more leadership to our communities so that the health and welfare of society is improved.

Mary Martha

EDITORIAL

Future Thrust: Vision and Commitment

by Amy Dickinson and Carole Knuti

Those of us who participated in the LENS Seminar worked to create our "vision" of the League five years down the road. A major part of that vision consisted of the Junior League of Chicago presenting the volunteer woman as a professional with sustained commitment, powerful public image, and an impact on society.

We then looked at the barriers to achieving this vision and found that many, even most, of them were within ourselves. Our view seems to be that "we don't count for much" in the whole of Chicago. These limitations left unconfronted can become self-fulfilling prophecies.

A Seminar facilitator suggested that a reason for this negative self-image is our lack of a League "story" linking past, present and future. Her point was that if we do not know from whence we came, how can we know where we are going. To remedy this need, one of our assignments during the last session of the Seminar

was to write the "story" of the League. That story, condensed into four paragraphs, is presented below along with the story of the Association of Junior Leagues written by Kay McCollum, Area IV Nominating Committee.

AJL is celebrating its 60th anniversary this year. It, too, has a story to tell; a story which closely parallels that of the Junior League of Chicago. It convinces us that we are now and can continue to be leaders in the process of seeking creative solutions to community needs. We should be proud of our heritage and excited about the future opportunities for the Junior League of Chicago.

JLC Story

Pioneered by three of Chicago society's young women, the Junior League of Chicago, Inc. proposed to interest young women of Chicago in the industrial and social problems of the city and to provide training and help in working to alleviate

Board of Managers

Executive Committee

President	Mary Martha Mooney
First Vice President	Susan Patten
VP, Administrative	Candy Bridgman
VP, Communications	Libbet Richter
VP, Community	Sue Thorne
VP, Education/Training	Nancy Peterson
VP, Fund Raising/Development	Chris Robb
VP, Membership	Margy Eberhardt
Recording Secretary	Anne Healy
Treasurer	Sherry Schellenbach

Standing Committees

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Chicago	Bonnie Bell Pacelli
Evanston/Kenilworth/Wilmette	Sally Oliver
Lake Forest/Lake Bluff/	
Highland Park	Jane O'Neil
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Western Suburbs	Ellen Smith
Winnetka/Glencoe	Connie Hodson
Arts & Education Impact Area	Sharon Keller
Civic & Urban Affairs Impact Area	Tish Robinson
Corresponding Secretary	Bev Fisher
Development	Marilyn Bartter
Gazebo 1981	Cindy Stuhley
Gazebo 1982	Jean Hoagland
Headquarters	Gail Kahn
Health & Welfare Impact Area	Candace McGuire
Leadership Training	Mary Carr
Nominating	Susie Chapin
Paper Peddlers	Hope Martin
Placement	Kay Carmichael
Provisional Course	Susan Osborne
Public Affairs	Meredith Taussig
Publicity	Abbie von Schlegell
Soupcor	Theresa Hewitt
Sustainers	Judy Harris
TOPICS	Amy Dickinson
Transfer	Pat Weaver

those problems. The founding of the corporation in 1912 marked a new vision and significant risk for society women and initiated a League tradition of taking risks in neglected problem areas.

The first project, a Reception Room for waitresses, stenographers and elevated station clerks, addressed the needs of certain working women in the city. Over the years many projects in the areas of arts, health, education and urban affairs have been successfully planned, initiated and finally turned over to the community.

In 1981 the JLC continues to be a successful force in direct services and in addition, has taken major steps in advocacy in such fields as mental health, child welfare, criminal justice, and voluntarism. League members working in concert affect legislation at all levels of government and serve as catalysts to bring about agreements between diverse community

groups. From addressing needs directly, the 1600 member organization has shifted emphasis more towards training individuals and demonstrating the effectiveness of trained volunteers. The training opportunities themselves are offered to both a diverse membership and representatives of the broader community and permit the League to impact favorably a wide range of metropolitan issues.

As the Junior League of Chicago progresses toward its 75th anniversary and beyond, its dynamic response to society's needs continues. The goal of the Junior League of Chicago, Inc. is to provide credible, professional volunteers, who not only serve but also train and advocate.

AJL Story

Lady Bountiful, the imaginary upper middle class female volunteer, has gone to her mansion in the sky and in her place exists a woman, one of the 140,000 Junior League members in North America if you will, a creator thinker, a delegator, an innovative problem-solver, a time manager, an ambassador, and a communicator. As one examines the rich heritage of our volunteer organization, one finds that Lady Bountiful never really existed. Our organization's founders were trend-setters, risk-takers, and visionaries.

In 1901, Mary Harriman Rumsey, the founder of the Association of Junior Leagues, was a wealthy, white-gloved debutante whose contemporaries were the privileged class in New York. Within this protective environment Mary expressed her independent thoughts about people helping people without pay to give others the opportunity to achieve, learn and live in dignity. She persuaded several of her friends to accompany her to the lower East Side of New York to teach children to read, to provide educational materials for them, and to show concern for their primitive living conditions.

Mary's family was surprised by her actions but she persevered and, in 1901, nineteen years before women could vote, she founded the Junior League for the promotion of Settlement Movements.

In 1921, thirty-one leagues joined to form our national volunteer organization and dedicated their efforts to human services through the decades. Since the beginning, children's issues have been of paramount importance to leagues. In the 1920's, leagues were studying urban pollution and minority housing as well. The 1930's saw League volunteers filling staff positions left vacant because of insufficient funds in social service agencies. The Atlanta League spent \$100 to send a female doctor to New York to study birth control. Junior League members actively participated in the war during the 1940's. A Des Moines League member became the first female welder in Iowa during this period. There was no

place for the wispy, witless Lady Bountiful volunteer in America.

Because of the tremendous impact the war and its effect had on social problems and women's perceptions of themselves, the Junior League became a training organization rather than a direct service organization. Eleanor Roosevelt said, "The Junior League as I see it is an entering wedge into the vital pattern of any community. Members' desire to help others must be supplemented by a desire to think straight, to understand — and this understanding must have the concreteness only achieved by actual cooperation and contact with as many viewpoints as possible."

The 1950's emphasized Junior League projects in varied areas such as educational television, Family and Children's Services, Art Museum activities, and puppetry. Volunteers have always reflected societal issues, and the 1960's had grass-root volunteer groups monitoring urban decay, the environment, and minority rights. Volunteers sought short-term commitments ending with action, not talk.

Our national organization was restructured in 1971, and our purpose subtly shifted from training to provide services to training to promote voluntarism. The focus of Association programs broadened because volunteers and dollars were not always the answer to community needs. Sometimes, the systems within communities had to be changed or

created. The League's direct service and administrative volunteers were joined by the advocate volunteer, a volunteer with a vested interest in changing or creating a community system to improve human services.

The needs of the decade of the 1980's promise to be monumental in the areas of energy, economy, decline of the family unit and human welfare. It is crucial that as members of the independent, non-profit private sector, we act rather than react to choose the best options for the future.

What will the Junior League of tomorrow be? In my opinion, it will be a continuation of what it was in the past and is in the present — individuals seeking solutions to community needs among themselves. The 1980-81 Annual Report states, "The challenge to the Association and the voluntary sector is to address limitless needs with limited resources. With this challenge comes an opportunity to unleash the power of volunteer initiative, strengthening the capacity of communities to tackle over those problems that have seemed insurmountable". For sixty years, the Association of Junior Leagues has been building on its members' excellence and commitment to voluntarism. Faces change, but the vision remains. May we, as Junior League members of 1981, appreciate our past, celebrate our present, and believe in our future.



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Associate Editor
Associate Editor
Business/Advertising Manager

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WRITERS
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PHOTOGRAPHY
Valery Kenlay
Mary Ann Pillman

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Issue	Copy
Holiday	Nov. 13
February	Dec. 31
March	Jan. 29
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Amy T. Dickinson
Editor, TOPICS
1822A N. Dayton
Chicago, IL 60614

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LENS SEMINAR

by Elizabeth Richter

"Your're winning a war out there!" The Saturday rallying cry came not from General McArthur on a grey dawn in 1941, but from facilitator Cynthia Vance on a sparkling fall morning in 1981. The troops were not American fighting men, but Chicago area volunteering women. Yet the enemy, an uncaring community, was potentially as destructive to society as the advancing Japanese forty years ago.

Military language was not uncommon during the two and a half days that thirty-three Junior League of Chicago women spent immersed in the LENS (Leadership Effectiveness and New Strategies) process. Presented by the Institute of Cultural Affairs and organized by Leadership Training Chairman Marry Carr, the five-session program was designed to develop a plan of action around the focus question, "How will the Junior League of Chicago reflect the volunteer edge of the 80's?"

THE PROCESS

A diverse group of volunteers gathered at League Headquarters for the opening session on Wednesday evening, September 16.

Board members, and representatives from projects, interest groups, and leadership training learned that their collective wisdom would be tapped to set out a practical vision of what the League should be in five years. Subsequent sessions would identify barriers or contradictions to that vision, work out strategic proposals to overcome the barriers, schedule tactics to carry out the proposals, and lay out a time based plan of action.

Cynthia Vance was joined by four other Institute of Cultural Affairs facilitators who led the group through the process. Their role was, in their own words, "to just ask the questions."

Session One established the techniques that would be used throughout, techniques designed to elicit information from every participant, reorganize the input into common areas, and identify the underlying problem or avenue for action.

THE VISION

Following an opening presentation with all 33 participants, three teams of eleven separated for brainstorming. Each woman was asked to imagine the characteristics of a Junior League on the cutting edge of voluntarism in 1986. Each idea had to be expressed in three words.

Phrases like "mayor requests program," "weekly TV series," "more accessible headquarters," "increased active participation," and "JLC a household word" were among the 68 ideas written down on 3 by 5 inch cards.

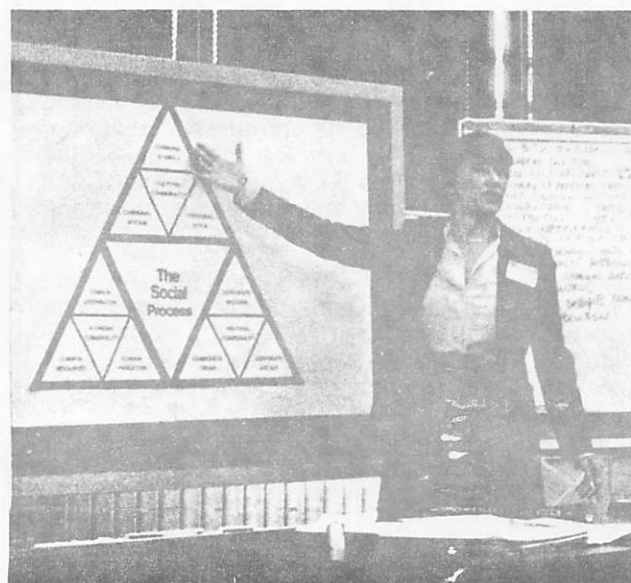
With I.C.A. leadership, the group reassembled and the cards were placed one by one on a grid, allowing common areas of concern to emerge.

"It's coming up with an idea here and hearing the other group already mentioned it," observed one team member.

As the process progresses, I.C.A. staff tabulated and analyzed the grid, producing a typed document identifying by priority the elements of the practical vision.

The key elements were "a powerful public image", "enthusiastic sustained commitment," "significant societal impact," all under the heading "Toward the Promotion of an Authentic Voluntary Role". Flanking were "Toward Funding and Resource Development" and "Toward Streamlined League Organization."

The chart was sufficient and inclusive. Thirty three women had built a consensus of what their organization should be in five years.



Cynthia Vance guides Seminar participants as Sue Thorne, Pat Weaver, Libbet Richter, Gall Kahn, Chris Robb, Rosemary Lakin and Courtney Wood ponder the data.

THE BARRIERS

The next four sessions were held many miles from 1447 Astor Street at the Lakeside Center in Crystal Lake, Illinois. For two days, September 18 and 19, pressures of office, home, and family were put aside for a concentrated examination of blocks to achieving the vision and ways to remove those blocks.

Each of the four remaining sessions followed the pattern established by the first: an opening participatory presentation, team meetings for brainstorming, and a plenary session to bring ideas together for reorganization and analysis.

It became apparent that consensus building was not easy. Identifying problems/blocks/contradictions became painful as the group grappled with phrases like "no shared vision," "lack personal commitment," "diminished volunteer prestige," "need for safety," and no JLC clout."

"A lot of people are making concessions, but everyone of us felt we had a voice," commented a participant.

Six focus areas were developed for the barriers to achieving the practical vision: a limited volunteer self-image, inadequate support systems, an unformed League mission, limited community image, fear of controversy, and ineffective use of human resources.

THE PROPOSALS

Friday afternoon the attack on these problem areas was launched, and once again the task proved challenging.

League guidelines and bylaws were debated as suggestions like stiffening membership guidelines were made.

Such new avenues for the League as hiring a salaried fund raising consultant were raised, and again, the process produced a consensus on practical proposals.

Three areas for action were defined: disciplined, trained volunteers; the demonstration of a professional voluntary organization, and empowered volunteer programs.

THE HOME STRETCH

Friday evening, a change of pace...wine, women (only!) and song as League sustainer and I.C.A. facilitator Mary Warren Moffat shared her keyboard talents. The Church Mouse, the center's gift shop, did a brisk business, and Crystal Lake residents noticed turtle-necked strangers jogging through their leafy neighborhoods.



Nancy Peterson, Susie Chaplin, Judy Wilson and Susan Patten in team brainstorming session.

Top: Libbet Richter debating on issue
Bottom: Sue Thorne, Susan Patten, and Mary Carr organizing data on a grid.

Photographs on Pages 10-12 by A. Dickinson

Saturday morning brought the final stretch. Session Four dealt with enacting the proposals: who should do what and when.

Here was the nitty gritty of tactic development and once again, the facilitators took the tactics and had the group reorganize the data.

For some, restlessness set in. The end was in sight, but this step seemed to many, cumbersome. "We'd worry if this didn't happen," explained the leaders. "Consensus building is hard work."

Others began to worry that no new project ideas were part of the proposals. "Trust your data" urged the facilitators. "Only you can answer your own needs."

A PATH TO THE VISION

Finally, the Fifth Session offered the opportunity to put the tactics into operating tracks.

Action programs with catchy names like "Love our League Campaign," "Super Structures Program", "Impact Satisfaction Guaranteed Program", "Power to the People," "Sterling Performance," and the "Joint Ventures Campaign" were written by each team.

These programs outlined what needs to be done by whom and when to cope with the problems of membership, organization efficiency, public relations, and community interface.

The practical vision was complimented by a practical path to achievement.

THE FUTURE

Councils within the League are already discussing the results of the LENS seminar, both in terms of using the LENS process itself to build consensus inside and outside the League and in terms of using the concrete plans for action.

As one participant put it, "Consensus gains tremendous meaning when you've gone through it!"



Pammy Steele (above) offers an idea while Mary Carr, (below), seminar organizer, concentrates on the discussion.

Excerpts from the action programs.

LOVE OUR LEAGUE CAMPAIGN

The intent of the LOVE OUR LEAGUE CAMPAIGN is to build a volunteer force that embodies and projects a confident, professional image.

The implementation involves the entire membership in a word of mouth "brag a bit" campaign coordinated by Placement Coordinators, Area Chairman and Sustainer Committee. Within two months everyone will have received the word to brag at least twice a month about two great JLC accomplishments and share these experiences at area meetings thereafter.

The Communications Council through TOPICS will feature an article on the LENS Seminar published for the holiday issue, editorials on controversial subjects and develop a series of JLC members' success stories by March of 1982. Ideas for controversial issues can be solicited from the Community Council.

Following the report of the Publicity Committee on the criteria for Junior League Volunteer Service Awards, the committee will establish an ongoing mechanism for rewarding League and community volunteers.



By June of 1982 the Communications Council shall have in place two sophisticated external communiques — An Annual Report on the 1981-82 Junior League year and a narrated slide presentation on voluntarism highlighting League accomplishments. Outside sources should not be overlooked.

Letter to the Editor

My thanks and commendation to Mary Martha Mooney, Mary Carr, and the board of managers for initiating and authorizing the leadership effectiveness seminar (LENS). I arrived home elated following our two days of hard work in Crystal Lake. Five four hour sessions produced a multifaceted plan for our League which, I believe, can result in an even more dynamic organization with great community impact.

I am anxious for League councils, committees, and members to review and revise or polish this plan. I think it can lay the base for goals and objectives which will successfully take the League five years into the future.

Chris Ronneberg

By September, 1982, the Education/Training Council will have begun plans for a community training seminar to be held in the year of our 75th Anniversary. The seminar should respond to the most prevalent training needs expressed by volunteer organizations throughout the metropolitan Chicago area.

SATISFACTION GUARANTEED

The intent of this program is to increase satisfaction of the membership and the effectiveness of trained volunteers.

The implementation involves having the Headquarters Committee analyze Headquarters space, support services and staff by December, 1981 by studying available data (record of Headquarters use, record of use of staff, machines and supplies). In addition by June 1982 the committee will review the possibilities of using supplementary services for handling the short term clerical needs.

The new Board will consider an expanded meeting schedule through the summer to establish the League as a year round volunteer organization.

Analyze Placement Advisor System and Membership Requirements.

(A) Placement Committee Questionnaire to members requesting whether current guidelines are communicated. Should there be requirements; should advisors be slated by Nominating Committee and do members understand new structure.

(B) Placement Questionnaire should be very complete regarding entire placement process, membership guidelines and new structure.

(C) Do at February Area Meeting and present results at March General Meeting.

Limit Provisional Class

(A) Select ad hoc committee to investigate limiting numbers of Provisionals.

(B) Meet January/February, report in early March for Membership Vote at General Meeting.

(C) Ad hoc committee to have representatives from Membership, Community Councils, Provisional Course, A/PA Com., plus two members at large including one sustainer.

(D) Study POLL League Policies, question membership and current provisional class alternatives.

Priority Setting Seminar

(A) Request LT to choose leader, site, date and content for May Seminar in city and/or areas.

(B) Publicize in "TOPICS", evaluate all member mailing, area general and annual meeting.

(C) Use JLC members expertise as leaders and facilitators.

(D) Develop community-wide seminar for 1982-1983.

THE SUPER STRUCTURES

The intent of the Super Structures is to develop a leadership philosophy and provide a structure that supports it.

After passing the new structure by insuring that there is a quorum at the general meeting and by communicating LENS decisions through councils, the Membership Council and the Board will draft proposed membership requirements and take them to the membership at Area meetings for their ratification and standing rule change.

Advisory Planning and Nominating will refine leadership job descriptions and requirements for Board approval and standing rule changes.

Each member of the Board will list the benefits of her job and develop or improve the timeline/job requirements working towards a leadership philosophy to be given elaboration and refinement by the Nominating Committee which will give them to Education and Training Council for preparation and publication as a leadership brochure.

The LENS participants recommend that the 75th Anniversary Committee consider a JLC/Community Leadership Conference as the key element in the 75th Anniversary celebration.

POWER TO THE PEOPLE

The intent of the Power to the People process is to build consensus.

The implementation involves:

1. the training committee and seminar participants evaluate and adapt if appropriate the LENS program as a consensus building process by discussion and questionnaire before Dec. '81.
2. the Training Committee communicate the benefits of LENS process by a presentation to the Board, Councils, Area Meetings and "Topics" article during the second quarter.
3. Training Committee conduct training workshop on the LENS process for League leadership and other interested members by June, 1982.
4. League structures begin to use adaptive LENS process to set goals and objectives and build consensus by June, 1982.
5. Training Committee evaluate the usefulness of the LENS process for the League by March, '83.

JOINT VENTURE CAMPAIGN

The JOINT VENTURE CAMPAIGN involves increased Junior League networking with the community.

The intent of the JOINT VENTURE CAMPAIGN is to strengthen the professional image of voluntarism in the community.

The implementation involves three key activities:

First, League participation on community boards with effective two-way communication; second, establishment of the Expressways Project employing community coalition building; and third, holding a seminar on corporate support of voluntarism at League headquarters.

Board Participation:

1. Board participation tally completed by community research Nov. 1
2. Meeting run by community research to evaluate role of board members by Dec. 1
3. Publicize results in Feb. TOPICS
4. Community Board resource list of contacts Mar. 1

Expressways

1. Proposal OK: Oct. 14 gen. mtg
2. Match League grant: June 1
3. Train volunteers
4. Open to public July 1

Corporate Seminar

1. Update & expand media presentation for community advisor showing Nov. 15
2. Solicit input from advisors on future corporate seminars
3. Corp. release interest group plan Seminar June '82

STERLING PERFORMANCE

The Sterling Performance Project involves raising additional funds for the Junior League of Chicago by identifying and soliciting new funding raising sources.

The implementation involves:

1. Training League members in proposal writing.
2. Proposal writing.
3. Identifying new foundations and corporations and analyzing their potential as contributors for League Projects. (Donors Forum)
4. Soliciting new sources for revenue.

When: Start Immediately

Who: Fund Raising Council

How: Development Committee will recruit and train more people.

This article is reproduced with permission from The Junior League of Chicago, Inc. For Further information about the LENS Process and other available planning and training programs for your organization or community, contact the ICA International Training Center in Chicago, Illinois, telephone (312) 769-6363. Or contact the ICA office nearest you, listed below.

ICA REGIONAL OFFICES IN THE UNITED STATES

ANCHORAGE REGION

2490 East 42nd Avenue
Anchorage, Alaska 99504 USA
Tel: (907) 272-7916

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1748 Old Hickory Street
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Hoboken, New Jersey 07030 USA
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WASHINGTON, D.C. REGION

1219 Quincy Street, N. E.
Washington, D.C. 20017 USA
Tel: (202) 269-4638

IN CANADA

EDMONTON REGION

9720 111th Street
Edmonton, Alberta
Canada, T5J 2M1
Tel: (403) 482-6794

HALIFAX REGION

173 Church Street
Moncton, New Brunswick
Canada E1C 4Z8
Tel: (506) 382-3236 Tel: (613) 729-6524

MONTREAL REGION

5206 Avenue de l'Esplanade
Montreal, Quebec
Canada, H2T 2Z5
Tel: (514) 276-1933

OTTAWA REGION

121 Sherbrooke Avenue
Ottawa, Ontario
Canada, K1Y 1S1
Tel: (204) 775-0629

TORONTO REGION

144 Coxwell Avenue
Toronto, Ontario
Canada, M4L 3B2
Tel: (416) 461-6112

VANCOUVER REGION

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Vancouver, British Columbia
Canada V5S 1Y5
Tel: (604) 430-5120

WINNIPEG REGION

188 Ethelbert Street
Winnipeg, Manitoba
Canada, R3G 1V7