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Mr. Douglas L. Clark
Department of Comm & Econ Dev
101 General Adm. Bldg. AX-13
Olympia, WA 98504

Mr. John Allen Gilmore
J. Gilmore & Assoc.
P.O. Box 18102
Seattle, WA 98144

Mr. Charles O. Morgan
6736 Lake Washington Blvd.NE
Kirkland, WA 98033

Ms. Carol Ann Smith
Kennell-Ellis Photography Inc
928 Northgate Mall
Seattle, WA 98125

Mr. Clarence Allen, Jr.
Drown Transfer
405 East Main St.
Ronceverte, WV 24970

Mr. William Adam Rice
Virginia Welding Supply Co.
P.O. Box 1268
Charleston, WV 25325

Mr. Sten Crissey
Crissey Flowers & Gifts
2100 5th Avenue
Seattle, WA 98121

Mr. John M. Goodfellow
Goodfellow Leasing, Inc.
4218 Roosevelt Way N.E.
Seattle, WA 98105

Ms. Geneva A. Noble
United Inner City Devel. Fund
528 32nd Avenue South
Seattle, WA 98144

Mr. Gary L. Smith
Independent Business Assn.
1644 116th N.E.
Bellevue, WA 98004

Mr. Bill Bailey
Now Corporation
Box 366
St. Albans, WV 25177

Mr. Marvin J. Smith, Sr.
Smith & Smith Trucking
Box 743
Charleston, WV 25309

Mr. Bertram Daley
Daley's Dump Truck Svc.
305 34th Avenue East
Seattle, WA 98112

Mr. Ray Guerrero
Lackwood Trucking Co.
5953 Rainier Avenue
Seattle, WA 98118

Mr. Ernest Omri
Spencer Products Co.
1128 Poplar Place South
Seattle, WA 98144

Mr. Wesley D. Snowden
Alsid, Snowden & Assoc.
13240 Northup Way #21
Bellevue, WA 98005

Mr. Herbert A. Buckley
B. B. Electric Co.
Rt. 66, Box 111AA
Daniels, WV 25832

Mr. Floyd Ray Stiles
Mountain State Surveying Co.
P.O. Box 63
Kingwood, WV 26537

Mr. Roger Currie Dennis
Business Counselors, Inc.
10 North Tenth Avenue #101
Yakima, WA 98902

Ms. Mary L. Halberg
Professional Association Svc.
1644 116th N.E.
Bellevue, WA 98004

Mr. G. M. Paris, Sr.
Marshall Paris Insurance, Inc.
18041 Bothell Way N.E.
Bothell, WA 98011

Ms. Kristen R. Taylor
Independent Import Repair
351 Park Avenue North
Renton, WA 98055

Mr. Robert Burke
Warwood Tool Inc.
P. O. Box 6357
Wheeling, WV 26003

Mr. Charles Harry Thorne
Thorne's Hardware
305-307 10th St.
Fairmount, WV 26554

Mr. Charles E. Eddington
Quality Electric
North 1614 Hamer
Spokane, WA 99216

Mr. Moises Hernandez
Universal Communications
P.O. Box 2434
Olympia, WA 98507

Ms. Patricia A. Patton
Handyman Bldg. Maintenance Co.
P. O. Box 22192
Seattle, WA 98122

Mr. Bud Thorp
Thorp's Quality Shade Shop
1316 South K St.
Tacoma, WA 98405

Mr. McDonald Cary
Inter-Action Industries
P.O. Box 2641
Charleston, WV 25330

Mr. William Turnbull
RF Steiner & Co - Turnbull Buick
2221 Fifth Avenue, Box 2175
Huntington, WV 25722

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Certified Manufacturing
4101 Bank of California Bldg.
Seattle, WA 98164

Mr. Larry Ellis
Ellis Homes, Inc.
826 South Broadway Street
Everett, WA 98201

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General Construction Co.
P.O. Box 3845
Seattle, WA 98124

Mr. Emile R. Van Hout
PAMIR Ltd.
P.O. Box 98764
Seattle, WA 98188

Mr. Philip E. Cline
J. H. Fletcher & Co.
P.O. Box 1633
Huntington, WV 25717

Dean Jack T. Turner
College of Business & Economics
West Virginia University
Morgantown, WV 26506

Mr. Eloy M. Estudillo
Country Corner Market
Route 3, Box 3040
Sunnyside, WA 98944

Mr. James W. Johnston
Micoa, Inc.
5021 Eighty-eighth Avenue SE
Mercer Island, WA 98040

Mr. George Reitemeier
Spokane Area Chamber of Comm.
Post Office Box 2147
Spokane, WA 99210

Mr. Reynaldo Z. Venegas
Sun-Ray Construction Inc.
P.O. Box 6247
Bellevue, WA 98007

Mr. Edwin L. D. Dils
Dils Brothers & Co.
1804 Market St.
Parkersburg, WV 26101

Mr. James P. Vaughan
Vaughan Furniture Mart
1829 7th St.
Parkersburg, WV 26101

Mr. Michael H. Fagin
Independent Business Asso.
1644 116th N.E.
Bellevue, WA 98004

Ms. Margaret Mitsue Kihara
Main Fish Company, Inc.
1602 So. Bayview St.
Seattle, WA 98144

Mr. Earl G. Reubel
High Life Helicopters, Inc.
1202 Eleanor Court
Steilacoom, WA 98388

Mr. Thomas R. Waters
Spectra-Lux Corporation
13253 Northup Way
Bellevue, WA 98005

Mr. Elmer A. Fike
Fike Chemicals, Inc.
Box 546
Nitro, WV 25143

Mr. William E. Witschey
Witschey's Market, Inc.
North & Main St.
New Martinsville, WV 26155

Mr. J. P. Francis
J. P. Francis & Assoc.
8223 South 222nd St.
Kent, WA 98031

Ms. Elizabeth Konarski
Gilman Village
835 Mount Park Blvd. S.W.
Issaquah, WA 98027

Mrs. Dale Rodgers
Unicorn Castle Hobby Shop
5808 Summitview Avenue
Yakima, WA 98908

Ms. Fawn S. Watkins
LA Mediterranean Deli
528 Broadway
Seattle, WA 98122

Mrs. Reba Fitzgerald
Fitzgerald White Trucks
5650 Rt 60 East
Huntington, WV 25702

Mr. Reginald S. Frye
3A Industries, Inc.
3101 Empire Way South
Seattle, WA 98146

Mr. Wayne MacRae
Stack Steel & Supply Co.
P.O. Box 23123
Seattle, WA 98125

Mr. Howard M. Ruddell
Ruddell Leaso-Sales, Inc.
333 East First
Port Angeles, WA 98362

Mr. Arthur L. Wilkerson
530 Williams Avenue North
Apartment 4
Renton, WA 98055

Mrs. Dianne Jones
Jones Steel Erections
235 High St. #502
Morgantown, WV 26505

Mr. Don A. Wagenheim
H. E. Neumann Company
P. O. Box 6208
Wheeling, WV 26003

Mr. Charlie Funk
Beck Dry Wall Inc.
North 2819 Martin
Spokane, WA 99207

Mr. Arthur H. Mazzola
Federal Capital Corp.
P.O. Box 3969
Seattle, WA 98124

Mr. Leslie Savitch
Target Group Marketing
800 Stewart Street
Seattle, WA 98101

Mr. Gerald Wong
Magnolia Plumbing Co.
1614 West Dravus
Seattle, WA 98119

Mr. J. Kenneth McDonald
J. E. McDonald & Sons
Route 1, Box 218E
Martinsburg, WV 25401

Mr. John C. Gayton
John Gayton Assoc.
210 Central Bldg.
Seattle, WA 98104

Mr. T.J. Meenach, Jr.
T. J. Meenach Co.
309 Sherwood Bldg.
Spokane, WA 99201

Mr. David Shaw
David Shaw Management Svc.
5213 Empire Way South
Seattle, WA 98118

Mr. Gary Donald Wright
Gary Wright Realty, Inc.
1344 State St.
Marysville, WA 98270

Mr. James E. McDowell
McDowell's Photos
1693 10th Avenue
Huntington, WV 25701

Mr. Russell Sydney Gideon
Elizabeth James House
3300 43rd Avenue N.E.
Seattle, WA 98105

Mr. Michael J. Mitchell, Jr.
Business & Financial Mang.
231 Summit Avenue East
Seattle, WA 98102

Mr. Art Simmons
Environment Construction Co.
5201 Seward Park Ave. So.
Seattle, WA 98118

Mr. Dale H. Zeigler
Capital Designs Ltd.
P.O. Box 3500
Bellevue, WA 98009

Mr. Robert Myers
418 Third Avenue
Huntington, WV 25176

UTAH

Mr. Tommy J. Mills
Modern T.V. & App.
P.O. Box 263
Killeen, TX 76541

Mr. Ruben R. Montemayor
Law Offices
301 W. Market Street
San Antonio, TX 78205

Mr. Prentis M. Moore
Sun Belt Urban Consultants
3115 Blodgett Ave.
Houston, TX 77021

Mr. Robert G. Muzyka
Attorney
2405 Lakeview Circle
Arlington, TX 76013

Mr. Harold Nedell
Meineke Disc. Muffler Shops
6330 W. Loop South
Bellaire, TX 77401

Dr. Charles Neil
College of Business Adminis'ion
Texas Tech University
Lubbock, TX 79409

Ms. Betty W. Orrell
Orrell and Associates
2001 Bryon Tower #1120
Dallas, TX 75201

Mr. David R. Pinkus
North Haven Gardens, Inc.
9150 Forest Lane
Dallas, TX 75243

Mr. J. Pizzitola
P.O. Box 21172
Houston, TX 77026

Mrs. Gloria Pruett-Anderson
116-D Eagle
Denton, TX 76201

Mr. Victor Puente
S.W. Office Systems, Inc.
P.O. Box 849
Arlington, TX 76010

Mr. Truman G. Reed
Reed Bakers, Incorporated
1810 East Southmore
Pasadena, TX 77502

Ms. Connie Reyes
AAA Machine Metal Stam. Mfg.
438 Vine
San Antonio, TX 78210

Mr. Tony G. Reyes
A-M Cargo Incr. Inc.
14107 Lantern Lane
Houston, TX 77015

Mr. Paul J. Ricca
Ricca Chemical Co.
P.O. Box 13090
Arlington, TX 76013

Mr. James W. Rice
A&J Enterprises, Inc.
8800 Paul B. Koonce Street
Houston, TX 77061

Mr. Albert R. Rodriguez
OMBE, Texas Indus. Comm.
Capitol Station 12728
Austin, TX 78711

Mr. Frank A. Rollins
Rollins Jewelers
5258 Palms Center
Houston, TX 77021

Mr. Jerry D. Rucker
Rucker Const. Co. Inc.
12700 Park Central Pla.
Dallas, TX 75351

Mr. Robert T. Sakowitz
Sakowitz, Inc.
P.O. Box 1387
Houston, TX 77001

Mr. Irving Schwartz
C.I.D. Foundation, Inc.
P.O. Box 1234
El Paso, TX 79947

Mr. Charles W. Seely
Seely Oil Company
1907 FWNB Bldg.
Ft. Worth, TX 76102

Mr. John C. Sewell
Sewell Village Cadillac
5460 Preston Rd.
Dallas, TX 75205

Ms. Trudy L. Shay
First National Bank
P.O. Box 83108
Dallas, TX 75283

Ms. Jennifer G. Sheffield
Lincagraph Corporation
3518 Travis #110
Houston, TX 77002

Ms. Nita Harmon Smith
Attorney at Law
810 Main Street #510 Tx Bldg
Dallas, TX 75202

Ms. Dianne L. Snyder
Attorney at Law
3503 Fairmount
Dallas, TX 75219

Mr. Calvin W. Stephens
Dallas Min. Bus. Cnt, Inc.
3737 Noble #450
Dallas, TX 75204

Mr. Charles O. Stine
East Tx Min. Bus. Dev., Inc
2129 W. Gentry Parkway
Tyler, TX 75702

Mr. T. G. Swarb
10409 O'Donnell Drive
Houston, TX 77076

Mr. William R. Thomas
Capital S.W. Corp.
12900 Preston Rd. #700
Dallas, TX 75240

Mr. Herbert A. Train
Swiff Train Company
P.O. Box 9095
Corpus Christi, TX 78408

Mr. Jesse Trevino
Trevino Insurance Agency
P. O. Box 403
McAllen, TX 78501

Mr. Charles B. Uzeta
Industrial Air Systems
716 N. Walnut St.
El Paso, TX 79903

Mr. Bernardino Vasquez, Jr.
Limpio Industries, Inc.
247 Billy Mitchell Rd.
San Antonio, TX 78226

Mr. George Veloz
1507 North Big Spring Street
Midland, TX 79701

Mr. Malcolm Watson
Watson Electric Supply Co.
P.O. Box 26406
Dallas, TX 75226

Mr. Erich Wendl
Maverick Markets, Inc.
P.O. Box 4897
Corpus Christi, TX 78408

Mr. Norris F. Womack
All-Seals Texas, Inc.
2206 Airline Dr.
Friendswood, TX 77546

Mr. Hayden Woodard
Hayden Woodard, C.P.A.
P.O. Box 87
Junction, TX 76849

Mr. E. Thomas Wooten
Carrollton Computer Services
2225 Beltline Road, #201
Carrollton, TX 75006

Mrs. Donna McFarland
Rick's Restaurant
Highway 271 North
Mt. Pleasant, TX 75455

Mr. Melvyn Klein
Altamil Corporation
1940 Bank & Trust, Box 201
Corpus Christi, TX 78477

Mr. Paul O. Gaddis
School of Management, Box 688
University of Texas at Dallas
Richardson, TX 75080

Mr. John Mata
6300 Bowling Green
Houston, TX

Ms. Jeannie Moffatt
BMA Communications Group
5353 West Alabama #303
Houston, TX 77056

Mr. Charles W. Akerlow
Akerlow-Thomas-Dyer, Inc.
68 South Main St., #300
Salt Lake City, UT 84101

Mr. Lawrence E. Alder
Utah Retail Grocers Assoc.
1268 West 500 North
Salt Lake City, UT 84116

Mr. Robert G. Arnold
Arnold Machinery Co.
P. O. Box 30020
Salt Lake City, UT 84125

Mr. Gordon S. Bird, Jr.
Canyonlands 21st Century
P.O. Box 2100
Blanding, UT 84511

Mr. Howard E. Bird
State of Utah #200
No. 2 Arrow Press Square
Salt Lake City, UT 84101

Ms. Ann Marie Boyden
et al, Inc.
555 East South Temple
Salt Lake City, UT 84102

Mr. Peter Cooke
Utah Industrial Dev. Div.
2 Arrow Press Sq. # 200
Salt Lake City, UT 84101

Mr. Paul P. Eardley
Dixie Transport, Inc.
558 Industrial Ave.
St. George, UT 84770

Mr. James A. Eberhardt
Salt Lake Mattress & Manuf.
P.O. Box 783
Salt Lake City, UT 84110

Mr. Glenn L. Edwards
Edwards Investments
913 Jefferson St.
Salt Lake City, UT 84101

Ms. Clair R. Hopkins
1345 Ambassador Way
Salt Lake City, UT 84108

Mr. Thomas N. Hori
Meiiji Resource Consultants
P. O. Box 250, 38 North Main
Layton, UT 84041

Mr. Earl A. Miller
Miller Ski International
P.O. Box 400
Orem, UT 84057

Mr. Tats Misaka
Misaka Financial & Manage.
4260 Park Terrace Drive
Salt Lake City, UT 84117

Mr. Adrian H. Pembroke
A. H. Pembroke Co.
363 South 5th East
Salt Lake City, UT 84102

Mr. Ray S. Robinson
Rio Grande Bldg. Products
540 W. 2nd South
Salt Lake City, UT 84101

Mr. David L. Tomlinson
Amwest
131 North 200 West
Salt Lake City, UT 84103

Mr. Eldon Weber
8245 South State
Midvale, UT 84047

Mr. Ernest I. Wilson
Utah Foam Products, Inc.
2610 South 960 W.
Salt Lake City, UT 84104

Mr. Vern K. Yoho
Yoho Automotive
630 West 1700 South
Salt Lake City, UT 84104

SOUTH DAKOTA

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Aman Collection Svc., Inc.
P.O. Box 730
Aberdeen, SD 57401

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Midwest Television & Appl.
1501 South Minnesota
Sioux Falls, SD 57105

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402 So. Minnesota Ave.
Sioux Falls, SD 57102

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South Dakota Retailers Assn
P.O. Box 638
Pierre, SD 57501

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Bruce Sign Company
West Hwy 16
Mitchell, SD 57301

Mr. Earl Chesnik
D.S.M. Inc.
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Redfield, SD 57469

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Ben Franklin Store
620 North Main
Redfield, SD 57469

Mr. Peter I. Gregory
East River Legal Svc.
Box 198
Humboldt, SD 57035

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Nyberg's Ace Hardware, Inc.
Box 870
Sioux Falls, SD 57101

Mr. Jack G. Rentschler
Rentschler's Standard Truck
5303 North Cliff Ave.
Sioux Falls, SD 57104

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Mountain Co., Inc.
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Box 100
Pierre, SD 57501

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Faith, SD 57626

*Mr. Ted J. Thoms
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Sioux Falls, SD 57105

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Freed's Fine Furnishings
3645 Sturgis Road
Rapid City, SD 57701

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Dixie Foods, Inc.
P. O. Box 405
Lewisburg, TN 37091

Mr. Jim Adams
Jim Adams, Inc.
P. O. Box 909
Paris, TN 38242

Mr. William E. Akin
Total Computer Science, Inc.
3004 Blackmore Ave.
Nashville, TN 37212

Mr. Robert C. Andrews
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P.O. Box 100226
Nashville, TN 37210

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Banks, Finley, White & Co
1810 Sterick Building
Memphis, TN 38103

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Aqua Glass Corporation
P.O. Box 412
Adamsville, TN 38310

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Box No. 7
Harriman, TN 37748

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Nashville, TN 37215

Mr. J. Richard Chambers
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315 Union St.
Nashville, TN 37201

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P.O. Box 576
Springfield, TN 37172

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P.O. Box 1639
Chattanooga, TN 37401

Mr. William E. Crook
Bill Crook's Food Town
3323 Hadley Avenue
Old Hickory, TN 37138

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P. O. Box 828
Route 5, Baxter Lane
Brentwood, TN 37027

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P.O. Box 100260
Nashville, TN 37210

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Shelbyville, TN 37160

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R. Graham, Inc., Realtors
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Nashville, TN 37215

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3412 Sophia
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714 Ringgold Drive
Nashville, TN 37207

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Triangle Chemical Co.
1720 Charlotte Ave.
Nashville, TN 37207

Mr. C. Paul Howse
John Simmons, Inc.
P.O. Box 17146
Memphis, TN 38117

*Mr. Jesse B. Hunter
Microcomputer Controls, Inc.
413 Donelson Pike
Nashville, TN 37203

Mr. Richard Manson
Manson & Jackson & Assoc.
2701 Jefferson St. #203
Nashville, TN 37208

Dr. Herbert Markel
1280 West Crestwood
Memphis, TN 38117

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5909 Shelby Oaks Dr. #146
Memphis, TN 38134

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Pulaski, TN 38478

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Thompson-Miller Architects
1420 Union #420
Memphis, TN 38109

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Open Hearth Restaurant
P.O. Box 12
Gatlinburg, TN 37738

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Brookmeade Hardware & Supply.
992 Davidson Drive
Nashville, TN 37205

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Realtor/Otey's Quality Grocery
2501 Clarksville Highway
Nashville, TN 37208

*Mrs. Ellen C. Peete
Ellen Peete & Assoc.
629 Poplar Avenue
Memphis, TN 38105

Mr. John W. Proffitt
Box 388
Alcoa, TN 37206

Mr. Bruce Reagan
Bruce Reagan Enterprises
241 Reagan Drive
Gatlinburg, TN 37738

Mrs. Audrey J. Roberts
Martin Manufacturing Co
Box 350
Martin, TN 38237

Mr. Harold W. Schmitt
Environmental Systems Corp.
P.O. Box 2525
Knoxville, TN 37901

Mr. Arthur N. Seessel, Jr.
4544 Park Avenue
Memphis, TN 38117

Mr. Tom R. Segroves
Tom Segroves Realty & Auct.
106 Elm St.
Shelbyville, TN 37160

*Mr. Landon Smith
4330 Tuckahoe Rd.
Memphis, TN 38117

Mr. Jack F. Stringham, II
First Amtenn Corporation
First Amer. Center 16th Fl.
Nashville, TN 37237

Mr. Jody Wade
1773 Glenwood Place
Memphis, TN 38104

Mr. George B. Winters
Altert Transmission
4333 North Broadway
Knoxville, TN 37917

Mr. J. Stuart Collier, Jr.
Collier Insurance Company
1492 Madison Avenue
Memphis, TN 38104

Mr. Lanny E. Mauldin
P.O. Box 414
Dayton, TN 37321

Mr. Bob Baker
Engineered Products
P. O. Box 220
Dandridge, TN 37725

Mr. Leland C. Brown, Jr.
United States Products Co.
518 Melwood Avenue
Pittsburgh, PA 15213

Mr. Payson Watt Burt
Man Assn of Delaware Vly
Valley Forge Corporate Cnt
Norristown, PA 19403

Mr. Charles M. Campbell
Campbell Printing Company
1937 Mac Dade Boulevard
Woodlyn, PA 19094

Ms. Emma C. Chappell
Continental Bank
700 North Broad Street
Philadelphia, PA 19130

Mr. Patrick Chin
International Supermarket
117 North Tenth Street
Philndelphia, PA 19107

Mr. John A. Cicco, Jr.
Cicco & Associates, Inc.
Murrysville, PA 15668

Mr. Walter J. Conti
Conti Cross Keys Inn
Routes 611 and 313
Doylestown, PA 18901

Mr. Harold L. Corner
Meadville Precision Tool
Box 499 D
Meadville, PA 16335

Mr. Walter J. Dealtry
Service Tire Company
Biery's Bridge Road
Bethlehem, PA 18017

Mr. Howard Eisenthal
Eisenthal & Company
1 Neshaminy Int'x, Suite 107
Trevose, PA 19047

Mr. Joseph Farda
The Summit
Rural Delivery 2
Tannersville, PA 18372

Mr. Bernard Featherman
Western Steel Company
4424 Paul Street
Philadelphia, PA 19124

Mr. Herbert Fletcher
Fletcher & Sons, Inc.
3701 N Broad St #1015
Philadelphia, PA 19140

Mr. Bernard Fromm
Fromm Elec Supply Corp
Box 5147
Reading, PA 19612

Ms. Thelma A. Furman
Furman's Seafood
1329 Cedar Road
Ambler, PA 19002

Mr. Charles A. Garber
Structure Probe, Inc
Box 342
West Chester, PA 19380

Mr. Barrie D. Gibbs
Gibbs Corporation
Box 470
Somerset, PA 15501

Mr. Del Goedeker
200 Geneva Drive
Center Township
Aliquippa, PA. 15001

Ms. Patricia B. Grosholz
The Cocked Hat, Inc.
224 Old Forge Crossing
Devon, PA 19333

Mr. Richard A. Haas
Cherry Hill Orchards
Route 6
Lancaster, PA 17603

Mr. Dean Hirschfield
Bernstein and Biggard, Inc.
2100 Clark Building
Pittsburgh, PA 15241

Mr. Thomas E. Huntzinger
637 Frederick Street
Hanover, PA 17331

Mr. Joseph J. James
Citywide Development Corp
100 South Broad St #2032
Philadelphia, PA 19110

Mr. Robert Jennings
Thomas Office Equipment Corp
165 W Lancaster Avenue
Wayne, PA 19087

Mr. George F. Keller
Keller Marine Service, Inc.
Port Trevorton, PA 17864

Mr. Blair J. Kolasa
School of Business Adm
Duquesne University
Pittsburgh, PA 15219

Mr. Kenneth H. Laird
Supowitz Brothers, Inc.
618 Meadow Avenue
Charleroi, PA 14022

Mr. Edgar J. Lashford
92 S. Franklin Street
Wilkes Barre, PA 18701

Mr. William F. Leahy
John Wanamaker
Wynnewood Shopping Center
Wynnewood, PA 19096

Mr. Lawrence Levinson
D. E. Supplier Co.
Box 214
Morrisville, PA 19067

Mr. Joel D. Levitt
SL Industries
366 Eastern Road
Warrington, PA 18976

Mrs. Carmella Liberto
R. J. Liberto, Inc.
P. O. Box 14027
Pittsburgh, PA 15239

Ms. B. Louise Lindberg
Liberty Precision Tooling
900 Halket Street
Braddock, PA 15104

Mr. Robert A. Maleno
Ram Associates Ltd
Box 34
Glenolden, PA 19036

Mr. Leo R. McDonough
Smaller Manufacturers Council
7310 Whipple Street
Swissvale, PA 15218

Mr. Frederick E. Miller
Progress Investment Assoc
Box 28607
Philadelphia, PA 19151

Mr. Matthew Mitchell
McDonalds Restaurant
6723 Anderson Street
Philadelphia, PA 19119

Mr. Earl T. Morley
Morley Electric Supply
7153 Mt. Airy Terrace
Philadelphia, PA 19119

Mr. Ralph W. Murray
IDL Incorporated
535 Old Frankstown Road
Pittsburgh, PA 15239

Mr. Robert L. Myers, Jr.
Century Chevrolet Inc.
6501 Market Street
Upper Darby, PA 19082

Mr. L. L. Niemeyer
Future Cars, Inc.
404 Painters Crossing
Chadds Ford, PA 19317

Mr. Lawrence W. O'Neill
Victor-Balata Belting Co.
Box 71
Easton, PA 18042

Mr. Richard A. Pagliari
Elizabeth Carbide Die Co.
601 Linden Street
McKeesport, PA 15132

Mr. Angelo Paioletti
414 Beech Avenue
Hershey, PA 17033

Mr. Philip D. Rowe, Jr.
Dempsey's Restaurants
Box 6387
Wyomissing, PA 19610

Mr. Leo P. Russell
Russell Industries Inc.
One Prestley Road
Bridgeville, PA 15017

Ms. Ruth A. Ryals
Pittsburgh Pension Planners
206 McKnight Plaza Drive
Pittsburgh, PA 15237

Mr. Guillermo Salas, Jr.
Spanish Merchants Assoc.
1315 Walnut Street # 1432
Philadelphia, PA 19120

Mr. Ronald P. Sandmeyer
Box 11660
10001 Sandmeyer Lane
Philadelphia, PA 19116

Mr. George E. Saxon
Condenser Cleaner Mfg. Inc.
135 Sylvan Street
Verona, PA 15147

Mr. Isidore T. Shapiro
Natl Ind for Sev Hndcpd
One Oxford Valley, # 314
Langhorne, PA 19047

Mr. Patrick C. Shields
Control Chief Corporation
Box 141
Bradford, PA 16701

Mr. John H. Simon
U M E A
544-48 East Haines Street
Philadelphia, PA 19144

Mrs. Winifred S. Slack
101 Cedar Drive
McMurry, PA 15317

Mr. Norman N. Smilek
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310 Grove Street
New Castle, PA 16103

Mr. William Stark
Goldstock's
717 Liberty Ave. #203
Pittsburgh, PA 15222

Dr. W. Wayne Stewart
Stewart-Todd Associates
580 Sweedsford Road
Wayne, PA 19087

Mr. John T. Stinson
Stinson Associates
One East Wynnewood Road
Wynnewood, PA 19096

Mr. Robert M. Taylor
Ellisco, Inc.
American & Luzerne Streets
Philadelphia, PA 19140

Ms. Jane Theuerkauf
Jane Theuerkauf Realty
2040 West 8th Street
Erie, PA 16505

Mr. Neal W. Thompson
Precision Processing Inc.
P. O. Box 15574
Pittsburgh, PA 15244

Mr. Ralph C. Vaughan
International Payment Services
5518 Baum Boulevard
Pittsburgh, PA 15232

Mr. Robert N. Verratti
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1742 N. Forge Mountain Dr.
Valley Forge, PA 19481

Mr. Erwin von Allmen
W. C. Smith & Son, Inc.
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Philadelphia, PA 19136

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Chew Avenue & Rosehill St
Philadelphia, PA 19120

Mr. Joseph F. Welch
J F Welch Interests Inc
50 N 4th St 1 Wash Tr Flr
Reading, PA 19601

Ms. Maxine Whatley
National Business League
1522 Race Street
Philadelphia, PA 19107

Mrs. Novella S. Williams
Citizens for Progress
262 South 52nd Street
Philadelphia, PA 19139

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Air Tool Parts & Service Co
2818 Smallman Street
Pittsburgh, PA 15222

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Greenwood Associates
1530 Chestnut St #820
Philadelphia, PA 19102

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Gr Phil Comm Dev Corp
422 South 47th Street
Philadelphia, PA 19143

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Jack Yaissle Body Company
1009 West Market Street
Pottsville, PA 17901

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Zoto's Cobblestones
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Huntingdon Valley, PA 19006

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Wolf, Black, Schorr, Solis-Cohen
111 South 15th Street, 12th Flr
Philadelphia, PA 19102

Mr. Robert S. Cook
R. S. Cook Associates
1731 Spring Garden Street
Philadelphia, PA 19130

Mr. Frederick M. Ramirez
315 East Allens Lane
Philadelphia, PA 19119

NORTH DAKOTA

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Citizens State Bank
P.O. Box 486
Hohall, ND 58761

Mr. John R. Bernabucci, Jr.
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P.O. Box 387
Jamestown, ND 58401

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437 North Broadway
Minot, ND 58701

Mr. John T. Korsmo
Cass County Abstract Co.
Box 826
Fargo, ND 58107

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R. R. #3
Wahpeton, ND 58075

Mr. Oscar M. Olson
Olson's Inc.
614 West Pine Circle
Bottineau, ND 58318

Mr. Don Piepkorn
98 Woodland Drive
Fargo, ND 58102

Mr. Rolland W. Redlin
First Western Bank
1005 21st St., N.W.
Minot, ND 58701

Mr. John F. Stockman
Stockman Investments
P.O. Box 2932
Fargo, ND 58108

Mr. Robert J. Whitney
Ramsey Motors, Inc.
P.O. Box 740
Devils Lake, ND 58301

OHIO

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Barber, Andray & Assoc.
5137 Suder Avenue
Toledo, OH 43611

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Ballweg Hardware, Inc.
630 Watervliet Ave.
Dayton, OH 45420

Mr. Don H. Barden
Don H. Barden Co.
763 Broadway #212
Lorain, OH 44052

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Milbar Corporation
530 Washington St.
Chagrin Falls, OH 44108

Mr. Richard Barrett
Barrett Cadillac, Inc.
907 Wick Avenue
Youngstown, OH 44505

Mr. Richard J. Bauer
The Toledo Plate & Window Gl
P.O. Box 927
Toledo, OH 43693

Mr. K. Michael Benz
Council of Smaller Enterprises
690 Union Commerce Bldg.
Cleveland, OH 44115

Mr. Stephen F. Black
Ernst & Whinney
1300 Union Commerce Bldg.
Cleveland, OH 44115

Mr. John W. Blatt
Kerscher Elevator Company
918 North Michigan
Toledo, OH 43604

Senator William F. Bowen
State Senate
Ohio State Capitol
Columbus, OH 43215

Mr. Thomas D. Brown
Brown Steel Co.
P.O. Box 16505
Columbus, OH 43216

Mr. Edward Carmody
E. C. Arthur, Inc.
712 Gwynne Building
Cincinnati, OH 45202

Mr. Ronald B. Cohen
Cohen and Company
1310 Bond Court Bldg.
Cleveland, OH 44114

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Crosby Furniture Co.
12435 St. Clair Ave.
Cleveland, OH 44108

Mr. Daniel D. Dell, Sr.
Daniel D. Dell, Sr., Inc.
452 East Fifth St.
Cincinnati, OH 45202

Mr. Leo Demsey
Demsey & Associates
23611 Chagrin Blvd.
Cleveland, OH 44122

Mr. Joe Donofrio
D & H Machinery Consultants
5324 Enterprises Blvd.
Toledo, OH 43611

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The Fabri-Form Company
P.O. Box 7
Byesville, OH 43723

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Ellsworth Cabinet, Inc.
4610 Hamann Parkway
Willoughby, OH 44094

Miss Mary Jane Fabish
CWC Industries Inc.
2750 Grand Avenue
Cleveland, OH 44104

Mr. Gerry Galloway
Dall & Galloway
1018 Proprietors Road
Worthington, OH 43085

Mr. Milton J. Garrett
The Highland Group
23215 Commerce Park Drive
Cleveland, OH 44122

Mr. Jack R. Graf
Graf & Sons, Inc.
1145 Goodale Blvd.
Columbus, OH 43212

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9645 Mentor Road
Chardon, OH 44024

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Gulkers
731 5th St.
Portsmouth, OH 45662

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5507 Avion Park Drive
Highland Heights, OH 44143

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Joanne Kaufman Travel
1030 Euclid Avenue, Suite 605
Cleveland, OH 44115

Ms. Anne L. M. Lamp
Advance Incorporated
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Toledo, OH 43608

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Mel Lanzer Company
2266 North Scott
Napoleon, OH 43545

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The Leone Corporation
2235 West 5th St.
Cleveland, OH 44113

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Allied Window Mfg., Inc.
2724 West McMicken Ave.
Cincinnati, OH 45214

Mr. A. S. Martindale
The Kiemle Hankins Co.
P.O. Box 2287 CS
Toledo, OH 43603

Mr. Charles R. McDonald
McDonald Equipment Co.
37200 Vine St.
Willoughby, OH 44094

Rep. C. J. McLin, Jr.
McLin Funeral Home, Inc.
1130 Germantown Street
Dayton, OH 45408

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Ohio Pure Foods, Inc.
1680 East Market St.
Akron, OH 44305

Mr. J. Wayne Moore
Computer Systems & Svc.
P.O. Box 1768
Springfield, OH 45502

Mr. William M. Nelson, Jr.
Squire, Sanders & Dempsey
1800 Union Commerce Bldg.
Cleveland, OH 44115

Mr. John A. Newton
Meech Foundry, Inc.
4730 Warner Road
Cleveland, OH 44125

Mr. Richard W. Norton, Jr.
P.O. Box 528
Fostoria, OH 44830

Mr. A. George Palmer
Alexander Grant & Co.
1515 Bond Court Bldg.
Cleveland, OH 44114

Mr. Vincent M. Panichi
Monastra, Ciuni & Panichi
24700 Chagrin Blvd.
Beachwood, OH 44122

Mr. John Pershing
3937 Shelby Road
Youngstown, OH 44511

Dr. John K. Pfahl
John K. Pfahl, Inc.
2610 Charing Road
Columbus, OH 43221

Mr. Frederick R. Post
Lubitsky & Post
838 National Bank Bldg.
Toledo, OH 43604

Mr. Clinton A. Reph
Reph Solar Manufacturing
711 North Woodhill
Amherst, OH 44001

Mr. Edward H. Richard
David Round & Son Inc.
P.O. Box 39156
Cleveland, OH 44139

Mr. John D. Rodeman
Rodeman & Company, Inc.
3126 Sylvania Ave.
Toledo, OH 43613

Ms. Lynne Joy Rogers
RTC & L Advertising
16211 Van Aken Boulevard, #108
Shaker Heights, OH 44120

Mr. Robert P. Ross
Bob Ross Buick, Inc.
85 Loop Road
Centerville, OH 45459

Mr. Irwin J. Silverman
Kripke-Tuschman Industries
5000 North Detroit Ave.
Toledo, OH 43612

Ms. Marian S. Sinsel
Sinsel's Western Auto
82 East Main
Logan, OH 43138

Mr. Nicholas C. Siropolis
Polychem Spartan Ind.
15615 Norway Ave.
Cleveland, OH 44111

Mr. H. R. Smith
SK Construction Company
2514 Atco Avenue
Middletown, OH 45042

Mr. Rod Stewart
Stewart Industries
7234 Blue Ash Road
Cincinnati, OH 45236

Mr. Roy Taylor
Paintyme, Inc.
801-B West 8th St, #101
Cincinnati, OH 45203

Mr. W. G. Thornton, Jr.
Thornton Environmental Ind.
9840 Montgomery Road
Cincinnati, OH 45242

Mr. Lyman H. Treadway
Union Commerce Bank
300 Union Commerce Bldg.
Cleveland, OH 44115

Mr. Frank Watson
Minority Business Development Ctr
700 Bryden Road, Suite 315
Columbus, OH 43215

Mr. T. W. Welles
Moser Bag & Paper Co.
P.O. Box 27499
Cleveland, OH 44127

Mr. Harry E. White
D & H Machinery Consultants
710 Village Parkway
Waterville, OH 43566

Mr. Darwin B. Wilkof
Wilkof-Morris Steel Corp.
1525 Waynesburg Road SE
Canton, OH 44711

Mr. Chester S. Zajac
Zalo Manufacturing Co.
6255 Halle Drive
Cleveland, OH 44125

Mr. George Zeil
Zeil's Department Store
50-56 East Main Street
Shelby, OH 44875

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Basic Search Company
1790 Stoney Hill Drive
Hudson, OH 44236

Ms. Dorothy Harris
W.L. Carr Construction Co.
1555 Fillmore Avenue
Buffalo, NY 14211

Mr. Robert Katz
936 Forty-sixth Street
Brooklyn, NY 11219

Mrs. Isabel Medina
Wehmetco, Ltd.
4 Sleepy Lane
Melville, NY 11747

Ms. Karen Olson
Karen Olson CLU
201 E 25th St. Apt. 19D
New York, NY 10010

Mr. John R. Riedman
Riedman Agency, Inc.
700 Security Tower
Rochester, NY 14604

Mr. Samuel Solomon
S & M Knish Corp.
504 Brighton Beach Ave.
Brooklyn, NY 11235

Ms. A. Hatcher
The Alexandria Hatcher Ag.
150 West 55th St.
New York, NY 10019

Mr. Louis Laun
American Paper Institute
260 Madison Avenue
New York, NY 10514

Mr. Daniel B. Mitchell
Minority Construction Supply
112 West 120th St.
New York, NY 10027

Mr. Henry N. Oppenheimer
MCI Management Institute
2 East Avenue
Larchmunt, NY 10538

Mr. Jose L. Rodriguez
Batey Bilingual Media, Inc.
80 5th Ave., # 906
New York, NY 10011

Ms. Ava Stern
525 West End Ave.
New York, NY 10024

Mr. John E. Hayes, Jr.
Macalaster Bicknell Co. Of NY
Box 5, New Court St.
Syracuse, NY 13206

Mr. Marvin Leffler
Natl Coun of Sales Org
96 Fulton Street
New York, NY 10038

Mr. Vito Paul Montecalvo
Utica Wax Wash & Gas Co.
1424 Sophia Avenue
Utica, NY 13502

Ms. Dorothy J. Orr
Equitable Life Assurance
1285 Avenue of the Americas
New York, NY 10119

Mr. James Sanchez
San James Realty Corp.
41 West 57th St.
New York, NY 10019

Mr. W. H. Stewart, Jr.
Mid Brooklyn Health Asso.
391 Eastern Parkway
Brooklyn, NY 11216

Ms. Joan Logue Henry
National Black Network News
1350 Avenue of the Americas
New York, NY 10019

Mr. Leslie Levi, Jr.
Livel Mech. & Equip. Corp.
1110 President St.
Brooklyn, NY 11225

Mr. Nicholas J. Moon
Building Contractors Assoc.
600 3rd Avenue
New York, NY 10016

Mr. Frank Savage
Equitable Life Assurance Soc.
1285 Ave. of the Americas
New York, NY 10019

Mr. Robert Stoner
Winfield Industries
33 Clarence Avenue
Buffalo, NY 14215

Mr. James Altred Heyliger
H & S Developers
190-12 Quencer Road
St. Albans, NY 11412

Mr. Richard Lewisohn
153 East 53rd Street
New York, NY 10022

Mr Mike A Moreno
Urban Cleaning Contractors
3916-1/2 Dyre Avenue
Bronx, NY 10466

Mr. Alan J. Patricot
Alan Patricof Assoc.
One East 53rd St.
New York, NY 10022

Ms. Susan Schein
double esa unlimited
77 Fulton Street
New York, NY 10038

Mr. David R. Strong
Rouragency, Inc.
614 West State Street
Ithaca, NY 14850

Ms. Juda Hollins
5700 Arlington Ave.
Bronx, NY 10471

Mr. Clarence C. Loftin III
Loftin, Legardy & Assoc.
551 Fifth Avenue #320
New York, NY 10017

Mr. Rogers Morgan
NY City Office of Minority Bus
225 Broadway
New York, NY 10007

Mr. Maurice L. Phillips
Avant Cleaning Center
890 Quincy St.
Brooklyn, NY 11221

Mr. Nahun Shar
Hofar Tobacco Corporation
2 Greenfell Drive
Great Neck, NY 11020

Mr. Percy Sutton
10 West 135th St.
New York, NY 10037

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South Equipment Co., Inc.
P.O. Box 10125, Station D
Buffalo, NY 14210

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Fred Hannanham, P.C.
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New York, NY

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88 Lake Avenue
Rochester, NY 14608

Mr. Conway Porter, III
Conway Porter, C.P.A., P.C.
1201 Genessee Building
Buffalo, NY 14202

Mr. H. L. Shulman
Ramsay Fabrics Corporation
200 Madison Ave.
New York, NY 10016

Mr. Esteban Taracido
Tele-Signal Corporation
185 Oser Avenue
Hauppauge, NY 11787

Ms. Laurie H. Hutzler
Legal Management Services
250 West 94th St, #3G
New York, NY

Mr. Eugene Lubin
Lubins Mans World
2 Mall Walk
Yonkers, NY 10704

Ms. Michele Murdock
Michele Murdock Produc'ns
41 West 72nd Street 4G
New York, NY 10023

Mr. Herbert Potoker
Espey Mfg. & Electronics Corp
P.O. Box 422
Saratoga Springs, NY 12866

Mr. J. R. Simone
Greater Saratoga C. Of C.
297 Broadway
Saratoga Springs, NY 12886

Mr. Johnny Torres
Bronx Terminal Mkt.
725 Exterior St.
Bronx, NY 10451

Mr. Patrick Iannotta
Ecolotrol, Inc.
1211 Stewart Avenue
Bethpage, NY 11714

Ms. Virginia Mapel
The Gazebo
660 Madison Avenue
New York, NY 10021

Mr. Edwards Myers, Jr.
Myers, Smith & Granady Inc.
2307 Adam Clayton Powell Jr.
New York, NY 10030

Ms. Doris E. Powell
D. E. P. Realty, Ltd.
225-20 Linden Boulevard
Cambria Heights, NY 11412

Mr. William Sims
Lawyer - Bowling Lanes
475 Hotel Statler
Buffalo, NY 14202

Mr. A. Robert Towbin
L.F. Rothschild, Unt'g, Towbin
55 Water, 46th Floor
New York, NY 10041

Mr. Eugene Delaney Jackson
National Black Network
1350 Ave. of the Americas
New York, NY 10019

Ms. J. P. Martin
J. P. Martin Assoc., Inc.
200 Madisnn Ave. #1904
New York, NY 10016

Mr. H. Kendell Nash
Boone Young & Associates
10 Plaza Street East
Brooklyn, NY 11238

Mr. Gabriel Prince
581 Howard Avenue
Brooklyn, NY 11212

Mr. N. E. Singleton, Sr.
NY State Dept. of Commerce
230 Park Avenue
New York, NY 10017

Ms. Cordelia Venable
Venable Fuel Corp.
760 Eldert Lane
Brooklyn, NY 11208

Mr. Harvey P. Jamison
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1363 Union St.
Brooklyn, NY 11213

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Island Insulation Corp.
484 Grand Avenue
S. Hempstead, NY 11550

Ms. Donna M. Nickerson
Valley Echo Caterers, Inc.
2328 Browncroft Blvd.
Rochester, NY 14625

Mr. Gilbert M. Reich
Equitable Life Assurance Soc.
1285 Avenue of the Americas
New York, NY 10019

Ms. Sally Ann Slacke
Slacke Test Boring, Inc.
1040 West Jericho Tpk.
Smithtown, NY 11787

Mr. Robert C. Wagner
Specialty Insulation Mfg.
2 Center St.
Hoosick Falls, NY 12090

Mr. Sydney Tucker Jones, III
Hudson Valley Paper Co.
P.O. Box 1988
Albany, NY 12201

Mr. Edward J. McDermid, II
Frontier Lumber Company, Inc.
1941 Elmwood Avenue
Buffalo, NY 14207

Mr. Raymond R. Norat
Services Div.-NY State Comm
270 Park Avenue
New York, NY 10017

Mr. Eddie Reyes
C & L Agencies Inc.
2 Mott St., #406
New York, NY 10013

Ms. Phyllis Hill Slater
Hill, Jenkins, Gaudy Assoc.
92-10 Astoria Blvd.
East Elmhurst, NY 11369

Mr. David B. Weatherup
343 Peat St.
Syracuse, NY 13210

Mr. Bill Joseph
Shearson, Hayden, Stone
767 Fifth Avenue
New York, NY 10022

Mr. George J. Neaser
Bee Publications, Inc.
P.O. Box 150
Williamsville, NY 14221

Rev. Daniel F. O'Leary
Niagara University
Meade Hall
Niagara University, NY 14109

Mr. James Reynolds
Reynolds Shipyard Corp.
200 Edgewater Street
Staten Island, NY 10305

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1325 Mt. Read Blvd.
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Box 248
Bohemia, NY 11716

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295 East Industrial Drive
Manchester, NH 03103

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Termiflex Corp.
17 Airport Road
Nashua, NH 03060

Mr. Robert H. Grip
Comelec Corporation
Box 206, Route 202N
Peterborough, NH 03458

Mr. E. Leo Kanteres
221 Hanover Street
Manchester, NH 03031

Mrs. Evelyn E. Marconi
Geno's Coffee & Sandwich Shop
177 Mechanic St.
Portsmouth, NH 03001

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Off the Wall Racquet Clubs
Albany St. Extension
Portsmouth, NH 03801

Mr. Paul R. McQuade
McQuade Realty, Inc.
P.O. Box 777
Dover, NH 03820

Mr. Stuart N. Shaines
Stuart Shaines' Inc.
140 Congress St.
Portsmouth, NH 03801

Mr. Herbert B. Stebbins
Blanchard Stebbins, Inc.
P.O. Box 4430
Manchester, NH 03108

Rep. Kathleen Ward
Ward Mechanical Contractor
Mill Street Box 417
Littleton, NH 03561

Mr. William E. Wetzel, Jr.
Whittemore School of Bus.
University of NH
Durham, NH 03824

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Micro-Precision, Inc.
P.O. Box 815
Sunapee, NH 03782

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Atlantic Metal Products
21 Fadem Road
Springfield, NJ 07092

Mr. Hamilton Bowser
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East Orange, NJ 07018

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Warren Volkswagen
Route 57 East
Washington, NJ 07882

Mr. Robert E. Carr
Systems Engineering Assoc.
Perina Blvd., Bldg.#19
Cherry Hill, NJ 08003

Mr. Nunzio E. Cernero
Small Bus. Assistance Center
1200 Old Trenton Rd.
Trenton, NJ 08690

Mr. Dudley Wesley Christie
Interracial Council for Bus.
24 Commerce St. #1029
Newark, NJ 07102

Mr. Joseph W. Cironi
Morris County C. Of C.
Box 122M
Morristown, NJ 07960

Mr. Harvey Cohen
Square Electric Supply Co.
453 Second St.
Jersey City, NJ 07302

Ms. Olive S. Cram
Concord Chemical Co.
17th & Federal St.
Camden, NJ 08105

Mr. William Dalton
Toms River Chemical Corp
419 Grassmere Avenue
Interlaken, NJ 07712

Mr. Frederick J. Duffy
Duffy Realty
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Brant Beach, NJ 08008

Mr. John C. Ekarius
Imagemaker Associates
522 Brick Blvd.
Brick, NJ 08723

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Ebon Svc. International
Newark National Airport
Newark, NJ 07114

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Baderwood Laminates, Inc.
257 St. Mihiel Drive
Riverside, NJ 08075

Mr. David C. Forward
County Stationers, Inc.
Route 70
Medford, NJ 08055

Mr. Richard R. Gallagher
Georgian Court College
Lakewood, NJ 08721

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Mark Cross, Inc.
39 Walnut St.
Livingston, NJ 07039

Ms. B. L. Griffin
Porterhouse Cleaning Svc.
904 Ellis Parkway
Edison, NJ 08817

Ms. Margaret J. Harris
Bankers Trust Co.
218 N. Arlington Ave. #E-2
East Orange, NJ 07017

Mr. Myron H. Hirsch
Certified Public Acent
500 Westfield Avenue
Elizabeth, NJ 07208

Mr. Henry Jacobs
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50 California Avenue
Paterson, NJ 07503

Mr. Harry C. Jones, P.E.
Airoyal Company
10 Addison Drive
Short Hills, NJ 07078

Ms. Regina W. Joseph
Urban League of Essex C'nty
31 Clinton Street, Floor 11
Newark, NJ 07102

Mr. Fred W. Jurash
Troup, Martin & Jurash, CPAs
520 Stokes Road, Transtone Bldg
Medford, NJ 08055

Mr. Robert J. Levine
Ct. for Professional Advan.
Box H
East Brunswick, NJ 08816

Ms. Nancy A. Luetzow
Emporium Inc.
Rd. 2, Box 60
Mays Landing, NJ 08330

Mrs. Elizabeth T. Lyons
E. T. Lyons, & Associates
3-L 1050 George St.
New Brunswick, NJ 08901

Mr. Walter MacKinnon
The MacKinnon Company
1459 Route 23
Wayne, NJ 07470

Mr. Michael D. Matteo
Attorney
2201 Route 38 #800
Cherry Hill, NJ 08034

Ms. Rose C. Nini
NJ Dept. of Labor & Indus.
75 Littlebrook Road
Princeton, NJ 08540

Mr. Joseph A. Novoseller
Howell Woodworking
1461 Pinemere Avenue
Lakewood, NJ 08701

Mr. Gerald S. O'Connor
Spatola Funeral Home
240 Mt. Prospect Avenue
Newark, NJ 07105

Mrs. Gloria F. Pagliughi
Pagliughi Trucking Inc.
P.O. Box 968
Vineland, NJ 08360

Mr. Robert Melvin Pastore
Pastore Music, Inc.
507 32nd St.
Union City, NJ 07087

Mrs. Gelorma E. Persson
Little Silver Repair Ct.
26 Ayers Lane
Little Silver, NJ 07739

Mr. Wiley J. Pickett
Utility Industries, Inc.
5075 Central Hwy
Pennsauken, NJ 08109

Mr. Andrew Paretti
Moore & Company Soups Inc.
166 Abington Avenue
Newark, NJ 07107

Mr. Charles H. Reynolds, Jr.
Reynolds Brothers, Inc.
1000 Airport Road
Lakewood, NJ 08701

Mr. Richard S. Ringer
Blu-Line Industries, Inc.
P.O. Box 887
Clark, NJ 07066

Ms. Sue Rosenblatt
Style-A-Shade
28 Hillwood Road
East Brunswick, NJ 08816

Mrs. Bernice Rosmarin
Edison Travel, Inc.
Route 27 & Parsonage Rd.
Edison, NJ 08817

Mr. William Saller, Jr.
500 Vicki Drive
Bridgewater, NJ 08807

Mr. James Smith, Jr.
C. P. O. Inc.
P.O. Box 104A
Rahway, NJ 07065

Mr. Charles A. Spencer
Spencer Data Processing, Inc.
934 Edgemoor Road
Cherry Hill, NJ 08034

Mr. Ernest Tangeri
Best Brand Beverage Company
890 King George Road
Fords, NJ 08863

Ms. Mildred Tuffield
Tuffield Associates
21 Manhattan Place
Cliffside Park, NJ 07010

Mr. Mark H. Watson
Koster Nursery, Inc.
State Highway #77
Seabrook, NJ 08302

Mr. Ralph Weiger
Authentic Homes Corp.
Box 217
New Vernon, NJ 07967

Mr. Gary Wellmann
Endot Industries, Inc.
143 Algonquin Parkway
Whippany, NJ 07981

Mr. Robert James Whelan
Whelan Manufacturing Co.
50 Brook St.
Trenton, NJ 08607

Mr. Douglas W. Woodson
Crestmont Sanitary Supply Co.
6 South Avenue East
Cranford, NJ 07016

Mr. Sidney Goodwin
P. O. Box 1248
Camden, NJ 08105

Mr. Eugene E. Macchi
Ind Cor Cont Corporation
63 Arbor Drive
Ho-Ho-Kus, NJ 07423

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Mrs. Marjorie P. Allen
Skillmakers, Inc.
14601 Holmes
Kansas City, MO 64145

·Ms. Vivian D. Barnett
Akiba Development
4916 Labadie
St. Louis, MO 63115

Mr. Hector Barreto
El Patio Tile Company
11600 East Twenty-Third
Independence, MO 64050

Mr. Charles E. Baumstark
Hermann Lumber Co.
Box 156
Hermann, MO 65041

Mr. Ed Bivins
Hallmark Cards, Inc.
25th and McGee
Kansas City, MO 64108

·Mr. G. Lawrence Blankenship
Blankenship Distributors, Inc.
1900 Vine St.
Kansas City, MO 64108

Mr. Stephen R. Blum
Schumacher & Blum Chevrolet
Highway 71A South
Carthage, MO 64836

·Mrs. Freddie Mae Brown
UBU Inc.
1919 South Grand Blvd.
St. Louis, MO 63104

·Mr. Bernard Burdman
J. Burdman Auto Parts, Inc.
P.O. Box B
Kirksville, MO 63501

Mr. Raymond J. Campbell
702 Midland Building
1221 Baltimore
Kansas City, MO 64105

Mr. Stephen Clark
Business Resource Center
1139 Olive St. Suite 500
St. Louis, MO 63101

Mrs. Charlotte Smith Cohen
Charlotte S. Cohen & Co.
10200 Manchester Rd.
St. Louis, MO 63122

·Ms. Constance D. Coleman
Black Economic Union
3325 Askew
Kansas City, MO 64128

Mrs. Nettie Cunningham
2405 Marcus
St. Louis, MO 63115

Mr. O. Les Cunningham
Metromedical Svc. Laboratory
601 East 63rd St. #511
Kansas City, MO 64110

Ms. G. Carole DeSenne
The DeSenne Group
3706 Broadway, #220
Kansas City, MO 64111

Mr. Richard A. Dohack
Dohack Mgmt. Co.
12587 Glencroft Dr.
St. Louis, MO 63128

Mr. Richard D. Dunlap
DITECH
Box 521
Cape Girardeau, MO 63701

Mr. C. R. Fraction, Sr.
Gold Electronics, Inc.
884 Hodiamont Ave.
St. Louis, MO 63112

Mr. Jack Garagnani
Stan Kusial & Biggie's Inc
5130 Oakland Avenue
St. Louis, MO 63110

·Mr. Joseph A. Gonzalez
Gonzalez, Inc.
P.O. Box 2256
St. Louis, MO 63139

·Mr. William R. Gould
National Graphics, Inc.
2711 Miami St.
St. Louis, MO 63118

Mr. Harold Guller
Essex Industries Inc.
8213 Gravois Avenue
St. Louis, MO 63123

·Mr. Lawrence Albert Hadley
H & W Storage Consultants
713 Washington
Kansas City, MO 64105

·Mr. Wallace S. Hartsfield
PUSH Econ Development
3100 East 31st Street
Kansas City, MO 64128

Mr. Charles A. Hazley
City Hall
12th & Oak
Kansas City, MO 64106

Mr. James S. Hedges
Hedges, & Assoc.
1045 East Trafficway
Springfield, MO 65802

Mr. Norman B. Hjersted
Conservation Chemical Co
106 West 14th St. #2406
Kansas City, MO 64105

Ms. Patricia L. Howard
Clay County Development Com.
103 East Kansas
Liberty, MO 64068

Mr. Robert L. James
Chemtech Industries, Inc.
9969 Clayton Rd.
St. Louis, MO 63124

·Mr. Robert L. Jones
R.L. Jones & Sons, Inc.
7144 Richmond
Kansas City, MO 64123

Ms. Inez Y. Kaiser
Inez Kaiser & Assoc.
P.O. Box 26412
Kansas City, MO 64196

Mr. Dick Kelly
Edina, MO 63538

Mr. James P. Kirk
Kirk Welding Supply Co.
1608 Holmes
Kansas City, MO 64108

·Mr. Earl E. Kopp
Kopp's Rug Co Inc.
6232 Prospect
Kansas City, MO 64130

Mr. Lionel Jack Kunst
Fabri-Quilt, Inc.
901 East 14th Avenue
North Kansas City, MO 64116

·Mr. Lawrence A. Lewis
Commercial Cartage Co.
343 Axminster Drive
Fenton, MO 63026

·Ms. Josephine M. Lockhart
J. S. Townhouses
6057 Waterman Avenue
St. Louis, MO 63112

·Mr. Leonard Luna
P. O. Box 314
Grandview, MO 64030

·Mr. Lawrence A. Marler
L.A. Marler & Co.
#9 Marine Lane
Maryland Heights, MO 63043

Mr. Donald L. Maxwell
Community Development Corp.
1026 Forest St.
Kansas City, MO 64106

·Mr. Richard C. McBride
McBride & Son Co.
Rt. 2, Box 293 B
Lake St. Louis, MO 63043

Mr. James K. Mellow
Liberty Foundry Co.
7600 South Vulcan St.
St. Louis, Mo 63111

Mr. Chris W. Nattinger
Stewart-Nattinger, Inc.
Box 4D07 G.S.
Springfield, MO 65804

Mr. Thomas H. Nicholl
Nicholl Brothers, Inc.
1204 West 27th St.
Kansas City, MO 64108

Mr. Basil L. North, Jr.
North, Colbert & Fields
1103 Grand Avenue #221
Kansas City, MO 64106

Mr. Ronald L. Piercy
A-D-E Lumber & Supply Co.
7303 North Woodland
Gladstone, MO 64118

Mr. Russ E. Price
University of Missouri
4049 Pennsylvania, # 200
Kansas City, MO 64111

Mr. Richard E. Quinn
Quinn Concrete Co. , Inc.
Box C
Marshall, MO 65340

Mr. Michael J. Rainen
Rainen Business Interiors
1725 East 8th St.
Kansas City, MO 64106

·Mr. Albert C. Roland
Roland Industries, Inc.
2280 Chaffee Drive
St. Louis, MO 63141

Mr. Hal D. Roper
Roper Pontias GMC
808 Illinois Ave.
Joplin, MO 64801

Mr. Curtis H. Sims, Jr.
Arthur Anderson & Co.
911 Main
Kansas City, MO 64199

Mrs. Ollie Mae Stewart
Southside Seniors Center
2931 La Salle Ave.
St. Louis, MO 63104

Mr. James Thomas
James Thomas Contracting Inc.
4829 Martin Luther King Dr.
St. Louis, MO 63113

Mr. Ralph T. Thomas
R. T. Thomas & Co. Insur.
6505 Olive
St. Louis, MO 63130

Mr. James I. Threatt
City of Kansas City
City Hall
Kansas City, MO 64106

Mr. Luva D. Vaughan
Mid-America Cinema Corp.
11927 East 40 Hwy
Independence, MO 64055

Mr. Carmine A. Vignola
Carmine A. Vignola Assoc.
P.O. Box 569
Jefferson City, MO 65102

·Mrs. Beverly J. Vogt
Belendas
9650 Clayton Road
St. Louis, MO 63124

·Mr. John E. Wagner, Sr.
Wagner Cartage Svc. Inc.
925 Wyoming
Kansas City, MO 64101

Mr. Thomas A. Monks
Missouri Division of Commerce
P. O. Box 118
Jefferson City, MO 65102

·Mr. Charles C. Wimes
The Wimes Company
7447 Holmes
Kansas City, MO 64131

Mr. James Dawson
P. O. Box 310
Webb City, MO 64870

Mr. Mark K. Kusman
Ralston Building Maintenance
325 East Thirty-First Street
Kansas City, MO 64108

MICHIGAN

Mr. James F. Lafond
Coopers & Lybrand
1500 Main Street, #2300
Springfield, MA 01101

Mr. George Shing-Tan Pan
Systems Architects, Inc.
11 Whispering Lane
Weston, MA 02193

Mr. Lewis A. Shattuck
Smaller Bus. Assn. of New Eng.
69 Hickory Drive
Waltham, MA 02154

Mr. Henry J. Andries
Multi Construction Mdgs
2100 W Big Beaver Rd #211
Troy, MI 48084

Mr. Edward Deeb
Assoc. Food Dealer of Mich.
125 W. 8 Mile Rd.
Detroit, MI 48203

Mr. Sydney B. Melet
The Vogue
565 S. Saginaw Street
Flint, MI 48502

Mr. Richard G. Lee
Econocorp, Inc.
71 Fourth Ave.
Needham Heights, MA 02194

Mr. Edward R. Pendergast
216 Lewis Wharf
Boston, MA 02110

Mr. Donald E. Sneed, Jr.
Unity Associates, Ltd.
6 Mount Pleasant Terrace
Boston, MA 02119

Mr. William P. Baer
Crown Enameling, Inc.
1660 Boulan
Troy, MI 48084

Ms. Lydia Demski
Scope Services Inc
420 Main Street
St. Joseph, MI 49085

Ms. Margaret Minott
D&M Wrecking Company
250 South Fonrth Street
Kalamazoo, MI 49009

Mr. Robert S. Lee
Hotwatt, Inc.
128 Maple St.
Danvers, MA 01923

Ms. Allison A. Platt
Sojourner, Inc.
143 Albany St.
Cambridge, MA 02139

Mr. Ralph E. Stoddard, Jr.
General Business Management
65 Olde Carriage Road
Westwood, MA 02090

Mrs. Haley Bell
Bell Broadcasting Co.
2994 East Grand Blvd.
Detroit, MI 48202

Mr. Henry Garcia
HOPE, Inc.
1200 6th St, #M-106
Detroit, MI 48226

Mr. R. Dale Moretz
Mid-American Products, Inc.
1603 Wildwood Ave.
Jackson, MI 49202

Mr. Walter H. Lind
New England Minority Pur.
100 Horace Road
Belmont, MA 02173

Mr. Gerald F. Portante
Johnson Products
6 Cap't Forbush Lane
Acton, MA 01720

Mrs. Mino Sullivan
Paul Sullivan Sportswear
51 Osgood St.
Methuen, MA 01844

Mr. Michael Berry
Berry, Hopson, Francis, Mack
2000 Cadillac Tower
Detroit, MI 48226

Mr. Marvin Gladstone
443 Woodland Pass
East Lansing, MI 48823

Mr. Richard W. Olson
6271 Peninsula Drive
Traverse City, MI 49684

Mr. Ronald P. Masnicki
National Aerospace, Inc.
11 Ramah Circle
Agawam, MA 01001

Mr. Charles Puliafico
P. O. Box 368
Webster, MA 01570

Mr. Roger E. Travis
Roger E. Travis Associates
10 Industrial Park Avenue
Hingham, MA 02043

Mr. Judson Bradford
Bradford Paper Company
13500 Quincy Street
Holland, MI 49423

Mr. John K. Hendry
Hendry Convalescent Cnt.
105 North Haggerty Rd.
Plymouth, MI 48170

Dr. William F. Pickard
McDonald's
8500 Woodward Ave.
Dearborn, MI 48202

Mr. Richard L. McDowell
Suffolk University
47 Mt. Vernon St.
Boston, MA 02108

Mr. Donald H. Ramsbottom
R. E. Smith Printing Co.
900 Jefferson St.
Fall River, MA 02722

Mr. Joseph E. Trodella
Interstate Electrical Svc.
3 Abbott Industrial Park
Burlington, MA 01803

Mrs. Johnetta C. Brazzell
Urban Affairs Center
370 S. Foundation
Rochester, MI 48063

Mrs. Ruby June Ruddy
Pines Theatre
P.O. Box 793
Haughton Lake, MI 48629

Mr. David Raben
Esquire Rest, Inc.
12647 Dexter
Detroit, MI 48238

Mr. John McGrath
John J. McGrath & Son, Inc.
15 Court Square
Boston, MA 02108

Mr. John C. Rennie
Pacer Systems, Inc.
87 Second Avenue
Burlington, MA 01803

Mr. Oliver O. Ward
Germanium Power Devices
P.O. Box 65
Andover, MA 01810

Mr. Wallace J. Bronner
Bronner's Christmas Dec.
25 Christmas Lane
Frankenmuth, MI 48734

Mr. Thomas Kuber
Menominee Rubber Co
Industrial Park
Menominee, MI 49858

Mr. Frank R. Rudlaff, III
Fleet Ambul. Serv., Inc.
2800 Woodward Ave. #100
Bloomfield Hills, MI 48013

Mr. Ed Molin
Berkshire Manufactured Product
116 Parker St, Dexter Ind Pa.
Newburyport, MA 01950

Mr. Richard A. Rogers
F & H Transportation Co.
P.O. Box 662
Worcester, MA 01613

Ms. Alice Sizer Warner
Warner-Eddison
186 Alewife Brook Parkway
Cambridge, MA 02138

Mr. Carlton A. Brooks
Oakland Kirby Org.
P.O. Box 26
Pontiac, MI 48056

Mr. Edward J. Lane
Farmington C. of C.
P.O. Box 15
Farmington, MI 48024

Mr. Harold M. Rupp
Rupp Oil Co, Inc.
P.O. Box 457
Bay City, MI 48706

Mr. Andrew M. Monahan
Bay State Business World
314 Nahaton St.
Norwood, MA 02062

Mr. Frank C. Romano, Jr.
Agawam Creative Mrkt. Assoc.
53 Summer St.
Rowley, MA 01969

Mr. James Ormond Woodbridge
Unex Laboratories, Inc.
321 Newbury St.
Hathorne, MA 01937

Mr. Percy L. Carr
Johnie's Fashion, Inc.
157 East Main Street
Benton Harbor, MI 49022

Mr. David J. Mackie
Pegasus Air Line/Freight
11499 Conner, City Airport
Detroit, MI 48213

Mr. Walter J. Russell
Russell Bus Forms, Inc.
P.O. Box 15010
Lansing, MI 48901

Ms. Thelma Crowess Moss
A. A. Glassmobile Inc.
62 Richfield St.
Dorchester, MA 02125

Mr. Rollins W. Ross
Avenue Insurance Agency
161 Forbes Road
Braintree, MA 02184

Mr. Arthur W. Young, Jr.
Harborside Inn
P.O. Box 67
Edgartown, MA 02539

Mr. Elvin Jothan Carson
Booker T. Washington Bus
2629 West Grand Blvd.
Detroit, MI 48202

Mr Edward Mahoney
Barrow, Aldridge & Co.
750 David Whitney Bldg
Detroit, MI 48226

Mr. Richard B. Sanford
Independent Business Assoc'n
P.O. Box 151
Kalamazoo, MI 49005

Mr. Thomas F. Murphy
Standard Plastics Co.
P.O. Box 598
Attleboro, MA 02703

Mr. Eugene Roundtree
All Stainless Inc.
7500 Research Road
Hingham, MA 02043

Mr. George J. Zahka
The OR Group Inc.
16 Post Office Square
Boston, MA 02109

Mr. Nathan Conyers
Conyers Ford
2475 West Grand Blvd.
Detroit, MI 48208

Mr. George Mallas
Mall Tooling & Eng. Inc.
150 Grand Avenue
Mt. Clemens, MI 48043

Mr. Philip C. Sims
Assoc of Minor Contractors
4450 Oakman Blvd.
Detroit, MI 48204

Mr. Arthur S. Obermayer
Moleculon Research Corp.
139 Main St.
Cambridge, MA 02142

Mr. Robert S. Royster
Latimer Foundation, Inc.
133 Mt. Auburn Street
Cambridge, MA 02138

Mr. Dave Chiorgno
Pittsfield Plastic & Eng.
40 Blythewood Drive
Pittsfield, MA 01201

Mr. Roger H. Curry
P.O. Box 1208
Twin Cities Area C. of C.
Benton Harbor, MI 49022

Mr. Jehan Mansur
Kabeer International Corp.
1433 Eldorado Vista
Flint, MI 48504

Mr. Robert L. Starks
Kerley & Starks, Inc.
802 Main
St. Joseph, MI 49085

Mr. Robert Emmet O'Connor
Rising Paper Company
Park St.
Housatonic, MA 01236

Mr. Warren C. Scott
General Business Services
45 Pioneer Road
Hingham, MA 02043

Mr. David A. Tonneson
Tonneson & Company
14 Teal Road
Wakefield, MA 01880

Mr. Robert G. Dalton
Daltons, Inc.
16239 Meyers Rd.
Detroit, MI 48235

Mr. Walt McMurtry
Inner City Bus Imp Forum
3049 East Grand Blvd.
Detroit, MI 48202

Mr. Jeffrey A. Stone
Stone Soap Co. Inc.
1490 Franklin St.
Detroit, MI 48207

Mr. Paul J. Martin
Martin-Thompson, Inc.
P.O. Box 913
Owensboro, KY 42301

Mr. Tommy Cook McIntosh
TMLEC, Inc.
P.O. Box 1324
Paducah, KY 42001

Mr. Maurice E. Meisner
Kentucky Machine & Tool Co.
3107 Millers Lane
Louisville, KY 40216

Ms. Elaine M. Musselman
Harris & Company
940 Starks Bld.
Louisville, KY 40202

Mr. Charles D. Neblett
Bentons Personal Care Home
571 East 7th St.
Russelville, KY 42276

Ms. Joan Seitz Pate
Goldberg & Pedley
2800 1st National Tower
Louisville, KY 40202

Mr. Michael J. Roby
Metropolitan Life
104 Cumberland Drive
Princeton, KY 42445

Mr. Warren W. Rosenthal
Jerrico, Inc.
P.O. Box 11988
Lexington, KY 40579

Mr. John P. Sawyer, Sr.
Erdmann Corporation
1900 West Muhammad Ali Blvd.
Louisville, KY 40203

Mr. Paul C. Seltman
Crescent Paper Tube Co Inc
7325 Industrial Road
Florence, KY 41042

Mr. Louis O. Scheu, Jr.
Scheu & Kniss, Inc.
1500 West Ormsby
Louisville, KY 40210

Mr. Joseph V. Shipman
Continental National Bank
500 South Sixth Street
Louisville, KY 40202

Mr. William L. Short
Commonwealth of Kentucky
Capital Plaza Tower
Frankfort, KY 40601

Mr. William Allen Stone
Louisville Plate Glass Co.
P.O. Box 1203
Louisville, KY 40201

Mr. Linville Tarter
Somerset Lodge
South Highway 27
Somerset, KY 42501

LOUISIANA

Mr. Nelson D. Abell
Ouachita Fertilizer Co.
Box 4540
Monroe, LA 71203

Mr. Douglas J. Ash, Sr.
Louisiana Grocers' Coop
P.O. Box 53431
New Orleans, LA 70153

Mr. J. Dudley Atkinson, III
Gulf-Wandes Corp.
P.O. Box 15925
Baton Rouge, LA 70895

Mr. Paul M. Bass
Maison Bass Sec. Shutters
4330 Werner Drive
New Orleans, LA 70126

Mr. Leonard L. Burns
Four Corners Travel Agency
4436 St. Anthony Ave.
New Orleans, LA 70122

Mr. Dennis A. Cross
First Southern Cap. Corp.
4819 Carondelet
New Orleans, LA 70115

Ms. Margarette R. Dupont
Nat'l Economic Dev. Assoc.
3304 Nashville
New Orleaos, LA 70125

Mr. Louis H. Edwards
Our Dad's Grocery
P.O. Box 14
Plattenville, LA 70393

Dr. Harry L. Fusilier
P.O. Drawer 409
Crowley, LA 70526

Mr. Ralph P. Guerra, Jr.
St. Bernard Drugs
2100 East Judge Perez Dr.
Chalmette, LA 70043

Mr. Louis B. Harrell
Harrell's Fleet-Auto Repair
6334 Brighton Place
New Orleans, LA 70114

Mr. J. B. Horne
Assn. of Black C.of C.
600 Dearfield Rd. #803
Gretna, LA 70054

Mr. Byron R. Hughey
Top Drawer, Inc.
1212 St. Charles Ave.
New Orleans, LA 70130

Mrs. H. L. Hutchison
Dimmick Supply Co. Inc.
P.O. Box Q
Lake Charles, LA 70602

Mr. Robert L. Jeansonne
Hernandez Ice, Inc.
P.O. Box 73408
Baton Rouge, LA 70807

Mr. Richard E. Johnston
Total Services, Inc.
2605 Concord Road
Belle Chasse, LA 70037

Mr. Neal W. Kaye
Neal W. Kaye, Inc.
201 Laitram Lane
Harahan, LA 70123

Dr. Kenneth J. Lacho
College of Business
University of New Orleans
New Orleans, LA 70122

Mr. Pratt Landry
Pratt Landry Associates, Inc.
530 South Jefferson Parkway
New Orleans, LA 70119

Mr. Ben Louviere, Jr.
Creole Eng. Sales, Co., Inc.
P.O. Box 23159
Harahan, LA 70183

Mr. George L. Luffey
Luffey's Med. & Sug. Sup
P.O. Box 4745
Monroe, LA 71203

Mr. Troy O. McConnell
Shreveport C. of C.
P.O. Box 20074
Shreveport, LA 71120

Mr. Mahlon R. McIlwain
McIlwain Cadillac, Inc.
Box 7926
Metairie, LA 70002

Ms. Ruth A. Menutis
Ruth A. Fashions
108 Royal Street
New Orleans, LA 70130

Mr. W. C. Merikle
Better Business Bureau
Box 3651
Lafayette, LA 70502

Mr. Aaron Mintz
Mintz Furniture, Inc.
521 Baronne Street
New Orleans, LA 70113

Mr. Dimitry Morvant
General Mill Supplies, Inc.
1610 Lisbon Street
New Orleans, LA 70122

Mr. Robert E. Nims
A.M.A. Distri. Inc.
1711 St. Charles Ave.
New Orleans, LA 70130

Mr. Harry D. Richardson
Nuclear Systems, Inc.
Box 2543
Baton Rouge, LA 70821

Mr. Louis Selig, Jr.
Magnolia Cons. Co. Inc.
P.O. Box 66096
Baton Rouge, LA 70896

Mr. Dave C. Tyndall
Dave's Drugs Inc.
1711 Loretto Avenue
Sulphur, LA 70663

Mr. Haskell Walker
LEW,Inc.
Box 3120
Lafayette, LA 70502

Mr. Joe E. Wallace
Consolidated Marketing, Inc.
P.O. Box 20929
Shreveport, LA 71120

Mr. Harry A. Warner
P&W Industries, Inc.
P.O. Box 509
Covington, LA 70433

Mr. Jesse Wilson, Jr.
Wilson Buld, Const. Co. Inc.
P.O. Box 478
Plaquemine, LA 70764

Ms. Adrienne Thomas
New Orleans River Region Chamber
P. O. Box 30240
New Orleans, LA 70190

Mr. Brace Godfrey
La. State Planning Office
4528 Bennington Avenue
Baton Rouge, LA 70808

Mr. Mitchell Albert, Jr.
Office of Min Bus Enterprise
2375 Seventy-Ninth Avenue
Baton Rouge, LA 70807

MAINE

Mr. Milton Albert Bailey
Parker K. Bailey & Sons
Box 308
Presque Isle, ME 04769

Mr. Robert L. Bull
Food Business Associates Inc.
Santa Claus Lake
Temple, ME 04984

Mr. Theodore S. Chadbourne
P. H. Chadbourne & Company
Route 1, Box 30E
Bethel, ME 04217

Mr. Bruce A. Chalmers
Chalmers Ins. & Real Est.
Box 189
Bridgton, ME 04009

Mr. Thomas M. Chappell
Tom's of Maine, Inc.
Box 710
Kennebunk, ME 04043

Mr. Richard E. Dyke
Dyke Associates
Box 2010
Portland, ME 04104

Mr. Peter B. Garsoe
Beau Tech, Inc.
Box 523
Portland, ME 04112

Mr. Edward P. Harding
Bicknell Photo Service
Box 2011
Portland, ME 04104

Sen. Bennett Katz
Nicolson & Ryan
253 Water Street
Augusta, ME 04330

Mr. Richard G. Kendall
Veribest Systems Company
Box 560 Whipple Street
Auburn, ME 04210

Ms. Linda Maxwell
Maxwell's Market
Varnum Pond Road
Temple, ME 04984

Mr. Douglas Smith
Dover Lumber Company
Dover Foxcroft, ME 04426

Mr. Halsey Smith
Northeast Bankshare Assn.
95 Park Street
Lewiston, ME 04240

INDIANA

Mr. Charlie Soo
Ill. Future Business Leaders
1250 North Stone Road
Chicago, IL 60610

Mr. K. C. Summers
Summers Buick, Inc.
409 Crestmore
Mattoon, IL 61938

Mr. Harry Swift
Chester & O'Byrne Transfer Co
401 Kenyon Road
Champaign, IL 61820

Mr. Garland Taylor
505 North Lake Shore Drive
Suite 815
Chicago, IL 60611

Mr. Frank J. Turk, Jr.
212 North Chicago St.
Joliet, IL 60431

Ms. Beatrice Watson
Minority Economic Div.
417 East 47th St.
Chicago, IL 60653

Ms. Eve Weinberg
Policy Research Corporation
35 E. Wacker Drive # 1920
Chicago, IL 60601

Mr. Philip J. Wicklander
Wicklander Printing Corp.
1550 South State
Chicago, IL 60605

Miss Lois K. M. Willard
Gemini Sales & Supply, Inc.
1860 North Milwaukee Avenue
Chicago, IL 60647

Rev. Arlene E. Williams
Williams Educational Faci. Ct.
4563 South Michigan
Chicago,IL 60653

Ms. Conni Williams
Chicago Economic Dev. Corp.
180 No. Michigan Blvd. #333
Chicago, IL 60601

Dr. C. A. Williams
902 West Blvd. St.
Marion, IL 62959

Mr. Joseph A. Williams
Arrow Services
P.O. Box 21002
Chicago, IL 60621

Mr. L. W. Williams
Bachelor Quarters Inc.
8628 S. Cottage Grove Ave.
Chicago, IL 60619

Mr. L. Charles Woods
Contract Carpet & Interiors
205 West Wacker Drive
Chicago, IL 60606

Mr. Marvin Wortell
Triton Metal Products
1020 No. Kolmar Ave.
Chicago, IL 60651

Ms. Marguerite Young
Chicago Urban League
4500 South Michigan Ave.
Chicago, IL 60653

Ms. Barbara G. Proctor
Proctor-Gardner Advertising
111 East Wacker Drive
Chicago, IL 60601

Mr. Don Fullerton
Fullerton Truck Sales Inc
1821 West 33rd Place
Chicago, IL 60608

Mr. John Hines
Continental Illinois Venture
231 South La Salle
Chicago, IL 60693

Mr. Edward J. Costin
Costin, Cahill, & Rogers
4550 West 103rd Street
Oak Lawn, IL 60453

Ms. Paula N. Auburn
Consulting Resources
521 West Colfax
South Bend, IN 46601

Mr. Robert Batteast, Sr.
Batteast Construction Co. Inc.
430 East LaSalle Avenue
South Bend, IN 46617

Mr. Elbert L. Bradshaw
Linaburry Brick & Block Co.
2301 North Hawthorne Lane
Indianapolis, IN 46218

Mr. James H. Bryant, Jr.
Bryant Chevrolet, Inc.
P.O. Box 110
Vincennes, IN 47591

Mr. John L. Coddington
Eagle Magnetic Co.
P.O. Box 24283
Indianapolis, IN 46224

Mr. Alvin L. Cohen
Affiliated Ins. Agencies, Inc.
Box 55418, 2506 Willowb'k Pkwy
Indianapolis, IN 46205

Mr. John Easley
Easley Enterprises, Inc.
205 North College Ave.
Indianapolis, IN 46202

Mr. Harry D. Frick, Jr.
Dye Lumber Yards
555 S. Illinois Street
Monticello, IN 47960

Mr. Conrad R. Hedges
Liberty Instant Press
1803 South 6th Street
Terre Haute, IN 47802

Mr. John P. Hiler
Charles O. Hiler & Son, Inc.
P. O. Box 639
LaPorte, IN 46350

Mr. Robert K. Hooker
Electronic Analyzing System
3201 East 67th Street
Anderson, IN 46011

Mr. David H. Hovey
Indiana State University
School of Business
Terre Haute, IN 47809

Mr. James P. Keith
Keith Clothing
Youngstown Shopping Center
Jeffersonville, IN 47130

Mr. John P. Kelly, Jr.
Midwest Nat. Bank of Indiana
P.O. Box 7029
Indianapolis, IN 46207

Mr. Edgar A. Kuhlenschmidt
Farmers Equip. Co. Inc.
1806 West Franklin Street
Evansville, IN 47712

Mr. William Lehman
Lehman Pharmacy
1619 Miami Road
South Bend, IN 46614

Mr. James E. Meek
Northern Indiana Supply Co
P.O. Box 447
Kokomo, IN 46901

Mr. Rodney W. Morgan
Alpha Supply Co
5322 Hohman Avenue
Hammond, IN 46320

Mr. Larry E. Nunn
Certified Public Accountant
3265 Woodcrest Court
Columbus, IN 47201

Mr. William W. Oliver
Oliver Wine Company
School of Law, Univ. of Ind.
Bloomington, IN 47401

Mr. Paul J. Pfister
Pfister and Company, Inc.
P. O. Box 988
Terre Haute, IN 47808

Mr. William T. Ray
Governor's Office
210 State House
Indianapolis, IN 46204

Mr. Mike Rendaci
Mike's Motor Company
111 Elm Street
Clinton, IN 47842

Mr. Wayne H. Robbins
Conva-Care Service, Inc.
1201 5th Street
Bedford, IN 47421

Ms. Herma Ross
Alpha Supply Co
5322 Hohman Avenue
Hammond, IN 46320

Mr. Laurel J. Short
Kingsford Packing Co
3219 Inwood Drive
Fort Wayne, IN 46815

Mr. James L. Siegmann
Siegmann Printing Co. Inc.
P.O. Box 75
Goshen, IN 46526

Mr. L. H. Smith
Smith Oil Corporation
P. O. Box 88157
Indianapolis, IN 46202

Mr. Milo E. Smith
Century 21 M.E. Smith, Inc.
1704 Central Ave.
Columbus, IN 47201

Mr. Van P. Smith
Ontario Corporation
P. O. Box 2757
Muncie, IN 47302

Mr. Stan F. Stitgen
W.T. Armstrong Co.
P.O. Box 787
Elkhart, IN 46515

Mr. Donnie R. Taylor
Retail Advt. Managt. Inc
Route 1, Box 35
Hope, IN 47246

Mrs. Jane Titus
Titus Petroleum Co
P.O. Box 303
Lebanon, IN 46052

Mr. Richard J. Van Mele
Bath, Van Mele & Associates
P. O. Box 1557
South Bend, IN 46634

Mr. Edward B. Wagnon
Deleware Telephone Service
P.O. Box 827
Muncie, IN 47305

Mr. Joseph M. Waldman
School of Business
Indiana University
Bloomington, IN 47405

Mr. James A. Walker
Walker's Elevator, Inc.
P.O. Box 148
Clayton, IN 46118

Mr. David Webster
Ourakool Incorporated
1010 North Main Street
Elkhart, IN 46514

Mr. Marvin Weiss
Wiseway, Inc.
5340 Broadway Plaza
Merrillville, IN 46410

Mr. Alen G. Wyss
Old Fort Supply Co.
P.O. Box 1308
Ft. Wayne, IN 46801

Mr. Don Petruccelli
Chamber of Commerce
826 Ewing Street
Fort Wayne, IN 46802

Mr. H. V. Lamon, Jr.
Henkel & Lamon, P. C.
229 Peachtree St. NE #2500
Atlanta, GA 30303

Mr. Richard Lipton
Oxylance Corporation
3340 Peachtree Road NE
Atlanta, GA 30326

Mrs. Margaret K. Lupo
Mary Mac's Ltd.
224 Ponce de Leon
Atlanta, GA 30308

Mr. Sam Massell
Your Travel Agent S. Massell
3330 Peachtree Rd. N. E.
Atlanta, GA 30326

Mr. W. B. McKenna, Sr.
McKenna Supply Co.
Box 22428
Savannah, GA 31403

Mr. D. V. Mullins
Armstrong's Lock & Supp.
590 Dutch Valley Rd, N. E.
Atlanta, GA 30324

Mr. Solon P. Patterson
Montag & Caldwell, Inc.
2 Piedmont Ctr.,Suite 500
Altanta, GA 30305

Mr. Lamar J. Perlis
Perlis Truck Stop
P. O. Box 398
Cordele, GA 31015

Mr. Barry Phillips
Kilpatrick & Cody
100 Peachtree St. NW, #3100
Atlanta, GA 30303

Mr. Leon L. Polstein
Colonial Shoe Co.
P.O. Box 43001
Atlanta, GA 30336

Mr. Neil L. Pruitt
Pruitt's Drug Store, Inc.
105 West Doyle
Toccoa, GA 30577

Ms. Deborah L. Ray
Management Trainers & Cons.
5649 S. Monte Vista Dr., SW
Atlanta, GA 30331

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Hyatt & Rhoads
233 Peachtree St., #2200
Atlanta, GA 30303

Mr. Charles R. Sanders
Oldham's Opticians, Inc.
518 Mulberry St.
Macon, GA 31201

Mr. H. Hammond Stith
Stith Equipment Company
P. O. Box 20677
Atlanta, GA 30320

Mr. V. C. Sullivan, Jr.
Sullivan & Carden CPA's
532 Pine Ave.
Albany, GA 31701

Mr. Kenneth R. Thompson
Real Estate West Inc.
P.O. Box 426
Carrollton, GA 30117

Mr. Ronald Tigner
National Development Council
P. O. Box 41527
Atlanta, GA 30331

Ms. Henrietta Turnquest
Hicks & Turnquest
133 Luckie St. N. W. #305
Atlanta, GA 30303

Mrs. Florencia E. Walker
Enterprise Travel Svc.
376 Peachtree St. N.E.
Atlanta, GA 30308

Mr. Solomon W. Walker, II
The Pilgrim Hth & Life Ins
P.O. Box 1897
Augusta, GA 30901

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Kutak, Rock & Huie
1200 Standard Federal S & L
Atlanta, GA 30303

Mr. Charles E. Whalen, Jr.
Warren Featherbowe
P.O. Box 383
Gainesville, GA 30501

Mr. Milton J. White
Empire Investment Enterp.
2924 Handy Drive NW
Atlanta, GA 30318

Ms. Melba R. Williams
Melba Williams Assoc., Inc.
620 Forest Road
Athens, GA 30605

Mr. Kim King
Kim King Associates
2625 Cumberland Pkwy, #130
Atlanta, GA 30339

Mr. Jimmy D. NeSmith
First American Bank
Drawer 69, Broad Street
Warm Springs, GA 31830

GUAM

Mr. Joseph D. McDonald
Dept of Commerce
Box 682
Agana, GU 96910

HAWAII

Mr. Robert J. Baer
Telecheck Serv, Inc.
190 South King Street
Honolulu, HI 96813

Mr. Leonard R. Bennett
Hawaii Meat Company
P.O. Box 3259
Honolulu, HI 96801

Mr. Fred W. Bennion
Tax Foundation of Hawaii
1015 Bishop Street
Honolulu, HI 96813

Mr. James M. Brock
Brock & Assoc, Ltd.
48 Market Street
Wailuku, Maui, HI 96793

Mr. George B. Carter
National Fed. of Indep. Bus.
98-1240 Kulawai Street
Aiea, HI 96701

Mr. Lee T.L. Chang
Atlas Bldg Mater., Inc.
2841 Pukoloa Street
Honolulu, HI 96819

Mr. Murray W. Cole
Nat. Fed. of Indep. Bus.
117 S. Kalaheo Avenue
Kailua, HI 96734

Mr. John B. Connell
Const. Indus. Leg. Inc.
2828 Paa Street #2110
Honolulu, HI 96819

Mr. Michael J. Coy
Hawaii Econ. Dev. Corp.
1505 Dillingham Blvd.
Honolulu, HI 96817

Mr. Thom De Waele
709 Front Street
Lahaina, Maui HI 96761

Mr. Bert Dohmen-Ramirez
Wellington Financial Svcs.
P.O. Box 1287
Honolulu, HI 96807

Mr. Orlando C. Epp
19 Kai Nani Place
Kailua, HI 96734

Ms. Theresa A. Godfrey
150 Hamakua Drive
Kailua, HI 96734

Mr. Gerald Hennings
Nat. Fed. of Indep. Bus.
250 Ohua Avenue # 12-C
Honolulu, HI 96815

Mr. Richard Kuwada
Pacific Container
Sand Island Access Road
Honolulu, HI 96819

Mr. Joseph V. Miccio
University of Hawaii
2943 Kalakaua Avenue
Honolulu, HI 96815

Mr. Dan Newland
Attorney at Law
733 Bishop Street, #2636
Honolulu, HI 96813

Mr. Henry Otani
Fair Construction Co., Ltd.
133 Makaala Street
Hilo, HI 96720

Mr. John M.Rife
Maui Confections Inc.
P.O. Box 390
Waimanalo, HI 96795

Mr. William P. Remular
L.U. Remular Enterprises
Foreign Trade Zone 9,Pier 39
Honolulu, HI 96817

Ms. Aileen Wada
Wada Furniture & Sales
3408 Ala Hinalo Place
Honolulu, HI 96183

Mr. Thomas Sakata
910 Financial Plaza of Pacific
130 Merchant Street
Honolulu, HI 96813

Mr. F. Patrick Sylva
Pacific, Inc.
P. O. Box 83
Honolulu, HI 96810

IDAHO

Mr. J. Gordon Brookover
Brookover's, Inc.
Box 2776
Boise, ID 83701

Mr. K. Danny Fouladpour
H & V Engineering, Inc.
P. O. Box 2863
Boise, ID 83701

Mr. Mike M. Goffin
Mile's Americana
623 Americana Blvd.
Boise, ID 83704

Mr. Samuel C. Haddock
Pullman TV Cable Co., Inc.
110 East 5th St.
Moscow, ID 83843

Mr. Boyd Irven Hill
West. Whale & Supply Corp.
2717 Fletcher St.
Boise, ID 83706

Mr. Lloyd D. Howe
Division of Tour. & Indust.
Capital Bureau, Rm. 108
Boise, ID 83720

Mr. James W. Kalbus
Kalbus Office Supply, Inc.
P.O. Box 800
Nampa, ID 83651

Mr. James Carl Kern
Dairy Queen
P.O. Box 72
Caldwell, ID 83605

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Rathbone Mobil Homes
Route 2
Fruitland, ID 83619

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Ryder Ford Sales, Inc.
55 West Main St.
Weiser, ID 83672

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Guys and Dolls
1319 West Sixteenth
Burley, ID 83318

Mr. Carl H. Shaver
Shaver's Inc.
3100 Crescent Rim Dr., #401
Boise, ID 83706

Mr. Norman J. Zuckerman
Rundell-Zuckerman, Inc.
P.O. Box 2633
Boise, ID 83701

Mr. Socrates E. Vargas
Connecticut Gen. Cleaning Co.
818 Noble Avenue
Bridgeport, CT 06608

Mr. Robert Harrington Werme
The Norwalk Electric CO.
25-27 Elizabeth ST.
So. Norwalk, CT 06854

Mr. Nicholas Wood
Nicholas Wood & Associates
1016 Broad Street
Bridgeport, CT 06604

Ms. Mary Ann Johnson
Career Opportunities
500 Sommer
Stamford, CT 06901

DELAWARE

Mr. David G. Burton
I G Burton & Co Inc.
Box 319
Milford, DE 19963

Ms. Carolyn J. Fausnaugh
Whisman, Patterson, P.A.
818 Rock Lane
Newark, DE 19713

Mr. Wilfred W. Martin
General Business Services
868 S. State Street
Dover, DE 19901

Mr. Converse Murdoch
Murdoch & Walsh, PA
Box 949
Wilmington, DE 19899

Mr. Carter L. Schelling
McArdle-Desco Corp.
Basin Rd. Industrial Cnt.
New Castle, DE 19720

Mr. Sanford A. Solomon
S.A. Solomon & Son, Inc.
10 Manor Drive
Dover, DE 19901

Mr. Thomas C. Varella
Office of Min Bus Enterprise
820 North French Street
Wilmington, DE 19801

Mr. Wallace A. Waite
Delaware Disad. Found. Inc.
Box 352
Dover, DE 19901

Mr. William F. Ward
Billward, Inc
3037 Market Street
Wilmington, DE 19809

DISTRICT OF COLUMBIA

Ms. Patty S. Abramson
1328 28th Street, N.W.
Washington, D.C. 20007

Ms. Blenna A. Cunningham
United Nat'l Bank of Wash
1355 Locust Rd. N.W.
Washington, D.C. 20006

Mr. Jerry Davis, Jr.
Unified Services, Inc.
1730 M Street, N.W. #401
Washington, D.C. 20036

Mr. Jose Carlos Gomez
Natl Economic Development Assn
1636 R Street NW
Washington, DC 20009

Ms. Helen D. Gouin
Independent Retail Pharmacy
3289-C Sutton Place NW
Washington, DC 20016

Ms. Susan Hager
Hager, Sharp & Abramson Inc.
1725 K Street NE, Suite 1003
Washington, DC 20006

Mr. Jacob R. Henderson, Jr.
Henderson International
1218 Sixteenth Street NW
Washington, DC 20036

Mr. Timothy L. Jenkins
The MATCH Corporation
2101 S Street NW
Washington, DC 20008

Mr. Richard H. Lager
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1776 K. Street, N.W.
Washington, D.C. 20006

Ms. Susan J. Loomis
Nat'l Crushed Stone Assoc.
1415 Elliot Place, N.W.
Washington, D.C. 20007

Mr. Robert J. MacNaughton
Ernst & Ernst
1225 Connecticut Avenue NW
Washington, D.C. 20036

Mr. James D. McKevitt
Nat'l Fed of Ind Business
490 L'Enfant Plaza SW #3206
Washington, DC 20024

Ms. Rosemary E. R. Miller
Toast & Strawberries
2009 R. Street, N.W.
Washington, D.C. 20009

Mr. Neil Offen
Direct Selling Association
1730 M Street NW
Washington, DC 20036

Mr. Jerome W. Page
Washington Urban League
3501 Fourteenth Street NW
Washington, DC 20010

Ms. Dana B. Stebbins
National Bar Association
1403 Allison Street, N.W.
Washington, D.C. 20011

Mr. Thomas S. Watson, Jr.
Watson, Rice & Co.
1750 Pennsylvania NW #1208
Washington, DC 20006

Dr. Brenda J. Hamer
4213 Anacostia Avenue NE
Washington, DC 20019

Ms. Jannie L. John
Natl Urbanonics Eng & Electron
18 Chesapeake Street SW
Washington, DC 20032

Mr. Ivan Elmer
U.S. Chamber of Commerce
1615 H Street NW
Washington, DC 20062

FLORIDA

Mr. Donald Barnett
Donald Barnett & Associates
7557 Arlington Exp'way D110
Jacksonville, FL 32211

Ms. Nikki Beare
Nikki Beare & Asso, Inc.
5900 Southwest 73rd Street
South Miami, FL 33143

Mr. Ron J. Bergsten
Munz-Bergsten Realty, Inc.
3224 Parkland Boulevard
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Hurricane Awning Shutter Co
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1512 North Highway 301
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Pondrosa Bar X Rest.
801 South Ocean Dr. #402
Hollywood, FL 33019

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6129 Northwest 7th Ave
Miami, FL 33127

Mr. James B. Claiborne
1042 Beach Avenue
Atlantic Beach, FL 32233

Ms. Beth Collier
#202
5701 Biscayne Boulevard
Miami, FL 33137

Mr. Allan B. Cowart
Small Bus. Dev. Cnt.
University of West Florida
Pensacola, FL 32504

Ms. Sarah I. Deben
2121 Ponce de Leon
Div. of Economic Dev.
Coral Gables, FL 33134

Mr. Robert A. Dishell
SCORE
8020 East Drive #218
North Bay Village, FL 33141

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Ellsworth Appliances, Inc.
167 Avenue A, N.W.
Winter Haven, FL 33880

Mr. Don R. Everett
Ware Oil & Supply Co
114 South Butler Pkwy
Perry, FL 32347

Mr. David Fincher
Fincher's Invest. Agen.
1320 N.W. 98 Terrace
Miami, FL 33147

Mr. M. Dan Grant, Jr.
Solar Devel. of Broward, Inc.
232 N.E. 33 Street
Ft. Lauderdale, FL 33334

Mr. B. E. Griffin
Sav-A-Stop Incorporated
2055 Reyko Road
Jacksonville, FL 32207

Mr. William Gulliford Jr.
Pilot Equip. Co. Inc.
P.O. Box 16505
Jacksonville, FL 32216

Mr. John P. Hall, Jr.
Bank of Green Cove Springs
P.O. Box 428
Green Cove Springs, FL 32043

Mr. Robert W. Harper
Harper Plumbing Company
1211 Indiana Avenue
Winter Park, FL 32789

Mr. Charles J. Hawkins
Washington Shores Fed. Sav.
P.O. Box 219
Orlando, FL 32802

Ms. Doris J. Hoffman
Hoffman Rest, Inc.
3929 North Andrews Ave.
Ft. Lauderdale, FL 33309

Mrs. Norma S. Hunt
Hunt/Meyer Comm. Rel. Inc.
7600 Red Rd. #300
Miami, FL 33143

Mr. Dale Ledbetter
Leonard L. Farber Company
One Pompano Fashion Square
Pompano Beach, FL 33062

COLORADO

Mr. Lloyd Perry
Peerless Stages, Inc.
2040 Castro
Oakland, CA 94612

Ms. Mary Ann Petery
Selma Pressure Treating Co.
P. O. Box 40
Selma, CA 93662

Mr. Charlie Piano
940 Tennessee Street
Vallejo, CA 94590

Mr. James Pinkerton
Pinkerton Foundry, Inc.
P. O. Box 516
Lodi, CA 95240

Miss Pat Plant
Pat Plant Money Manag.
550 Battery Street #1908
San Francisco, CA 94111

Mr. Earl R. Price
Honey Bee, Incorp.
1087 East 9th Street
San Bernardino, CA 92410

Ms. Mary Quiroz
Chico & Associates
857 7th Avenue
San Diego, CA 92101

Mr. Douglas J. Ramsey
Warco Lab, Inc.
P.O. Box 328
Harbor City, CA 90710

Mrs. Sylvia L. Rascon
San Diego Harbor Assoc.
P.O. Box 13614
San Diego, CA 92113

Mr. Richard O. Rasmussen
Space Vector Corp.
9611 Rudnick Ave.
Canoga Park, CA 91304

Mr. Chase R. Revel
IEA/AEA
2311 Pontius Avenue
Los Angeles, CA 90064

Mr. Frank M. Reid
Fullerton C. of C.
P.O. Box 529
Fullerton, CA 92632

Mr. Humberto R. Rivera
Cinetronics, Inc.
P.O. Box 22273
Los Angeles, CA 90022

Mr. Richard D. Robins
National Investment Man. Inc.
P.O. Box 67591
Los Angeles, CA 90067

Mr. Henry S. Rose
Rite Autotronics Corp.
3485 South La Cienega Blvd.
Los Angeles, CA 90016

Mr. Charles R. Rozum
Hansel-N-Gretel Ent. Inc.
20501 Earlgate Street
Walnut, CA 91789

Mr. Donald E. Rumsey
Rumsey Electric, Inc.
2318 Lafayette Street
Santa Clara, CA 95050

Mr. Maxwell H. Salter
Beno's
1515 Santee
Los Angeles, CA 90015

Mr. Herbert J. Sawyer
H.J. Sawyer Assoc.
1352 Woodelf Drive
San Jose, CA 95121

Mr. Philip A. Schaefer
Bear, Stearns, & Company
555 California Street #4760
San Francisco, CA 94104

Mr. Phillip D. Schlosser
Schlosser Forge Company
11711 Arrow Route
Cucamonga, CA 91730

Mr. Hans Schollhammer
UCLA Grad. School of Mgt.
405 Hilgard Avenue
Los Angeles, CA 90024

Mr. Ted Short
Ted Short & Associates
6415 Green Valley Cir #113
Fox Hills, CA 90230

Ms. Dione Smith
Art Associates II
1012 North Roxbury Drive
Beverly Hills, CA 90210

Mr. George L. Smith
Smith Engin. & Cont. Serv.
330 12th Street
Richmond, CA 94801

Mr. Wilfred T. Ussery
Wilmax, Inc.
1335 Divisadero Street
San Francisco, CA 94115

Mr. Thomas M. Vail
McClintock Metal Fab. Inc.
534 Stockton Ave.
San Jose, CA 95126

Ms. Shirley A. Vaine
Women's Opportunity Expo
P.O. Box 178128
San Diego, CA 92117

Mr. Robert L. Varner
Bank of America
14015 Cadmus Avenue
Los Angeles, CA 90061

Mr. Yoshihiro Vchida
Laboratory Services
150 South Autumn Street
Sao Jose, CA 95110

Mr. Samuel J. Wallace
Xidex Enterprises Limited
2917 Park Business
Oakland, CA 94610

Mr. D. Gary West
West's Ethan Allen Gallery
2828 Sisk Rd.
Modesto, CA 95350

Mr. Garland S. White
Datametrics Corp.
7630 Gloria Ave.
Van Nuys, CA 91406

Mr. Henry T. Wilfong, Jr.
Wilfong and Company
3325 Wilshire Boulevard #1211
Los Angeles, CA 90010

Mr. Clarence E. Williams
Cal. Office of Sm. Bus. Dev.
1120 North Street
Sacramento, CA 95814

Mr. John C. Williams
4441 Presidio Street
Los Angeles, CA 90008

Mr. Claude Willis
Dock of the Bay, Inc.
235 University Avenue
Berkeley, CA 94607

Mr. Ralph M. Wood, Jr.
The Admiral Risty Restaurant
P.O. Box 208 Suite 402
Redondo Beach, CA 90277

Mr. Ted E. Wright
Wright Industries
7641 Burnet Avenue
Van Nuys, CA 91405

Mr. Harold Yee
Asian, Inc.
1610 Bush Street
San Francisco, CA 94109

Mr. Edwin V. W. Zschau
System Industries
P.O. Box 9025
Sunnyvale, CA 94086

Mr. Ely Callaway
Callaway Vineyard & Winery
Box 76
Temecula, CA 92390

Mr. Gerald R. Seeman
Development Sciences, Inc.
PO Box 1264
City of Industry, CA 91749

Mr. Don L. Gevirtz
The Foothill Group, Inc.
2049 Century Park East
Los Angeles, CA 90067

Mr. Frank Kawabe
Universal Office Equipment Inc
219 South San Pedro
Los Angeles, CA 90012

Mr. James Pechin
Center for Community Economics
301 S. E. Street
Santa Rosa, CA 95403

Mr. Leandro P. Soto
536 Wakerobin Lane
San Rafael, CA 94903

Mr. Elihu Harris
1305 Franklin Strnet
Oakland, CA 94612

Mr. Robert L. Alvarado
Alvarado Construction
5840 East Evans, #301
Denver, CO 80222

Mr. Lonnie William Arbuthnot
Lazy AL Ranch & Farms
77 Mayhew Drive
Lamar, CO 81052

Mr. Lucius A. Ashby, Jr.
Ashby, Armstrong, Johnson Co.
1515 Arapahoe St., 1 Park Cen
Denver, CO 80202

Mr. Andrew R. Bartholomew
Bartholomew & Company
180 Cook St.
Denver, CO 80206

Mr. Rodney F. Benson
Chamber of Commerce
P.O. Box 73
Boulder, CO 80306

Mr. Jack D. Berry
SCORE
417 North 7th
Grand Junction, CO 81501

Mr. Laurence Bitner
204 West Ash
Walsh, CO 81090

Mr. Steven K. Bosley
Bank of Boulder
3033 Iris Street
Boulder, CO 80301

Mr. Thomas Packard Brock
Brock, Cordle & Associates
1st National Bank Bldg.
Longmont, CO 80501

Mr. George Carlin
Greeley Foods, Inc.
2626 8th Avenue
Greeley, CO 80631

Mr. William Lorton Cook
Howard Lortou Inc.
724 Speer Blvd.
Denver, CO 80204

Mr. J. Frank Cordova, Jr.
Am-Cor Engineers, Inc.
243 So. Santa Fe Avenue
Pueblo, CO 81003

Ms. Jane Van Deren
The Fireplace House
1950 Wadsworth
Denver, CO 80215

Dr. David L. Edwards
Pathology Laboratory
Community Hospital
Boulder, CO 80302

Mr. Gene E. Fischer
Fischer & Wilmarth
Box 506
Fort Collins, CO 80522

Mr. Gerald T. Goodwin
Reese Coffee Shop
910 15th St. Suite 670
Denver, CO 80202

Mr. Dan F. Gross
Barney Gross Supply Co.
1612 Wazee St.
Denver, CO 80202

Mrs. Margaret O. Harrison
Pride Electric Co.
2727 West 6th Avenue
Denver, CO 80204

Ms. Bette Jackson Hurlbut
J. F. Hurlbut Co.
2240 So. Adams St.
Denver, CO 80210

Mr. George S. Irvin
George Irvin Chevrolet Co.
390 South Colorado Blvd.
Denver, CO 80222

Mr. Robert W. Jackson
Jacob Builders & Developers
3333 Colorado Blvd.
Denver, CO 80205

Dr. Don L. James
School of Business Administration
Fort Lewis College
Durango, CO 81301

Ms. Marjorie Molloy Jansen
Rocky Mountain Coal Petrography
P.O. Box 10757
Golden, CO 80401

Mr. Walter L. Jones
Attorney at Law
1600 Broadway, Suite 470
Denver, CO 80202

Mr. Thomas Kent
Solar Control Corp.
5721 Arapahoe
Boulder, CO 80303

ARKANSAS

Mr. Leon L. Adams
Ringo Cleaners
1424 Ringo Street
Little Rock, AR 72202

Mr. John L. Anthony
Anthony Forest Products Co.
P.O. Box 1877
El Dorado, AR 71730

Mr. James Beavers
Box 217
Clinton, AR 72031

Mr. Russell O. Black
Blackland Farms, Inc.
Route 2
Prairie Grove, AR 72753

Mr. Samuel H. Blackwood, Jr.
Delta L.P. Gas, Inc.
P. O. Drawer Z
Tuckerman, AR 72473

Mr. Victor L. Cary
Wortz Cracker & Cookie Co.
Box 1059
Ft. Smith, AR 72902

Mr. William L. Ferren
B-B-F Oil Co. Inc.
Box 8041
Pine Bluff, AR 71611

Ms. Norma June Grayson
#401
2100 Rebsamen Park Road
Little Rock, AR 72202

Mr. Clarence A. Hamilton
Department of Econ. Develop.
#1 Capital Mall Bldg.
Little Rock, AR 72201

Mr. Frank Henslee
Assoc. Management of Ark.
P.O. Box 790
Little Rock, AR 72203

Mr. Wetzel C. LaGrone
POM Incorporated
P.O. Box 430
Russellville, AR 72801

Mr. John Perry Lee
The Merchants & Planters Bk
P.O. Box 280
Clarendon, AR 72029

Ms. Brenda Perciful
Univ. of Ark. Indust. Resh.
P.O. Box 3017
Little Rock, AR 72203

Mr. Raymond A. Pritchett, Jr.
Raymond Pritchett, CPA
18 Hogan Loop
Maumelle, AR 72118

Mr. Pat M. Riley
Riley's Incorporated
200 Caines Place
Little Rock, AR 72201

Mr. Albert H. Rusher
Bank of Brinkley
P.O. Box 727
Brinkley, AR 72021

Mr. Ben P. Talbot, Sr.
Talbot's Inc.
P.O. Box 889
Magnolia, AR 71753

Mr. Sterling Woodward Tucker
Fones Brothers-Distributors
P.O. Box 351
Little Rock, AR 72203

Mr. Robert M. Twyford
1st National Bank
250 S. Broad St.
Batesville, AR 72501

Mr. Charles F. Watts
Gunn-Watts Drug Co., Inc.
30 Cloverleaf Plaza
Van Buren, AR 72956

Mr. Fred J. Weaver
Weaver Bailey Contractors
P.O. Box 774
North Little Rock, AR 72115

Mr. R. J. Wills
Worthen Bank & Trust Co
P.O. Box 1681
Little Rock, AR 72203

Ms. Lucille Wilson
Wilson Buick-Pontiac-GMC
P. O. Box 488
Malvern, AR 72104

CALIFORNIA

Mr. George J. Adams, P.E.
Mobility Systems & Equip. Cc
6151 West Century Blvd. #912
Los Angeles, CA 90045

Ms. La Verda O. Allen
Howitz, Allen & Assoc.
235 West Mac Arthur Blvd.
Oakland, CA 94611

Mr. Monte A. Alexander
Montcliff Trucking Co.
7109 South Alameda Street
Los Anglces, CA 90001

Ms. Renette Delores Anderson
Ted Short & Associates
5017 West 59th Street
Los Angeles, CA 90056

Mr. Russell Anderson
Anderson Oldsmobile-GMC
P. O. Box 5530
Walnut Creek, CA 94596

Mr. Noel A. Anenberg
Nasa Oil Company
2001 North Broadway
Los Angeles, CA 90031

Mr. Donald Lewis Anthony
Donar Corporation
1250 Castle Rock Road
Walnut Creek, CA 94598

Mr. Daniel G. Archuleta
Am Assn of Span Sp CPAs
1010 South Flower St #200
Los Angeles, CA 90015

Mr. Sam Arellano
A&A Ramco Engineering Inc.
9811 Independence Avenue
Chatsworth, CA 91311

Mr. Art Arroyo
6747 South Greenleaf Avenue
Whittier, CA 90601

Mr. Gordon L. Austin
La Mesa Chamber of Commerce
8155 University Avenue
La Mesa, CA 92041

Mr. Albert Avoian
South Bay Disposal Service
1819 West Torrance Boulevard
Torrance, CA 90501

Mrs. LaVolia Baker
L. Baker-General Insurance
1742 Fillmore Street
San Francisco, CA 94115

Mr. Louis H. Barnett
S.F. Bus. Dev. Corp.
371 Hayes Street
San Francisco, CA 94102

Mr. Herbert Baum
Apt. 31
20 Skylard Dr.
Larkspur, CA 94939

Mr. Ceasar Beltran
La Grand Market
303 North Grand
Santa Ana, CA 92701

Mr. Terry E. Bibbens
Antekna, Inc.
625 Clyde Avenue
Mountain View, CA 94043

Ms. Devon Blaine
The Blaine Group #105
180 South Sycamore
Los Angeles, CA 90036

Mr. Russell E. Blewett
Ramona Carpet Company
9050 Archibald
Rancho Cucamonga, CA 91730

Mrs. Jewel Boswell-Hudson
Jewson Enterprises #201
1050 Chestnut Street
Menlo Park, CA 94025

Mr. Theodore F. Brayer
Brayer Electric Co.
286 12th Street
San Francisco, CA 94103

Mr. James B. Brewer
Pacific Economic Res. League
1221 Broadway #310
Oakland, CA 94612

Ms. Betty L. Briggs
Demo-Service Prom. Ad Agen.
P.O. Box 273
Hayward, CA 94543

Mr. James Lynn Brown
Ling Electronics Inc.
7854 Crest Circle
Long Beach, CA 90808

Mr. George A. Buljan
George Buljan Texaco Dis.
111 Wills Road
Roseville, CA 95678

Mr. Charles E. Bull
C.H. Bull Co
233 Utah Avenue
San Francisco, CA 94080

Mr. Salvatore P. Busalacchi
Salvatore's for Hair
928 Sir Francis Drake Blvd.
Kentfield, CA 94904

Mr. William R. Byars
Viking Lab. Inc.
440 Bernardo Ave.
Mountain View, CA 94043

Mr. Manual Caldera
3355 El Segundo Blvd.
Hawthorne, CA 90250

Mr. Eric P. Campman
Classic Tool and Die Co. Inc.
8112 E. Rosecrans Ave.
Paramount, CA 90723

Mr. Michael Cardenas
Fox and Company
2455 West Shaw, Suite B
Fresno, CA 93711

Mr. Sanford E. Chambliss
McKay's Camera Shop
470 Alvarado Street
Monterey, CA 93940

Mr. Edwin Chan
General Auto Parts Dist.
596 Spruce Street
San Francisco, CA 94118

Mr. Peter S. C. Chan
PSC Associates, Inc.
257 Castro Street, Suite
Mt. View, CA 94041

Mr. Jesus Chavarria
Hispanic Business Magazine
P. O. Box 6757
Santa Barbara, CA 93111

Mr. Vernal Claiborne
972 Denwall Drive
Carson, CA 90746

Mr. Ronald P. Clark
Viron. Inc.
752 South San Pedro St.
Los Angeles, CA 90014

Mr. Bryan Coleman
Coleman Properties
Box 9336, 1415 McDonald Way
Bakersfield, CA 93309

Mr. Earl Cooper
Los Angeles Econ. Dev. Corp.
1000 Westmont Avenue #413
Los Angeles, CA 90069

Mr. Comer J. Cottrell
Pro Line Hair Products
1059 Bedmar Avenue
Carson, CA 90746

Mr. Charles V. Covington
128 Harvard Avenue
Mill Valley, CA 94941

Mr. Albert H. Davies
E-Z Davies Chevrolet
1101 El Camino Real
Redwood City, CA 94062

Mr. Adolphus A. Davis
Source Publ. Inc.
1900 Powell Street #1145
Emeryville, CA 94608

Mr. Eddie R. Dillard
Small Business Develop.
5770 Vicente Street
Oakland, CA 94611

Mr. James Mitchell Dills
Tower of Shoes, Tower of C'ing
1779 H Tribute Road
Sacramento, CA 95815

Mr. Joseph Michael Dolphin
Medevac, Inc.
6717 Convoy Court
San Diego, CA 92111

Ms. Elaine W. Donaldson
Donkirk Tool Supply, Inc.
144 West Badillo Street
Covina, CA 91723

Ms. Zelda Eliot
Eliot Construction
8360 Clairemont Mesa Blvd.
San Diego, CA 92111

Ms. Mary G. Elwood
Llords & Elwood Winery
315 South Beverly Drive
Beverly Hills, CA 90212

Mr. Joseph Fremont Ervin Jr.
Ervin Equipment
5850 Highway 99 North
Anderson, CA 96007

Mr. Donald H. Erwin
Allens Audio & Video Repair
4540 University Avenue
San Diego, CA 92105

Mr. Rudolph I. Estrada
Nat'l Economic Dev. Assoc.
3124 North Eastern Avenue
Los Angeles, CA 90032

ATTENDEES LIST

AASRC INDUSTRIAL INNOVATION CONFERENCE

April 8, 9 and 10, 1980

Baltimore Hilton Hotel, Baltimore, Maryland

DR. FRED ALBRIGHT
Lancaster Laboratories, Inc.
2425 New Holland Pike
Lancaster, PA 17601

RAND ANDERSON
Kinetech
9613 Oates Drive
Sacramento, CA 95827

C. D. ANAND
Indian Investment Centre
445 Park Avenue
New York, NY 10022

S. PAL ASIJA
P.O. Box 5361
Arlington, TX 76011

RICHARD F. AMERICA
SBA
1441 L Street, N. W.
Washington, DC 20416

DR. LLOYD W. BECK
Procter & Gamble
5299 Spring Grove
Cincinnati, OH 45217

GLADYS BERCHTOLD
Standard Laboratories, Inc.
3322 Pennsylvania Avenue
Charleston, WV 25303

DR. D. J. BLICKWEDE
Bethlehem Steel Corporation
Bethlehem, PA 18016

WILLIAM T. BROWNE, JR.
Marotta Scientific Controls, Inc.
Boonton Avenue
Boonton, NJ 07005

J. F. BURKE
Control Data Worldtech, Inc.
474 Concordia Avenue
St. Paul, MN 55103

DR. JOHN B. BUSH, JR.
Gillette Co.
Prudential Tower Bldg.
Boston, MA 02199

DR. JULIAN BUSSGANG
Signatron, Inc.
12 Hartwell Avenue
Lexington, MA 02173

CAROLYN BLOCH
Contax
P.O. Box 740
Silver Spring, MD 20901

ROGER W. BUCKNELL
Monsanto Co.
800 N. Lindbergh Blvd.
St. Louis, MO 63166

JEAN BARDENHEIER
(UCLA Biochemist)
8556 Ridpath Drive
Los Angeles, CA 90046

JOHN W. BRYAN
Old Dominion Systems, Inc.
4 Professional Drive
Gaithersburg, MD 20760

LeEARL A. BRYANT
Rockwell International
600 Grant Street
Pittsburgh, PA 15219

WILLIAM G. BAIL
Intermetrics, Inc.
4733 Bethesda Avenue
Bethesda, MD 20014

DR. MEL BUTLER
Technology Commercialization Center
2000 K Street, N.W.
Washington, DC 20006

RICHARD BAILY
2659 Connecticut Ave. NW, #21
Washington, DC 20008

JOHN BRIDGE
General Mills
9000 Plymouth Avenue, North
Minneapolis, MN 55427

W. E. BARTLEY
Integrated Development & Mfg.
510 E. Washington
Chagrin Falls, OH 44022

CHARLES BONFIELD
Technology Resources
8660 Cherry Lane, #4
Laurel, MD 20810

THOMAS W. BROOKS
Dynamic Data Processing
7923 Eastern Avenue
Silver Spring, MD 20910

DR. CHARLES GARBER
Structure Probe, Inc.
P.O. Box 342
West Chester, PA 19380

ELMER GLABE
Food Technology Laboratory
5901 Northwest Highway
Chicago, IL 60631

MARJORIE GLABE
Food Technology Laboratory
5901 Northwest Highway
Chicago, IL 60631

ROBIN GEORGE
Rain Hill Group, Inc.
80 Wall Street
New York, NY 10005

JOSEPH M. GIACALONE
Renaissance Advertising
7835 Eastern Avenue
Silver Spring, MD 20910

PAUL B. GALLAGHER
Fusion Energy Foundation
888 - 7th Avenue, #2404
New York, NY 10019

BARBARA GOODMAN
EDBAR Associates
1315 Club Drive
Hewlett Harbor, NY 11557

EDWARD GOODMAN
EDBAR Associates
1315 Club Drive
Hewlett Harbor, NY 11557

MARGARET GRUCZA
NSF
1800 G Street, N.W.
Washington, DC 20550

WILLIAM GALE
Gillette Co.
Prudential Tower Bldg.
Boston, MA 02199

JERE GLOVER
SBA Office of Advocacy
1441 L Street, N.W.
Washington, DC 20416

JAMES R. GAFFEY
(Patent Attorney)
630 Aster Blvd.
Rockville, MD 20850

E. HOLLENBACH
CHEM Service, Inc.
660 Tower Lane
West Chester, PA 19380

RICHARD H. HALL
General Mills
9000 Plymouth Avenue, North
Minneapolis, MN 55427

DR. B. DAVID HALPERN
Polysciences, Inc.
Paul Valley Industrial Park
Warrington, PA 18976

DR. H. F. HARNSBERGER
Chevron Research Co.
525 Market Street
San Francisco, CA 94105

I. N. RENDALL HARPER
American Micrographics, Inc.
484 Union Trust Building
Pittsburgh, PA 15219

CLARKE F. HESS
Merrill, Lynch, Pierce,
Fenner & Smith, Inc.
2 Bala Cynwyd Plaza
Bala Cynwyd, PA 19004

DR. EARL H. HESS
Lancaster Laboratories, Inc.
2425 New Holland Pike
Lancaster, PA 17601

FRANK J. HOLLENBACH
Magnetronics Controls, Inc.
89-31 - 161st Street
Jamaica, NY 11432

ELEANOR P. HOLLENBACH
Magnetronics Controls, Inc.
89-31 - 161st Street
Jamaica, NY 11432

HERBERT E. HUNTER
Adapt Service Corp.
P.O. Box 58
Reading, MA 01867

DR. CHARLES O. HELLER
CADCOM, Inc.
107 Ridgely Avenue
Annapolis, MD 21401

EARLE HO
(Tung Ho Steel Enterprise Corp.)
Eisenhower Exchange Fellowships
256 S. 16th St.
Philadelphia, PA 19102

LEN HUBER
Edward H. Richardson Assocs.
P.O. Box 675
Newark, DE 19711

PETER HASLEHURST
(Wellman Mechanical Eng'g Ltd.)
Eisenhower Exchange Fellowships
256 S. 16th Street
Philadelphia, PA 19102

RUSS HORNER
Technology Catalysts, Inc.
2323 Columbia Pike
Arlington, VA 22204

DR. W. R. McELROY
Action Products, Inc.
240 Rainbow Avenue
Smithsburg, MD 21783

JOSEPH T. McNAMARA
Signatron, Inc.
12 Hartwell Avenue
Lexington, MA 02173

JOANNE MARTIN
Asst. Conference Director
AASRC
8794 West Chester Pike
Upper Darby, PA 19082

MEL MITTNICK
Industrial Materials Technology
19 Wheeling Avenue
Woburn, MA 01801

P. G. MEYERS
Meyers Systems & Technology
983 Main Street
Manchester, CT 06040

JOHN MAY
SBA
One Decker Square
Bala Cynwyd, PA 19004

RAY MANDERS
Control Data Technotec
8100 - 34th Avenue South
Minneapolis, MN 55440

BRUCE MARQUART
Technology Catalysts, Inc.
2323 Columbia Pike
Arlington, VA 22204

GWENDOLYN MOORE
General Accounting Office
441 G Street, N.W., #5037
Washington, DC 20548

PATRICIA NISBETT
Dr. Dvorkovitz & Assocs.
P.O. Box 1748
Ormond Beach, FL 32074

HOWARD L. NEVIN
System's Management Assocs.
915 L'Enfant Plaza
Washington, DC 20024

ALLEN W. NEECE, Jr.
Select Committee on Small
Business
424 Russell Senate Office Bldg.
Washington, DC 20510

DR. ARTHUR S. OBERMAYER
Moleculon Research Corp.
139 Main Street
Cambridge, MA 02142

DR. JUDITH OBERMAYER
Moleculon Research Corp.
139 Main Street
Cambridge, MA 02142

JOSEPH J. O'KEEFE
Bethlehem Steel Corp.
Bethlehem, PA 18016

PAUL G. O'CONNOR
Gruy Federal, Inc.
2001 Jeff. Davis Hwy.
Arlington, VA 22202

ROBERT W. PEACH
R. W. Peach Eng'g Assocs.
888 Pine Trail
Arnold, MD 21012

PROF. L. F. PAU
French Scientific Mission
2129 Wyoming Ave.
Washington, DC 20008

DR. HARRY PARS
SISA, Inc.
767-B Concord Avenue
Cambridge, MA 02138

DR. ELI PERRY
Monsanto Co.
800 N. Lindbergh Blvd.
St. Louis, MO 63166

DR. JERRY PLUNKETT
Montana Energy & MHD
Research & Devlpmt Institute
P.O. Box 3809
Butte, MT 59701

FRANCIS L. PTAK
Gascoyne Laboratories, Inc.
27 S. Gay Street
Baltimore, MD 21202

MRS. F. L. PTAK
Gascoyne Laboratories, Inc.
27 S. Gay Street
Baltimore, MD 21202

NATHALIE H. PERKINS
Bionetics Corporation
18 Research Drive
Hampton, VA 23666

RICHARD O. RASMUSSEN
Space Vector Corporation
19631 Prairie Street
Northridge, CA 91324

JAMES REILLY
327 Smith Street
Newark, NJ 07106

HANK E. REIF
Sun Co.
P.O. Box 1135
Marcus Hook, PA 19061

JOHN H. TOBIN
Carbolabs, Inc.
P.O. Box 3765 Amity Station
New Haven, CT 06525

KEVIN THOMPSON
Control Data Worldtech
474 Concordia Avenue
St. Paul, MN 55103

ROCCO V. TRICARICO
AIA/Research Corporation
1735 New York Avenue, N.W.
Washington, DC 20006

PETER VOLLERS
Swedish Industrial Development
600 Steamboat Road
Greenwich, CT 06830

RICHARD I. WASSON
Monsanto Co.
800 N. Lindbergh Blvd.
St. Louis, MO 63166

ROBERT E. WESSLUND
Control Data Corporation
P.O. Box O
Minneapolis, MN 55440

JOY WOOD
Gascoyne Laboratories, Inc.
27 S. Gay Street
Baltimore, MD 21202

WILLIAM E. WOOLAM
Southwest Research Co.
1150 Connecticut Ave., NW #709
Washington, DC 20036

GEORGE WRIGHT
Canadian Consulate
3 Parkway, Suite 1310
Philadelphia, PA 19102

DON WOODMANSEE
General Electric Co.
P.O. Box 8
Schenectady, NY 12301

WILLIAM J. WALSH
Diamond Shamrock Corp.
1100 Superior Avenue
Cleveland, OH 44114

BRUCE WARMUTH
Control Data Corp.
474 Concordia Avenue
St. Paul, MN 55103

GEORGE W. ZOBRIST
SSOE, Inc.
1001 Madison Avenue
Toledo, OH 43624

General Small Business Trade Assn.

2/80

Mr. G. M. Weinstein, Exec. Dir.
African-American Chamber of Commerce
65 Liberty Street
New York, New York 10005

American Assn. of Sm. Research Cos.
8794 Westchester Pike
Upper Darby, Pennsylvania 19082

Mr. John Vickerman
American Society of Association Executives
1101 Sixteenth Street, N. W.
Washington, D. C. 20006

Ms. Mary Lou Wolf, Pres.
Chicago Society of Association Executives
645 North Michigan, Suite 829
Chicago, Illinois 60611

Mr. James H. Guifoyle
Denver Chamber of Commerce
1301 Welton Street
Denver, Colorado 80204

Mr. R. Harland Shaw, Chairman
Conference of American Small Business Orgns.
407 South Dearborn Street
Chicago, Illinois 60605

Mr. Gary Smith
Independent Business Association
1644 116th Street, N. E.
Bellevue, Washington 98005

Mr. Jack Gardner, Exec. Sec.
Independent Business Assns. of Wisconsin
7635 Bluemound Road
Milwaukee, Wisconsin 53213

Ms. Sandy Chadwick
Small Business Council of Syracuse
One Mony Plaza, Suite 1500
Syracuse, New York 13202

Mr. Michael Benz, Exec. Dir.
Council of Smaller Enterprises
690 Union Commerce Building
Cleveland, Ohio 44115

Mr. Sylvester Bass, Special Asst.
National Business League
4324 Georgia Avenue
Cleveland, Ohio 20011

Mr. Frank L. King, Exec. V.P.
Writing Instrument Mfr. Assn., Inc.
1625 Eye Street, N. W.
Washington, D.C. 20006

Mr. Sanford J. Hill, Exec. Sec.
Adhesives Mfr. Assn. of Amer.
111 East Wacker Drive
Chicago, IL 60601

Mr. Joseph C. Jackson, Pres.
Air Conditioner Pipe Producers Assn.
1600 Wilson Boulevard, Suite 1308
Arlington, VA 22209

Mr. George P. Byrne, Sec.
Alumina Ceramic Mfrs. Assn.
331 Madison Avenue
New York, NY 10017

Mr. Richard M. Cooperman, Exec. Dir.
Aluminum Recycling Association
900 17th Street, N. W., Suite 504
Washington, D.C. 20006

Mr. Ellis E. Meredith, Pres.
American Apparel Manufacturers Assn., Inc.
1611 North Kent Street, Suite 800
Arlington, VA 22209

Mr. R. Sayre Bradshaw, Pres.
American Bleached Shellac Mfr. Assn.
Bradshaw-Praeger & Company
3248 West 47th Place
Chicago, IL 60632

Mr. Jerome F. Healy, Jr., Exec. Sec.
American Boat Builders & Repairers Assn.
2488 Grand Concourse
Bronx, NY 10458

Mr. Anthony Conticelli, Exec. Dir.
American Cloak & Suit Mfr. Assn.
450 Seventh Avenue
New York, NY 10001

Mr. Oakley M. Ray, Pres.
American Feed Manufacturers Association
1701 North Fort Meyer Drive
Arlington, VA 22209

Mr. Richard D. Snyder, Exec. V.P.
Asphalt Roofing Manufacturers Association
1800 Massachusetts Avenue, N. W., Suite 702
Washington, D. C. 2003

Mr. John Paul Trimmer, Exec. V.P.
Associated Builders & Contractors, Inc.
444 North Capitol Street, N. W.
Washington, D. C. 20001

Mr. Benjamin Seligman, Counsel
Associated Footwear Manufacturers, Inc.
405 Lexington Avenue
New York, New York 10017

Mr. Joseph C. Jackson, Pres.
Association of Asbestos-Cement Pipe Producers
1600 Wilson Boulevard, Suite 1308
Arlington, Virginia 22209

Mr. Sidney Weinstein, Exec. Dir.
Association for Computing Machinery, Inc.
1133 Avenue of the Americas
New York, New York 10036

Mr. Guenther Baumgart, Pres.
Association of Home Appliance Manufacturers
20 North Wacker Drive
Chicago, Illinois 60606

Mr. Julius M Schartzenberg
President
Assn. of Umbrella Mfr. & Suppliers
11 West 32nd Street
New York, New York 10001

Mr. Kenneth B. Anderson, Exec. Sec.
Association of Vacuum Equipment Mfrs.
435 North Michigan Avenue, Room 2112
Chicago, Illinois 60611

Mr. Raymond J. Walter, Exec. Sec.
Bakery Equipment Manufacturers Association
521 Fifth Avenue
New York, New York 10017

Mr. James J. Hayes, Exec. Dir.
Bicycle Manuf. Assn. of Amer.
1101 15th Street, N. W.
Washington, D. C. 20005

Mr. Ralph Engel, Pres.
Chemical Specialties Manufacturers Assn.
1001 Connecticut Ave., N.W.
Washington, D.C. 20036

Mr. Robert A. Kaplan, Exec. Sec.
Clothing Manufacturers Assn. of U.S.A.
135 West 50th Street
New York, NY 10020

Mr. Vico Henriques, Pres.
Computer & Business Equipment Manuf. Assn.
1828 L Street, N.W.
Washington, D. C. 20036

Mr. Glenn W. Bostrom, Exec. Dir.
Contact Lens Manufacturers Assn.
435 North Michigan Avenue, Suite 1717
Chicago, IL 60611

Mr. Robert J. Wardell, Pres.
Cooper & Brass Fabricators Council
1050 17th Street, N.W., Suite 440
Washington, D. C. 20036

Mr. Robert C. Liebenow, Pres.
Corn Refiners Association
1001 Connecticut Avenue
Washington, D. C. 20036

Mr. George Wright, Exec. V.P.
Council for Periodical Distrib. Assn.
488 Madison Avenue
New York, NY 10022

Ms. Sheila M. Bamberger, Sec.
Council of Canning Assn. Exec.
1133 20th Street, N.W.
Washington, D. C. 20036

Ms. Irma B. Lipkin, Exec. Sec.
Custom Tailors & Designers Assn. of Amer.
400 Madison Ave.
New York, NY 10017

Ms. Ira H. Wexner, Gen. Counsel
Diamond Manuf. & Importers Assn. of Amer.
5 East 47th Street
New York, NY 10017

Mr. George W. Koch, Pres.
Grocery Manufacturers of America, Inc.
1010 Wisconsin Avenue, N. W.
Washington, D. C. 20007

Mr. Charles A. Rubovits, Sec.-Treas.
Guitar & Accessory Manu. Assn.
111 East Chestnut Street
Chicago, Illinois 60611

Mr. Clark F. McDonald, Managing Dir.
Hardwood Plywood Manuf. Assn.
Box 6246
Arlington, Virginia 22206

Mr. William Roche, Staff Attorney
Health Industry Manufacturers
Association
1030 15th Street, N. W.
Washington, D. C. 20005

Mr. Herbert E. Marks, Gen. Counsel
Independent Data Communs. Mfrs. Assn.
1735 New York Avenue, N. W., 6th Floor
Washington, D. C. 20006

Mr. Aaron L. Solomon, Exec. Dir.
Infant & Juvenile Manuf. Assn.
1450 Broadway
New York, New York 10018

Mr. Herschel Cutler, Exec. Dir.
Institute of Scrap Iron & Steel, Inc.
1627 K Street, N. W., Suite 700
Washington, D. C. 20006

Mr. John F. Speer, Jr., Exec. V.P.
International Assn. of Ice Cream Mfrs.
910 17th Street, N. W.
Washington, D. C. 20006

Dr. Edward V. Rothkirch, Exec. Dir.
International Association of Independent Producers
Post Office Box 1933
Washington, D. C. 20013

Mr. Robert J. Mayer, Exec. V.P.
Internat'l. Assn. of Wiping Cloth Mfrs.
300 West Washington Street
Chicago, Illinois 60606

Mr. Reuben R. Cordova, Exec. V.P.
International Foodservice Manu. Assn.
875 North Michigan Avenue, Suite 3460
Chicago, Illinois 60611

Mr. James Carty, Asst. V.P.
National Association of Manufacturers
1776 F Street, N. W.
Washington, D. C. 20036

Mr. S. F. Riepma, Pres.
National Association of Margarine Manuf.
1725 K Street, N. W., #1202
Washington, D. C. 20006

Mr. James E. Mack, Exec. Sec.
National Association of Mirror Manufacturers
5101 Wisconsin Avenue, 504
Washington, D. C. 20016

Mr. George Schwartz, Exec. Dir.
National Associatian of Pharmaceutical Mfrs.
747 Third Avenue
New York, NY 10017

Ms. Jill M. Wottrich, Exec. Dir.
Nat'l. Assn. of Plastics Fabricators
1701 N Street, N. W.
Washington, D. C. 20036

Mr. Robert L. Strauss
Nat'l. Assn. of Store Fixture Mfrs.
5975 West Sunrise Boulevard
Sunrise, FL 33313

Mr. Howard A. Wolfe, Exec. Sec.
National Association of Uniform Mfrs.
1156 Avenue of the Americas
New York, NY 10036

Mr. Donn H. Byrne, Exec. Dir.
National Beauty & Barber Manuf. Assn.
100 Park Avenue, Suite 850
New York, NY 10017

Ms. Leslie A. Barron, Mng. Dir.
Nat'l. Cellulose Insulation Mfrs. Assn.
220 Seegers Avenue
Elk Grove, IL 60007

Mr. Maurice L. Mosier, Pres.
National Construction Association
1101 15th Street, N. W., #1000
Washington, D. C. 20005

Mr. Charles J. Carey
National Food Processors Association
1133 20th Street, N. W.
Washington, D. C. 20036

Mr. Fred C. Good, Exec. V.P.
National Roofing Contractors Association
1515 North Harlem Avenue
Oak Park, IL 60403

Mr. Sheldon J. Hauck, Pres.
National Soybean Processors Association
1800 M Street, N. W.
Washington, D. C. 20036

Mr. John W. Shoemaker, Exec. V.P.
National Woodwork Manuf. Assn.
400 West Madison Avenue
Chicago, IL 60606

Mr. Eugene Adams Keeney
Executive Vice President
Optical Manufacturers Association, Inc.
Suite 1104, North Fort Myer Drive
Arlington, VA 22209

Mr. Matt J. Kaufman, Administrator
Outboard Motor Manufacturers Association
401 North Michigan Avenue
Chicago, IL 60611

Mr. Claude S. Breeden, Jr., Exec. Dir.
Packaging Machinery Manuf. Inst.
2000 K Street, N. W.
Washington, 20006

Mr. Charles Romelfanger, Jr., Pres.
Pattern Makers' League of North America
1925 North Lynn Street
Arlington, VA 22209

Mr. C. Joseph Stetler, Pres.
Pharmaceutical Manufacturers Association
1155 15th Street, N. W.
Washington, D. C. 20005

Mr. Sheldon M. Edelman, Exec. Dir.
Plastic & Metal Products Manuf. Assn.
225 West 34th Street
New York, NY 10001

Mr. Durward Humes, Man. Dir.
Sump Pump Manufacturers Association
221 North LaSalle Street
Chicago, Illinois 60601

Mr. Earl A. Bratton, Exec. Dir.
Steel Plate Fabricators Assn.
15 Spinning Wheel Road
Hinsdale, Illinois 60521

Mr. Donald J. Walker, Exec. V.P.
Textile Bag Manufacturers Assn.
518 Davis Street
Evanston, Illinois 60201

Mr. Sheldon Simon, Sec-Tres.
Textile Bag Processors Assn.
2030 West Lake Street
Chicago, Illinois 60612

Mr. Jacob P. Rosenbaum, Exec. Dir.
Textile Converters Association
100 East 42nd Street
New York, New York 10017

Mr. John M. Barnhart, Exec. Dir.
Thermal Insulation Manufacturers Assn.
7 Kirby Plaza
Mount Kisco, New York 10549

Mr. Samuel B. Sherwin, Pres.
Toy Manufacturers of America, Inc.
200 Fifth Floor
New York, New York 10010

Mr. Donald I. Reed, Exec. Sec.
Trailer Manufacturers Association
401 North Michigan Avenue
Chicago, Illinois 60611

Mr. Charles J. Calvin, Pres.
Truck Trailer Manufacturing Association
2430 Pennsylvania Avenue, N. W.
Washington, D. C. 20037

Mr. Peter C. Nicholas, Mgr.
United Fur Manufacturers Assn.
352 Seventh Avenue
New York, New York 10001

Mr. Leo Donohue, Exec. V.P.
American Association of Nurserymen
230 Southern Building
Washington, D. C. 20005

Mr. Robert J. Wager, Pres.
American Bakers Association
2020 K Street, N. W., Suite 850
Washington, D. C. 20006

Mr. Willis W. Alexander, Exec. V.P.
American Bankers Association
1120 Connecticut Avenue, N. W.
Washington, D. C. 20036

Mr. C. Roysce Smith, Exec. Dir.
American Booksellers Association, Inc.
122 East 42nd Street
New York, NY 10017

Mr. Ashley B. Sinnett, Exec. V.P.
American Foundrymen's Society
Golf & Wolf Roads
Des Plaines, IL 60016

Mr. Leonard Ennis, Exec. V.P.
American Home Sewing Association, Inc.
350 Fifth Avenue
New York, NY 10001

Mr. Robert L. Richards, Exec. V.P.
American Hotel & Motel Association
888 Seventh Avenue
New York, NY 10036

Mr. Wallace E. Olson, Pres.
American Institute of Certified Public Acctnts.
1211 Avenue of the Americas
New York, NY 10036

Mr. T. Lawrence Jones, Pres.
American Insurance Association
85 John Street
New York, NY 10038

Mr. Edward O. Malcott
American Management Association
135 West 50th Street
New York, NY 10020

Mr. Donald L. Peyton, Exec. V.P.
American Nat'l. Standards Inst.
1430 Broadway
New York, NY 10018

Mr. Donald L. Rogers, Pres.
Association of Bank Holding Companies
730 Fifteenth Street, N. W.
Washington, D. C. 20005

Mr. Harold Bruce, Exec. V.P.
Association of Food Distributors
1790 Broadway
New York, New York 10019

Mr. Serge M. Baret, Pres.
Association of Group Travel Executives
320 East 58th Street
New York, New York 10022

Mr. John S. Shaw, Exec. Dir.
Associated Landscape Contractors of Amer.
1750 Old Meadow Raod
McLean, Virginia 22101

Mr. Richard C. Gohla, Exec. V.P. & Sec.
Associated Retail Bakers of America
6525 Belcrest Road, Suite 250
Hyattsville, Maryland 20782

Mr. Robert Wilkinson, Exec. Sec.
Associated Specialty Contractors, Inc.
7315 Wisconsin Avenue
Washington, D. C. 20014

Mr. McKinley M. Luther, Nat'l. Sec.
Bank Stationers Association, Inc.
7700 Leesburg Pike
Falls Church, Virginia 22043

Mr. Matt J. Kaufman, Pres.
Boating Industry Associations
401 North Michigan Avenue
Chicago, Illinois 60611

Mr. Glenn W. Bostrom, Pres.
Bostrom Management Corporation
435 North Michigan Avenue
Chicago, Illinois 60611

Mr. Lawrence C. Buckmaster, Pres.
Chicago & Illinois Restaurant Assn.
20 North Wacker Drive, Room 1130
Chicago, Illinois

Mr. Stephen F. Owen, Jr., Gen. Coun.
Classroom Periodical Publishers Assn.
2020 K Street, N. W., Suite 800
Washington, D. C. 20006

Mr. Bernard H. Ehrlich, Mgr.
Institute of Industrial Launderers
1730 M Street, N. W., Suite 613
Washington, D. C. 20036

Mr. Joe M. Baker, Jr., Exec. V.P.
IAWCC/GDCI
1711 Connecticut Avenue, N. W., Suite 613
Washington, D. C. 20009

Mr. Robert Gus Trantham, Exec. Sec.
International Carwash Association
4415 West Harison
Hillside, IL 60162

Mr. Patt Patterson, Mng. Dir.
Internat'l. Foodservice Distributors Assn.
51 Madison Avenue
New York, NY 10017

Mr. Quentin L. Harvell, Exec. V.P.
Internat'l. Periodical Distributors Assn.
350 Madison Avenue
New York, NY 10017

Mr. Don Albertson, Exec. V.P.
Iowa Business Development Credit Corp.
247 Jewett Building
Des Moines, IA 50309

Mr. William N. Drohan
Legislative Council for Photography
1001 Connecticut Avenue, N. W., Suite 800
Washington, D. C. 20036

Mr. M. F. Holloway, Exec. V.P.
Mail Order Association of America
200 West Monroe Street
Chicago, IL 60606

Mr. John D. Geron, Exec. Sec.
Material Management Committee
1725 DeSales Street, N. W.
Washington, D. C. 20036

Mr. Walter M. Kardy, Exec. V.P.
Mechanical Contractors Assn. of Amer.
5530 Wisconsin Avenue, N. W., Suite 750
Washington, D. C. 20015

Mr. Jefferson D. Keith, Exec. V.P.
National Pest Control Assn.
8150 Leesburg Pike, Suite 1100
Vienna, VA 22180

Mr. Brian Harron, Exec. V.P.
National Restaurant Association
One IBM Plaza, Suite 2600
Chicago, IL 60611

Mr. Stanley H. Stearman, Exec. V.P.
National Society of Public Accountants
1717 Pennsylvania Avenue, N. W.
Washington, D. C. 20006

Mr. Richard Hanneman
Nat'l. Solid Wastes Management Assn.
1120 Connecticut Avenue, N. W., Suite 1120
Washington, D. C. 20036

Dr. Jarus W. Quinn, Exec. Dir.
Optical Society of America, Inc.
2000 L Street, N. W.
Washington, D. C. 20036

Mr. Paul Herzog, Asst. Exec. Dir.
Opticians Association of America
1250 Connecticut Avenue, N. W.
Washington, D. C. 20036

Mr. John Grant
Printing Industries of America, Inc.
1730 North Lynn Street
Arlington, VA 22209

Mr. Dudley Robinson
Printing Industry of Illinois
200 East Ontario Street
Chicago, IL 60611

Mr. George K. Eliades, Pres.
Society of American Wood Preservers, Inc.
1401 Wilson Boulevard, Suite 205
Arlington, VA 22209

Mr. Robert G. Welch, Pres.
Steel Service Center Institute
1600 Terminal Tower
Cleveland, OH 44113

Dr. Bruce R. Siecker, Dir.
APhA Pharmacy Management Institute
2215 Constitution Ave., N.W.
Washington, D.C. 20037

Mr. Albert A. Speed, Exec. V.P.
Mississippi Restaurant Association
P.O. Box 5392
Jackson, MS 39216

Mr. Walter D. Anderson, Exec. Dir.
The Irrigation Association
13975 Connecticut Avenue
Silver Spring, MD 20906

Mr. Joseph F. O'Neill, Asst. Exec. Sec.
American Council of Indep. Labs, Inc.
1725 K St., N.W.
Washington, D.C. 20006

Mr. Victor S. Friedman, Counsel
American Cotton Exporter's Assn.
c/o Fried, Frank, Harris, Shriver & Jacobson
120 Broadway
New York, New York 10005

Mr. Gerald H. O'Brien, Exec. V.P.
American Importers Association, Inc.
420 Lexington Avenue
New York, New York 10017

Mr. Ronald N. Cobert, Gen. Counsel
American Institute for Shippers Assns.
1100 17th Street, N. W., Suite 309
Washington, D. C. 20036

Mr. Robert A. Gale, Exec. V.P.
American Machine Tool Distributor Assn.
4720 Montgomery Lane
Washington, D. C. 20014

Mr. T. C. Gilchrest, Exec. V.P.
American Supply Association
221 North LaSalle Street
Chicago, Illinois 60601

Mr. Donald E. Horton, Pres.
American Warehousemen's Association
222 West Adams Street
Chicago, Illinois 60606

Mr. P. D. Hermann, Exec. V.P.
Associated Equipment Distributors
615 West 22nd Street
Oak Brook, Illinois 60521

Mr. Samuel Ishikawa, Sec-Tres.
Association of Japanese Textile Imports
551 Fifth Avenue
New York, New York 10005

Mr. Clyde Wilmeth, Pres.
Association of Yarn Distributors
111 West 40th Street, 17th Floor
New York, New York 10018

Mr. Frank Vella, Exec. Dir.
Beauty & Barber Supply Institute, Inc.
155 North Dean Street
Englewood, New Jersey 07631

Mrs. Pauline Paul, Admin. Asst.
Fourdrinier Wire Cloth Export Assn.
7735 Old Georgetown Road, Suite 444
Bethesda, Maryland 20014

Mr. Robert J. Frulla, V.P.
Freight Forwarders Institute
1055 Thomas Jefferson Street, N. W., Suite 403
Washington, D. C. 20007

Mr. Calvin W. Stein, Pres.
Household Goods Fdwrs. Assn. of Amer.
1500 Massachusetts Avenue, N. W., Suite 525
Washington, D. C. 20005

Mr. O. Keister Evans
Imported Hardwood Prdts. Assn. of Amer.
1100 North St. Asaph Street
Alexandria, Virginia 20005

Mr. Fred D. Reder, Exec. Dir.
Institute of Surplus Dealers, Inc.
520 Broadway
New York, New York 10012

Mr. Richard M. Powell, Pres.
Int'l. Assn. of Refrigerated Wrhses.
7315 Wisconsin Avenue
Washington, D. C. 20014

Mr. Myron Salond, Special Counsel
Int'l. Film Imptrs. & Dist. of Amer.
40 West 57th Street
New York, New York 60015

Mr. Daniel R. Reilly, Exec. Dir.
Material Handling Equip. Distribtrs. Assn.
104 Wilmot Road, Suite 208
Deerfield, Illinois 60015

Mr. William W. Carpenter, Exec. V.P.
Music Distributors Association
111 East Wacker Drive
Chicago, Illinois 60601

Mr. Gerald E. Peck, Pres.
National American Wholesale Grocers Assn.
51 Madison Avenue, Room 1810
New York, New York 10010

Mr. Thomas E. O'Neill, Pres.
Nat'l. Assn. of Alcoholic Beverage Imptrs.
1025 Vermont Avenue, N. W., Suite 1205
Washington, D. C. 20005

Mr. John F. Roberts, Exec. Dir.
National Paint Distributors, Inc.
2 Talcott Road
Park Ridge, IL 60608

Mr. J. Dillard Carey, Exec. Dir.
National Wholesale Furniture Assn.
111 East Wacker Drive
Chicago, IL 60601

Mr. John M. Dickerman, Corp. Agnt.
Nat'l. Whls. Lumber Distbtrs. Yard Assn.
1730 Rhode Island Avenue, N. W., Suite 401
Washington, D. C. 20036

Mr. T. I. Lemon, Sec.
Natural Rubber Shippers Assn.
1901 Pennsylvania Avenue, N. W.
Washington, D. C. 20006

Mr. George Moomjy, Pres.
Oriental Rug Importers Association of Amer.
295 Fifth Avenue
New York, NY 10016

Dr. Horst H. Backer, Exec. Dir.
Pet Industry Distributors Assn.
2561 North Clark Street
Chicago, IL 60614

Mr. Raymond A. Eurich, Exec. V.P.
Power Transmission Distribution Assn.
100 Higgins Road
Park Ridge, IL 60068

Mr. J. Wallace Kaine, Exec. Dir.
Textile Distributors Association, Inc.
1040 Avenue of the Americas
New York, NY 10018

Mr. George Davison, Exec. Dir.
Warehouse Distributors Association
for Leisure & Mobile Products, Inc.
Box 1128
Waukegan, IL 60085

Mr. Douglas W. Metz, Exec. V.P.
Wine & Spirits Wholesalers of America, Inc.
2033 M Street, N. W., Suite 400
Washington, D.C. 20036

Mr. Archie Clapp, Exec. V.P.
Wholesale Florist & Florist Supply
5373 Lee Highway
Washington, D. C. 22207

Mr. G. B. Munger, Pres.
Air-Conditioning & Refrigeration Institute
1815 North Fort Myer Drive
Arlington, Virginia 22209

Mr. Harold J. Haim, Exec. Dir.
American Concrete Paving Assn.
1211 W. 2nd St.
Oak Brook, Illinois 60606

Mr. Richard E. Barnes, Pres.
American Concrete Pipe Association
8320 Old Courthouse Road
Vienna, Virginia 22180

Mr. Thomas B. House, Pres.
American Frozen Foods Institute
919 18th Street, N. W.
Washington, D. C. 20006

Mr. Irvin H. Hecht, Pres.
American Fur Industry
101 West 30th Street
New York, New York 10001

Mr. A. Dewey Bond, Dir. Gov't. Rel.
American Meat Institute & Nat'l. Meat Carvers Assn.
Post Office Box 3556
Washington, D. C. 20007

Mr. Louis F. Laun, Pres.
American Paper Institute, Inc.
260 Madison Avenue
New York, New York 10016

Mr. William Kolodney, Exec. Dir.
American Fur Merchant's Association
101 West 30th Street
New York, New York 10001

Mr. William S. Apple, Ph.D, Exec. Dir.
American Pharmaceutical Association
2215 Constitution Avenue, N. W.
Washington, D. C. 20037

Ms. Arlene Friedlander, Exec. Dir.
American Printed Fabrics Council, Inc.
1040 Avenue of the Americas
New York, New York 10018

Mr. Ken S. Rolsten, Jr., Exec. V.P.
American Pulpwood Association
1619 Massachusetts Avenue, N. W.
Washington, D. C. 20036

Mr. James K. Crimmins, Sec-Treas.
Burlap & Jute Association
30 Rockefeller Plaza
New York, New York 10020

Carbonated Beverage Institute
375 Park Avenue, Suite 1600
New York, New York 10017

Mr. Truett Lomax, Admin. Dir.
The Carpet & Rug Institute
310 Holiday Drive, Box 2048
Dalton, Georgia 30720

Mr. Edward M. Bailey, Exec. V.P.
Cast Iron Soil Pipe Institute
2020 K Street, N. W.
Washington, D. C. 20006

Mr. Wolter Kiplinger, Wash. Rep.
Cast Metals Federation
20611 Center Ridge Road
Rocky River, Ohio 44116

Mr. Carl J. Carlson, Pres.
Cigar Association of America, Inc.
1120 19th Street, N. W., Suite 410
Washington, D. C. 20036

Mr. Everett R. Call
Color Marketing Group
1000 Vermont Avenue, N. W.
Washington, D. C. 20005

Mr. William E. Hughes, Exec. V.P.
Composite Can & Tube Institute
1800 M Street, N. W.
Washington, D. C. 20036

Mr. James H. Merritt, Pres.
Cosmetic, Toiletry & Fragrance Assn.
1133 15th Street, N. W.
Washington, D. C. 20005

Mr. Robert H. Reiter, Counsel
Costume Jewelry Trade Association
3100 Connecticut Avenue, Suite 226
Washington, D. C. 20008

Mr. James L. Hutchinson, Exec. Sec.
Cotton Fiber Paper Council, Inc.
260 Madison Avenue
New York, New York 10016

Mr. Jules Schwimmer, Exec. Sec.
Cultured Pearl Association of Amer.
541 Lexington Avenue
New York, NY 10022

Mr. John Auerbach, Exec. Dir.
Cycle Parts & Accessories Assn.
122 East 42nd Street
New York, NY 10017

Mr. Eugene J. Wingerter, Exec. Dir.
Detachable Container Association
1120 Connecticut Avenue, N. W., Suite 930
Washington, D. C. 20036

Mr. Stanley G. House, Exec. Dir.
Digital Watch Association
1730 M Street, N. W.
Washington, D. C. 20014

Mr. Neil H. Offen, Pres.
Direct Selling Association
1730 M Street, N. W.
Washington, D. C. 20036

Mr. Sam D. Chilcote Jr., Pres.
Distilled Spirits Council of the U.S.
1300 Pennsylvania Avenue, N. W.
Washington, D. C. 20036

Mr. William J. Montwieler, Legal Counsel
Door & Hardware Institute
1815 N. Fort Myer Dr.
Arlington, VA 22209

Dr. J. C. Flake, Exec. V.P.
Evaporated Milk Association
P.O. Box 188
Rockville, MD 20850

Mr. James H. Ebbinghaus, Exec. Sec.
Farm & Industrial Equipment Institute
410 North Michigan Avenue
Chicago, IL 60611

Ms. Ellen A. Stark, Exec. Dir.
Feather & Down Association, Inc.
1350 Broadway, Room 1902
New York, NY 10018

Mr. Frank E. Wilcher, Jr., Exec. Dir.
Industrial Safety Equipment Assn.
1901 North Moore Street
Arlington, Virginia 22209

Mr. W. W. Goodrich, Pres.
Institute of Shortening & Edible Oils
1750 New York Avenue, N. W.
Washington, D. C. 20006

Mr. Fred C. Messemer, Exec. V.P.
Internat'l. Business Forms Industries
1730 North Lynn Street
Arlington, Virginia 22209

Mr. Joe Koach, Exec. V.P.
International Franchise Association
1025 Connecticut Avenue, N. W.
Washington, D. C. 20036

Mr. Thomas B. House, Dir. Gen.
International Frozen Food Association
1700 Old Meadow Road, Suite 100
McLean, Virginia 22101

Mr. John S. Condit, Exec. Dir.
Internat'l. Home Furnishings Rep. Assn.
666 Lake Shore Drive, Room 1727
Chicago, Illinois 60611

Mr. Donald M. O'Brien
International Municipal Signal Association
1511 K Street, N. W., Suite 430
Washington, D. C. 20005

Mr. J. M. Allman, Sec.
Internat'l. Natural Sausage Casing Assn.
(Oppenheimer Casing Company)
1016 West 36th Street
Chicago, Illinois 60609

Ms. Leana Siegel, Recording Sec.
Intimate Apparel Associates, Inc.
225 W. 34th St.
New York, New York 10001

Mr. H. T. Bidwell, Exec. Dir.
Investment Casting Institute
8521 Clover Meadow Drive
Dallas, Texas 75243

Mr. Gordon F. Graham, Admin. Sec.
Knitted Textile Association
51 Madison Avenue
New York, New York 10010

Ms. Kathleen A. McGee
National Association of Chain Drug Drug Stores
1911 Jefferson Davis Highway, Suite 504
Arlington, VA 22202

Mr. Charles A. Winans, Exec. Dir.
National Association of Concessonaires
35 East Wacker Drive
Chicago, IL 60601

Ms. Lois K. Alexander, Pres.
Nat'l. Assn. of Milliners, Dressmakers & Tlrs.
157 West 126th Street
New York, NY 10027

Mr. William R. Gard, Exec. V.P.
Nat'l. Assn. of Music Merchants
35 East Wacker Drive
Chicago, IL 60601

Mr. H. Jackson Pontius, Exec. V.P.
National Association of Realtors
430 North Michigan Avenue
Chicago, IL 60611

Mr. William E. Woods, Exec. V.P.
Nat'l. Assn. of Retail Druggists
1750 K Street, N. W.
Washington, D. C. 20006

Joseph Kolodny, Mng. Dir.
Nat'l. Assn. of Tobacco Distributors
630 Third Ave
New York, NY 10017

Mr. Marvin E. Smith, Sr., Exec. V.P.
National Association of Variety Stores
646 West Devon Street
Chicago, IL 60631

Mr. Harry R. McGee, Exec. V.P.
National Audio-Visual Association, Inc.
3150 Spring Street
Fairfax, VA 22030

Mr. G. Richard Schreiber, Pres.
National Automatic Merchandising Merchandising
7 South Dearborn Street
Chicago, IL 60603

Mr. Morris Husion, Pres.
National Barrel & Drum Association, Inc.
1028 Connecticut Avenue, N. W., Suite 1009
Washington, D. C. 20036

Mr. Thomas E. Reynolds, Dir.
National Fishmeal & Oil Association
1110 17th Street, N. W., Suite 411
Washington, D. C. 20036

Mr. Mark M. Singer, Pres.
National Food Brokers Assn.
1916 M Street, N. W.
Washington, D. C. 20036

Mr. Forrest T. Mullins, V.P. Bus. Affrs.
National Frozen Pizza Institute
1700 Old Meadow Road, Suite 100
McLean, VA 22101

Mr. Robert W. Stanley, Exec. Dir.
National Glass Dealers Association
1000 Connecticut Avenue, N. W., Suite 212
Washington, D. C. 20036

Mr. Alvin E. Oliver, Pres.
National Grain & Feed Association
500 Folger Building
725 15th Street, N.W., Suite 1302
Washington, D.C. 20006

Ms. Alison Beyea, Mng. Dir.
Nat'l. Hard Knitting Yarn Assn.
230 Fifth Avenue
New York, NY 10001

Mr. E. Harold Gatewood, Sec.
National Hardwood Lumber Assn.
332 S. Michigan Ave.
Chicago, IL 60604

Mr. John Minnoch, Pres.
National Hide Association
P.O. Box 2156, N. Side Station
Sioux City, IA 51104

Mr. Giles M. Howard, Exec. V.P.
National Home Furnishings Assn.
405 Merchandise Mart
Chicago, IL 60654

Mr. Arthur H. Berndston, Exec. V.P.
National Indep. Dairies Assn.
1730 K St., N.W., Suite 1302
Washington, D.C. 20006

Mr. Edward S. Levy, Exec. Dir.
National Handbag Association
350 Fifth Avenue
New York, NY 10001

Ms. Carol A. Bennet, Administrator
Nat'l. Office Machine Dealers Assn.
1510 Jarvis Avenue
Elk Grove Village, Illinois 60007

Mr. Donald P. Haspel, Exec. Vice Pres.
National Office Products Association
301 North Fairfax Street
Alexandria, Virginia 22314

Mr. Lawrence Gold, Pres.
Nat'l. Orn. & Elect. Light Christmas Assn.
1107 Broadway, Room 600
New York, New York 10010

Mr. Morton Bauman, Exec. Dir.
National Outerwear & Sportswear Assn.
One Pennsylvania Plaza
New York, New York 10001

Mr. George Hock, Pres.
National Printing Equipment Assn.
230 West 41st Street, Room 1202
New York, New York 10036

Mr. Mark Padow, Dir. Trd. Sales Div.
National Paint & Coatings Assn.
1500 Rhode Island Avenue, N. W.
Washington, D. C. 20005

Mr. Norman T. Baldwin, Exec. Dir.
National Paper Box Association
231 Kings Highway, East
Haddonfield, New Jersey 08033

Mr. John J. Buckley, Jr., Exec. Sec.
National Paper Trade Association
40 Lexington Avenue
New York, New York 10017

Mr. Robert E. Dougherty, Exec. V.P.
National Particleboard Association
2306 Perkins Place
Silver Spring, Maryland 20910

Mr. James N. Tyson, Exec. Sec.
National Pharmaceutical Association
Howard University - 2300 Fourth Street
Washington, D. C. 20059

Mr. Jack Gross, Exec. Dir.
Negligee Mfrs. Association, Inc.
41 East 42nd Street
New York, New York 10036

Mr. Dennis C. Dix, Exec. Dir.
Outdoor Power Equipment Institute, Inc.
1725 K Street, N. W., Suite 903
Washington, D. C. 20006

Mr. John W. Dennett, Dir.-Treas.
The Paper Bag Institute, Inc.
41 East 42nd Street
New York, New York 10017

Mr. S. Edward Iciek, Pres.
Paperboard Packaging Council
1800 K Street, N. W., Suite 600
Washington, D. C. 20006

Mr. Stephan E. Klamke, Exec. Dir.
Plastics Pipe Institute
355 Lexington Avenue
New York, New York 10016

Mr. Nat C. Boriskin, Exec. Dir.
Popular Priced Dress Manufacturers Group
1440 Broadway
New York, New York 10018

Mr. Robert D. MacLean, Pres.
Portland Cement Association
5420 Old Orchard Road
Skokie, Illinois 60076

Mr. Thomas J. Sullivan, Sec.-Tres.
Retail Jewelers of America, Inc.
1701 Lake Avenue, Suite 250
Glenview, Illinois 60025

Mr. Michael Roman, Chrm. of Brd.
Retail Jewelers of America, Inc.
1271 Avenue of the Americas
New York, New York 10020

Mr. Chester A. Williams, Jr., Sec.
The Sewing Machine Trade Association
30 Rockefeller Plaza, 58th Fl.
New York, New York 10020

Mr. Theodore E. Brenner, Pres.
The Soap & Detergent Association
475 Park Ave., South
New York, New York 10016

Mr. Donald L. Wallace, Jr., Exec. V.P.
Cotton Warehouse Assn. of Amer.
1707 L Street, N. W.
Washington, D. C. 20036

Mr. John F. Speer, Jr., Exec. V.P.
American Cultured Dairy Products Inst.
910 17th St., N.W.
Washington, D.C. 20006

Mr. Robert F. Coleman, Exec. V.P.
AIDS International
4420 North Fairfax Drive; Suite 100
Arlington, Virginia 22203

Mr. William R. Maze
Cal. Retail Hardware Assn.
122 Ninth St.
San Francisco, CA 94108

Thomas M. Ross
Canadian Retail Hardware Assn.
290 Merton St.
Toronto 7, ON M4S 1B2

Eleanor Brigance
The Hardware Assn. of the Carolinas
412 Louise Ave.
Charlotte, NC 29204

John C. Friel
Illinois Retail Hardware Assn.
215 W. Prospect Ave.
Mt. Prospect, IL 60056

Richard L. Russell
Indiana-Kentucky Hardware Assn., Inc.
4120 N. Keystone
Indianapolis, IN 46205

R. M. Henderlider
Intermountain Association
2230 Main St.
Boise, ID 83706

Paul Philips
Iowa Retail Hardware Assn.
520 35th St.
Des Moines, IA 50312

Thomas A. Aitken
Michigan Retail Hardware Assn.
4414 S. Pennsylvania Ave.
Lansing, MI 48909

W. F. Davis
Mid-South Hardware Assn.
2500 Hillsboro Rd., Suite 103
Nashville, TN 37212

Ray C. Anderson
Minnesota-Dakotas Retail Hardware Assn.
3033 Excelsior Blvd.
Minnapolis, MN 55416

Avis Ann Tobin
Montana Hardware & Implement Assn.
506 Lamborn
Helena, MT 59601

Mr. S. James Lippman, Exec. Dir.
American Boat & Yacht Council
Post Office Box 806
Amityville, New York 11701

Mr. Daniel J. Hanson, Sr., Exec. V.P.
American Road & Transpt. Bldrs. Assn.
525 School Street, S. W.
Washington, D. C. 20024

Mr. Paul Howard Croft, Pres.
American Short Line Railroad Assn.
2000 Massachusetts Avenue, N. W.
Washington, D. C. 20036

Mr. Bennett C. Whitlock, Jr., Pres.
American Trucking Association, Inc.
1616 P Street, N. W.
Washington, D. C. 20036

Mr. Russell F. McKinnon, Exec. V.P.
Auto. Dismantlers & Recyclers of Amer.
1000 Vermont Avenue, N. W.
Washington, D. C. 20005

Mr. James H. Templin, Exec. V.P.
Automotive Engine Rebuilders Assn.
1238 Waukegan Road
Glenview, Illinois 60025

Mr. Julian C. Morris, Exec. V.P.
Automotive Parts & Accessories Assn.
1025 Connecticut Avenue, N. W.
Washington, D. C. 60025

Mr. William C. Gager, Asst. Exec. Dir.
Automotive Parts Rebuilders Assn.
6849 Old Dominion Drive
McLean, Virginia 22101

Mr. John W. Nerlinger, Exec. V.P.
Automotive Service Industry Assn.
444 North Michigan Avenue
Chicago, Illinois 60611

Mr. J. Michael Payne, Exec. Dir.
Car & Truck Renting & Leasing Assn.
1725 K Street, N. W.
Suite 408
Washington, D. C. 20006

Mr. Allan M. Shirley, Managing Dir.
Heavy Specialized Carriers Conference
1155 16th Street, N. W., Suite 711
Washington, D. C. 20036

Mr. Philip Friedlander, Exec. V.P.
National Tire Dealers & Retreaders Assn.
1343 L Street, N. W.
Washington, D. C. 20005

Mr. T. W. H. Miller, Exec. V.P.
National Truck Leasing System
One North Wacker Drive
Chicago, IL 60606

Mr. Joseph Palastak, Exec. Dir.
Transit Advertising Association
1725 K Street, N. W.
Washington, D. C. 20006

Mr. Samuel L. Wright, V.P.
Aerospace Industries Assn. of Amer.
1725 DeSales Street, N. W.
Washington, D. C. 20036

Mr. Berkley C. Sweet, Pres.
Truck Body & Equipment Assn.
5530 Wisconsin Avenue, N. W.
Washington, D. C. 20015

Mr. John Brewer
American Movers Conference
1117 North 19th Street
Arlington, VA 22209

Ms. Lorraine Woehrly
Nat'l. Assn. of Truck Stop Operators
700 North Fairfax Street, #505
Alexandria, VA 22313

Mr. David A. Hunt, Assn. Leg. Counsel
National Automobile Dealers Assn.
8400 Westpark Drive
McLean, VA 22101

Mr. James D. Carney, Exec. Dir.
Nat'l. Truck Equipment Assn.
25900 Greenfield Rd., Suite 410
Oak Park, MI 48237

Mr. Niles P. Dally, V. Chrmn.
Motorcycle Trades Association
510 N. Washington
P.O. Box 132
Alexandria, VA 22314

State Small Business & Economic Offices

Ms. Edith Borden, Sm. Bus. Omb.
Business Development
123 West Washington Avenue, Room 650
Madison, WI 53702

Ms. Eloise Jack, Coordinator
Small Business Unit
Capitol Complex Building 6, Room B-553
Charleston, WV 25305

Mr. Douglas L. Clark
Office of Small Business
101 General Administration, AX-13
Olympia, WA 98504

Mr. Frank Alstaugh
Industrial Development
110 Old State Office Building
Richmond, VA 23219

Mr. Jerry Heare, Dir.
Community Development-Texas Industrial
Post Office Box 12728
Austin, TX 78711

Mr. J. V. Dunning
Division of Tennesse Industrial Authority
1021 Andrew Jackson Building
Nashville, TN 37219

Mr. Scott Eubanks
1 Weybosset Hill
Providence, RI 02903

Mr. James Curran
Business Ombudsman
415 South Office Building
Harrisburg, PA 17120

Mr. Jack Dreessen
Department of Industrial Development
500 Will Rogers Building
Oklahoma City, OK 73105

Mr. Gordon Waltz, Dir.
Small Business Assistance Office
Post Office Box 1001
Columbus, OH 43216

Mr. Jerry Dowdson, Dir.
North Carolina Department of Commerce
430 North Salisbury Street
Raleigh, NC 27611

Mr. Hadley Atlas, Dir.
State Development Office
State House
Augusta, Maine 04333

Mr. Mitchell Albert, Dir.
Louisiana Office of Minority Business Entrpr.
2925 Plink Road
Baton Rouge, Louisiana 70804

Kentucky Development Finance Authority
Capital Plaza Tower, 24th Floor
Frankfort, Kentucky 40601

Mr. Enos Cooper, Dir.
Office of Minority Development
503 Kansas, 6th Floor
Topeka, Kansas 66603

Mr. Tony Buford, Dir.
Department of Commerce, OMBE
Rose Building, 9 North Illinois
Indianapolis, Indiana 46204

Ms. Charlotte Adams, Mng. Dir.
Dept. of Bus. & Econ. Devel. - OMBE
222 South College Street
Springfield, Illinois 62607

Mr. Andrews Gerekas, Dir.
Planning & Economic Division
Post Office Box 2359
Honolulu, Hawaii 96804

Mr. Fred Coon, Chief
Economic Development Administration
1365 Peachtree Street, N. E.
Atlanta, Georgia 30309

Mr. Dick Brock, Chief
Bureau of Trade Development
Collins Building
Tallahasse, Florida 32304

Ms. Dorothy Sbriglia, Planner
Dept. of Comm. Affrs. & Econ. Develop.
630 State College Road
Dover, Delaware 19901

Mr. Frank Silva
Department of Commerce
210 Washington Street
Hartford, Connecticut 06106

Mr. Bill Hackner, Dir.
Off. of Domst. & Int'l. Comm., Local Affrs.
1313 Sherman Street, Room 500
Denver, Colorado 80203

S. L. Goldsmith
The Aluminum Association
818 Conn. Ave., N.W.
Washington, D.C. 20006

Stan Kappe
American Academy of Environmental Engineers
P.O. Box 1278
Rockville, MD 20850

Fred A. Dix
American Association of Petroleum Geologists
P.O. Box 979
Tulsa, OK 74101

Wesley N. Mowery
American Association of Petroleum Landmen
2404 Continental Life Bldg.
Fort Worth, TX 76102

W. B. Marx
American Boiler Manufacturers Association
1500 Wilson Blvd., Suite 317
Arlington, VA 22209

Dr. Stephen T. Quigley
American Chemical Society
1155 16th St., N.W.
Washington, D.C. 20036

Bruce E. Vogelsinger
American Consulting Engineers Council
1155 15th Street, N.W., Suite 713
Washington, D.C. 20005

William C. Anderson
American Farm Bureau Federation
425 13th Street, N.W.
Washington, D.C. 20004

George H. Lawrence
American Gas Association
1515 Wilson Blvd.
Arlington, VA 22209

Arnold Rodin
American Home Lighting Institute
230 North Michigan Avenue
Chicago, IL 60601

Barbara Clements
American Industrial Development Council
215 West Pershing Road, Suite 707
Kansas City, MO 64108

Arnold Redding
American Society of Mechanical Engineers
345 East 47th Street
New York, New York 10017

Richord Bowermon, Chairman
Associoted Gas Distributors
1800 M Street, N.W.
Washington, D.C. 20036

Francis T. Coleman, Secretary
Association of Bituminous Contractors
2020 K St., N.W., Suite 800
Washington, D.C. 20006

G. D. Riley
Association of Oil Pipe Lines
1725 K Street, N.W.
Washington, D.C. 20006

John T. Haggin
Association of Oilwell Servicing Contractors
6060 North Central Expressway, Ste. 462
Dallas, Texas 75206

Robert L. Vines
Bituminous Coal Operators Association
303 World Center Bldg., N.W.
Washington, D.C. 20006

Arthur W. Seeds, Executive Vice President
Charcoal Briskit Institute
Barbecue Ind. Associction
1100 Jorie Blvd., Suite 225
Oak Brook, Illinois 60521

Constance D. Holmes, Executive Secretary
Coal Exporters Assn. of the U.S., Inc.
1130 17th Street, N.W.
Washington, D.C. 20036

Compressed Gas Association
500 Fifth Avenue
New York, New York 10036

Richard Kline
Council of Active Independent Oil and Gas Producers
1150 17th St., N.W., Suite 609
Washington, D.C. 20036

Mr. George L. Carroll, Exec. Sec.
Electronic Rep. Association
Post Office Box 344
Norberth, Pennsylvania 19072

Daniel K. Shipp, Executive Secretary
International Assn. of Electrical Leagues
2101 L Street, N.W.
Washington, D.C. 20037

Kenneth Thompson
Interstate Natural Gas Association
1660 L Street, N.W., Room 601
Washington, D.C. 20036

Manufacturing Chemists Association
1825 Connecticut Avenue, N.W.
Washington, D.C. 20009

Stan Berman
National Association of Manufacturers
1776 F Street, N.W.
Washington, D.C. 20006

William Hill, General Manager
National Assn. of Plumbing-Heating Cooling Contractors
1016 20th Street, N.W.
Washington, D.C. 20036

Harvey L. Patton
National Association of Power Engineers
176 West Adams Street, Suite 1911
Chicago, Illinois 60603

B. A. Neess
National Association of Purchasing Management
11 Park Place
New York, New York 10007

Howard Ness
National Association of Recycling Industries
330 Madison Avenue
New York, New York 10017

J. Ferron
National Automobile Dealers Assn.
8400 Westpark Drive
McLean, Virginia 22101

Robert V. Price
National Coal Association
1130 17th Street, N.W.
Washington, D.C. 20036

Becky Bogard
National Rural Electric Cooperative
Association
2000 Florida Ave., N.W.
Washington, D.C. 20009

Leonard Arzt
National Society of Professional Engineers
2029 K Street, N.W.
Washington, D.C. 20006

Frank B. Taylor
National Stripper Well Assn.
5902 South 69th East Avenue
Tulsa, Oklahoma 74145

Carl B. Sutton
Natural Gas Processors Association
1812 First Place
Tulsa, Oklahoma 74103

E. S. Todd
Pacific Coast Gas Association, Inc.
1650 South Bayshore Blvd.
San Mateo, California 94402

Harold M. Beckman
The Packaging Institute, U.S.A.
342 Madison Avenue
New York, New York 10017

William Sallans, Exec. Director
Petroleum Equipment Suppliers Assn.
9225 Katie Freeway, Suite 401
Houston, Texas 77024

Richard A. Gump
Pipe Line Contractors Assn.
2800 Republic National Bank Bldg.
Dallas, Texas 75201

William Wanlund
Professional Engineers in Private
Practice
2029 K Street, N.W.
Washington, D.C. 20006

Douglas E. Campbell, Secretary
Pulp Chemicals Association
60 East 42nd Street
New York, New York 10017

Society of Automotive Engineers, Inc.
400 Commonwealth Drive
Warrendale, Pennsylvania 15098

Conference Program

AASRC Industrial Innovation Conference

Baltimore Hilton Hotel, Baltimore, Maryland

April 8, 9 & 10, 1980

Conducted

By

AMERICAN ASSOCIATION OF SMALL RESEARCH COMPANIES

8794 WEST CHESTER PIKE, UPPER DARBY, PA. 19082

215-449-2333

MONDAY, April 7, 1980

7:30 pm	to	9:30 pm	REGISTRATION — South Promenade

TUESDAY, APRIL 8, 1980

7:30 am	to	9:00 am	REGISTRATION — South Promenade Co-Chairmen of Conference: DR. HARRY PARS, SISA, Inc. RICHARD H. HALL, General Mills, Inc.
9:00	to	9:05	DR. SAMUEL Z. CARDON, President American Association of Small Research Companies *Welcoming Remarks*
9:05	to	9:30	DR. HARRY PARS, President SISA, Inc. *Overview of Conference Objectives*
9:30	to	10:00	DR. ARTHUR S. OBERMAYER, President Moleculon Research Corporation *Small Business Innovation — Where the Action Is!*
10:00	to	10:15	Coffee Break
10:15	to	12:00 noon	DR. JERRY PLUNKETT, Managing Director The Montana Energy & MHD Research and Development Institute, Inc. *Converting Innovation Into Products* JOSEPH W. SELDEN The Selden Company *Problems of Large Company Acquiring Small Company* NOEL DAVIS General Mills, Inc. *Case History: Small Company Selling Technology to Large Company*
12:00	to	1:00 pm	Lunch
1:00	to	3:00	WORKSHOPS #2, #6, #8, #13
3:00	to	5:00	WORKSHOPS #1, #3, #7, #11
6:00	to	7:00	Open Bar HOSPITALITY HOUR
7:00	to	8:00	Dinner
8:00			Speaker: DR. D.J. BLICKWEDE, Vice President & Director of Research Bethlehem Steel Corporation

BIOGRAPHICAL NOTES

Industrial Innovation Conference

Conducted by
AMERICAN ASSOCIATION OF SMALL RESEARCH COMPANIES

Baltimore Hilton Hotel, Baltimore, MD
April 8, 9, 10, 1980

DR. LLOYD W. BECK

Dr. Beck is Associate Director in R&D — Procter and Gamble Co., and supervises an advanced professional staff in the development and application of methods for environmental hazard assessments. These programs combine environmental chemistry and biology for the determination of effects, fates, and concentrations of consumer product chemicals that reach the environment. Aquatic biology, bioengineering, analytical and kinetic chemistry and microbiology are blended in these programs.

He has a Ph.D. in organic chemistry at Univ. of Wisconsin and before coming to P&G, served as a Research Chemist at the U.S. Naval Research Laboratory. Dr. Beck has had extensive experience in organic syntheses of compounds related to hormones and synthetic lubricants; triglyceride chemistry; surfactant chemistry; digestion, absorption, and transport of glycerides; biochemistry of skin; toxocology.

He also has supervised doctoral level professional staff (15-35) in biological research dealing with nutrition, skin, and dental problems as well as hazard assessment programs involving detergent chemicals, food additives, paper products, cosmetics, and drugs. These programs utilized histological, histochemical, metabolic, and pharmacologic methods to determine acute, subchronic and chronic effects induced by various routes and in various mammalian species.

GLADYS B. BERCHTOLD

President of Standard Laboratories, Inc., 3322 Pennsylvania Avenue, Charleston, WV.

Formerly with Carbide & Carbon Chemicals Corporation as a chemist.

Standard Labs participated steadily in the growth of coal testing and the coal industry. It not only served the coal testing needs, but to a great extent served to educate the small coal producer in the principles of sampling a heterogeneous substance such as coal. Contributed to the development of ASTM standards of coal testing and analysis.

Standard Instrumentation, a research and development company was established in 1976, dedicated to improving and producing instrumentation for the coal testing business. This company has recently developed a computer system to run a coal testing laboratory and sells the only dilatometer produced in the United States. It is also developing some and refining other existing instruments in the fields of plasticity and other coal tests.

Mrs. Berchtold has published articles related to the coal industry and coal testing laboratories in trade manuals and trade publications.

She is a member of American Council of Independent Laboratories and American Chemical Society.

DR. DONALD J. BLICKWEDE

Dr. Blickwede joined Bethlehem Steel in January 1950 as a research engineer, and was elected vice president in December 1964.

He was formerly head of the High-Temperature Alloys Branch of the Naval Research Laboratories (1948-1950), a research assistant at Massachusetts Institute of Technology (1945-1948), and a metallurgist at Curtiss-Wright Corporation (1943-1945).

Dr. Blickwede has a B.S. degree in chemical engineering from Wayne State University, a Ph.D. in metallurgy from M.I.T.

He is the author of many technical papers on transformations in steels, tool steels, steel mill processes, aluminum alloys and copper alloys. He participated in research and development activities leading to the introduction of a number of new products such as continuous galvanized sheet, single-coat enameling steel, rotor forgings, and high-strength plate steels. His department has had a number of successful developments: gage and computer control of hot strip mills, Galvalume (aluminum-zinc coated) sheet steel, continuous casting of steel for high-quality sheet products, bio-oxidation of coke plant waste water, and treatment of acid mine drainage from coal mines.

He is a member of the National Academy of Engineering, a fellow of the American Society for Metals which he has served as national trustee, the American Institute of Mining, Metallurgical and Petroleum Engineers, the American Iron and Steel Institute (of which he was the chairman of the Committee on General Research), the Metals Society, the Japan Institute of Metals, and the Industrial Research Institute of which he was president in 1977.

Dr. Blickwede presented the Edward DeMille Campbell Invitational Lecture of the National Metal Congress in 1968, the William Park Woodside Memorial Lecture of the American Society for Metals in 1969, the Zay Jeffries Memorial Lecture of the Cleveland Chapter of that Society in 1970, and the Andrews Memorial Lecture of the Porcelain Enameling Institute in 1972.

WILLIAM T. BROWNE, JR.

Vice President of Marketing & Sales, Marotta Scientific Controls, Inc., Boonton, New Jersey.

Mr. Browne has varied experience in marketing scientific controls for electro-hydraulic and electro-pneumatic systems; high pressure, high flow test capability; high speed flow rates; nuclear power plants; coal conversion; off-shore oil and gas; aircraft, ships, road vehicles and track vehicles.

President of MSC International. Member of the Board of Directors of General Hydraulics, Huntsville, Alabama; DeTer Co., Inc., Hanover, NJ, ECO Science, Inc., Boonton, NJ; and American Association of Small Research Companies. BSEE and IE.

LeEARL ANN BRYANT

LeEarl Ann Bryant is Senior Engineering Executive, Corporate Engineering Staff at Rockwell International. In this position, she is responsible for maintaining an awareness of major engineering activities throughout the Corporation in order to provide technical guidance to corporate-level executives. The assignment also involves representing the Company externally in matters pertaining to technology trends and engineering resource requirements. She was previously Manager, Engineering Services (1977-1978) and Manager, Technical Analysis (1975-1976).

A registered Professional Engineer in the state of Texas, Ms. Bryant is a 1965 graduate of Texas Technological University while working for Rockwell. Since coming to work for Rockwell in 1965, Ms. Bryant has held many technical and management positions leading to her current position.

Ms. Bryant is a member of many technical and management societies, including SWE, the National Management Association, the American Society for Engineering Education, the Institute of Electrical and Electronic Engineers, and the Texas Society of Professional Engineers. She has authored numerous articles on technical subjects, women in engineering, and management.

JAMES F. BURKE

Mr. Burke, whose background is accounting, is President of Control Data Worldtech, Inc. and has had experience in both national and international divisions of Control Data. He was formerly with Univac Division of Sperry Rand Corporation and also Price Waterhouse Co.

He is a member of the International Club, Army/Navy Club and Licensing Executives Society. Mr. Burke was originally from Jersey City, New Jersey and holds an accounting degree from Providence College, Rhode Island.

DR. JULIAN J. BUSSGANG

Dr. Bussgang, President of SIGNATRON, Inc., Lexington, MA, received his B.Sc. degree from the Univ. of London, M.S. in Electrical Engineering from MIT and Ph.D. in Applied Physics from Harvard University.

Following graduation he was employed first at MIT. Lincoln Laboratory and then at RCA where his last position was as Manager of Applied Research in Burlington, MA.

Dr. Bussgang served also as a Visiting Lecturer in the Division of Engineering and Applied Physics at Harvard University and as Lecturer at Northeastern University teaching special graduate courses in Communications Theory. He is a Fellow of the Institute of Electrical and Electronic Engineers.

He has a number of technical publications with five of his papers included in different books as selected reprints. He is the author of the chapter on consulting services in the MIT Press book *How to Start Your Own Business.*

SIGNATRON, Inc. was founded in 1962 and specializes in digital signal processing, communications and special instrumentation and software. The Company has performed projects for such major corporations as IBM, Xerox, RCA, Sperry Gyroscope, Grumman Aircraft, Raytheon and others.

DR. SAMUEL Z. CARDON

Secretary-Treasurer of General Technical Services, Inc., Upper Darby, PA. and current President of the American Association of Small Research Companies.

Dr. Cardon worked on synthesis of organic and inorganic compounds, carcinogens in and their removal from cigarette smoke, water purification, hydrology, systems analysis in biology. In his present position, Dr. Cardon administrates and does research and development in hydrodynamics, instrument design, novel inertial sensors, systems analysis (regulation and control) in biology, general systems science, water purification and ecology, and design and construction of ground support equipment and preflight hardware for space.

DR. JOHN V. LUCK

Senior Vice President and Technical Director, General Mills, Inc. Minneapolis, Minnesota.

Dr. Luck joined General Mills in 1970 as Vice President-Technical Director, and was promoted to his present position in 1976. Before joining General Mills, he was the Director of Research and Development for Durkee Foods in the Litton-Durkee division of SCM Corporation in Cleveland. Prior to joining Durkee Foods, Dr. Luck was associated with Armour & Co., General Foods Corporation and Pabst Laboratories in various research positions.

In 1949 Dr. Luck received a B.S. degree from Purdue University followed by a Masters degree in 1951 and PhD degree in 1953.

Dr. Luck is on the Board of Directors of the Midwest Research Institute (Northstar Laboratories) and is a member of the University of Minnesota Food Science and Nutrition Department Advisory Council. He is also an active member of the following organizations: American Oil Chemists Society, American Association for the Advancement of Science, American Medical Association (Food and Nutrition Liason Committee) Nutrition Foundation, Institute of Food Technologists and Industrial Research Institute.

DR. LAWRENCE W. McKENNA

Larry McKenna is currently Technology Manager in the New Products Development Department of Monsanto Plastics and Resins Company. His primary responsibilities include the development of longer range, innovative plastics technology to the point of technical and business assessment. While at Monsanto Co., he has worked in various polymer-related Research and Development assignments. Much of this work involved development of products and processes in the areas of adhesives and coatings. He is a member of the American Chemical Society, the American Physical Society and the Society of Rheology.

Larry obtained his Ph.D. in Polymer Science in 1970 at the Polymer Research Institute, University of Massachusetts, following studies for a Bachelor's degree, in the combined fields of Philosophy and Chemistry. He finds that while this synergistic combination of disciplines has not led to any greater understanding of the secrets of physical processes, it has taught him a kind of benign acceptance of such well-known scientific principles as Murphy's Law.

Among numerous extracurricular activities, Larry's highest priority is sailboat racing, in which he has learned that Murphy's Law apparently applies with equal determination to all fields of human endeavor.

DR. ARTHUR S. OBERMAYER

President and founder of Moleculon Research Corporation, Cambridge, Mass. Company specializes in the chemical and plastics field through consulting, contract research and product development. Received BA degree with high honors from Swarthmore College. Swarthmore, PA in 1952 and was awarded a Ph.D. in chemistry from MIT in 1956.

Dr. Obermayer is the founder and First Chairman of the Research Management Association, President of the Association of Technical Professionals, Director of the Boston Industrial Mission. Currently Vice President of the American Association of Small Research Companies. Served as Treasurer of the Federation of American Scientist and as a Director of the Smaller Business Association of New England. Currently a member of the Congressional Office of Technology Assessment Panel on Applications of Science and Technology and the TASK Force on Appropriate Technology.

DR. HARRY G. PARS

President, Co-Founder and Chief Executive Officer of SISA, Incorporated, a Cambridge, MA pharmaceutical research firm; President, Co-Founder and Trustee of The John C. Sheehan Institute for Research, Inc., a Massachusetts public foundation carrying out basic research in chemistry and pharmacology; Member, Board of Directors, and Treasurer, Look, Inc., an international hospital products firm..

Dr. Pars was formerly with Arthur D. Little, Inc. as Organic Chemist and Head of Medicinal and Chemical Sciences Section, and has the following degrees: Harvard University, A.B. in Chemistry, 1953; University of Michigan, M.S. in Organic Chemistry, 1955; and University of Michigan, Ph.D. in Organic Chemistry, 1957.

He is a member of American Chemical Society; New York Academy of Sciences; American Association for the Advancement of Science; Research Management Association of Boston; American Association of Small Research Companies; Association of Smaller Businesses of New England; Consultant to the National Academy of Sciences' Committee on Problems of Drug Dependence.

Dr. Pars' research interests, at Arthur D. Little and currently with SISA, have been directed toward the studies of an interdisciplinary group of senior scientists working in the drug field. He has been responsible for the development of clinical candidates, including central nervous system stimulants and depressants, analgesics, anti-glaucoma drugs, narcotics and narcotic antagonists. Since 1959 he has been actively engaged in studies of the chemistry and pharmacology of marihuana, and has pioneered the development of drugs from this field. He has numerous patents and publications stemming from these interests.

His publications include *Anesthesiology*, June 1953; Heterocyclic Analogs of the Cannabinoids. *The Therapeutic Potential of Marihuana*, Plenum Medical Book Co., 1976; Therapeutic Agents Derived from the Cannabinoid Nucleus. *Advances in Drug Research*, Academic Press, 1977.

DR. JERRY D. PLUNKETT

Managing Director of the Montana Energy and MHD Research and Development Institute in Butte, Montana. Duties include managing the design, construction, and testing of major experimental MHD facilities.

He was President of Materials Consultants, Inc., Denver, Colorado, specializing in the development of new products and processes and was a consultant to the U.S. Department of State in Guatemala. Developed and evaluated a program for promoting technical transfer to underdeveloped countries, and served as consultant to over twenty corporations and government agencies. Associate Professor of ceramic engineering at the University of Denver. Performed original work on the characterization of lunar surface materials, ceramic pigments, and thermal emissivity of refractory materials at high temperatures. Also established a number of successful patents and trade secrets.

His degrees include a Ph.D. in ceramics — minor in industrial management, MIT, Cambridge; M.S. and B.S. in ceramic engineering — minor in industrial management, Univ. of Missouri, Rolla.

Dr. Plunkett is a member of American Association for the Advancement of Science; American Ceramic Society; American Chemical Society; American Optical Society; American Society for Metals; Applied Spectroscopy; British Ceramic Society; International Energy Conversion Engineers; International Solar Energy Society; National Energy Resource Organization; National Institute of Ceramic Engineers; Natural Resource Defense Council.

He has received the following awards: 1978 Denver Federal Executive Board, Individual Award for Achievement in Energy Resource Development; Missouri School of Mines Silver and Gold Scholarship Award.

His publications include 25 technical reports and scientific papers.

Dr. Plunkett's new products and innovations include: a new air preheater concept for MHD electric power plants; a new exchanger concept for gas turbines; a new exchanger concept for steam automobiles; a new exchanger concept for central station electric power plants; a new ceramic heat transfer media for oil shale processing; a new charging roll for copying machines that provides up to 14 shades and printing rates of 600 feet per minute. (Present Xerox equipment is 3 or 4 shades and 10 feet per minute); and a revolutionary fuel moisture analog that will form the basis of a U.S. National Fire Danger Rating System to be introduced during the 1980's.

RICHARD O. RASMUSSEN

President and General Manager of Space Vector Corporation, Northridge, CA. BS degree from University of California at Berkeley in Engineering. AA degree from Pasadena City College, Pasadena, CA.

Mr. Rasmussen was Director of Guidance Programs at Whittaker Corporation, Chatsworth, CA 1959-1969 and Chief Systems Engineering Assistant at Sommers Gyroscope Co., Englewood, CA, 1955-1959.

Space Vector received on February 20, 1975 Department of Defense Meritorious Award from Secretary of Defense James Schlesinger in regard to Air Mobile Feasibility Demonstration of the Advanced ICBM Technology Program.

He is author of AIAA #73-287 on *ARIES, The Minuteman I Second Stage as a Controlled Sounding Rocket* and AIAA #70-1407, *A Digital Output Roll Stabilized Gyro Platform for Sounding Rocket Attitude Monitoring and Controls.*

Member of AIAA and active in Los Angeles Chamber of Commerce.

HENRY E. REIF

Process Consultant, Applied Research Department, Suntech, Inc. B.S. in Chemical Engineering, Drexel University.

Mr. Reif has many years of experiences with Sun Oil Company in Program Planning and Process Development.

He is a member of American Institute of Chemical Engineers, American Chemical Society, and has published numerous articles in technical journals.

Mr. Reif holds many patents including: Catalyst for Hydrocarbon Conversions; Xylene Separation; Sulfonates for Use in Soluble Oil; High-Octane Gasoline; Improving UV Absorption of Lubricant; Hydrogenation of Lubricating Oils; and Hydrogenated Polymer Gasoline.

DR. LOUIS SCHIFFMAN

Dr. Louis Schiffman is president of Techni Research Associates, (Willow Grove, Pa.) consulting firm that provides services in areas of technology management and technology transfer. He holds B. Ch. E., M.S. and Ph.D. (Phys. Chem.) degrees from New York University. His industrial experience includes work with Pennsylvania Grade Crude Oil Assoc., Du Pont, Atlantic Refining Co., and Amchem Prod., Inc. Dr. Schiffman is author of numerous articles and holder of many patents in field of petroleum production, radiochemistry, corrosion studies, surface metal treatments, etc. He is a co-author of section on *Metal Surface Treatments* — Encyclopedia of Chemical Technology — Kirk & Othmer — John Wiley Pub. Dr. Schiffman is a member of several honorary and professional societies including, Sigma Xi, Phi Lambda Upsilon, American Inst. Chem.. N.Y. Academy of Sciences, Licensing Exec. Soc.

WORKSHOP PARTICIPANTS

 # 1 ENVIRONMENTAL SERVICES (Analytical, Pollution Control, By-Product Utilization)

DR. JOSEPH STERN, President
Bionetics Corporation
18 Research Drive
Hampton, VA 23666
804/838-8880

DR. LLOYD W. BECK, Assoc. Director (Moderator)
Human & Environmental Safety Division
Procter & Gamble Co.
5299 Spring Grove, Cincinnati, OH 45217
513/763-6145

 # 2 FOOD PRODUCTS (Production, Processing)

ELMER GLABE, Pres.
Food Technology Laboratory
5901 Northwest Highway
Chicago, IL 60631
312/631-4546

RICHARD H. HALL, Mgr. (Moderator)
Project Planning & Analysis
General Mills, Inc.
9000 Plymouth Ave., North, Minn., MN 55427
612/540-2965

 # 3 INFORMATION SCIENCE (Computer Science, Information Systems, Data Processing)

ROBERT E. WESSLUND
Control Data Corporation
P.O. Box 0, Minneapolis, MN 55440
612/853-4527

I.N. RENDALL HARPER, JR., President
American Micrographics Co.
485 Union Trust Bldg., Pittsburgh, PA 15219
412/261-3680

 # 4 BIOMEDICAL (Pharmaceutical, Instrumentation, Test Systems, Special Devices)

PETER SEARS (Moderator)
SmithKline Corporation
1500 Spring Garden St., Phila., PA 19101
215/854-4000

DR. B. DAVID HALPERN, President
Polysciences, Inc.
Paul Valley Industrial Park, Warrington, PA 18976
215/343-6484

 # 5 AEROSPACE

MS. LeEARL A. BRYANT
Senior Engineering Executive
Rockwell International Corp.
600 Grant St., Pittsburgh, PA 15219

RICHARD O. RASMUSSEN, Pres. (Moderator)
Space Vector Corporation
19631 Prairie Street
Northridge, California 91324
213/886-6500

 # 6 INSTRUMENTATION/ELECTRONICS (Measurement, Control, Remote Sensing, Data Transmission)

STEPHEN M. FROMNICK
Manager of Advanced Methods
Sun Co., Inc.
Bishop Hollow Rd.
Newtown Square, PA 19073
215/356-1800

DR. JULIAN BUSSGANG, Pres. (Moderator)
Signatron, Inc.
12 Hartwell Avenue
Lexington, MA 02173
617/861-1500

 # 7 FOSSIL HYDROCARBONS (Petroleum, Shale, Tar Sands, Production and Processing)

DR. LOUIS F. SCHIFFMAN (Moderator)
Techni Research Associates
37 Easton Rd., Willow Grove, PA 19090
215/657-1753

HANK E. REIF
Sun Co.
P.O. Box 1135, Marcus Hook, PA 19061
215/447-1767

 # 8 ENERGY/COAL (Mining, Analysis, Sulphur Removal, Processing, Conversion)

HARRY SUTHERLIN
Bethlehem Steel Corporation
Bethlehem, PA 18016
215/694-6416

GLADYS BERCHTOLD, Pres. (Moderator)
Standard Laboratories, Inc.
3322 Pennsylvania Ave., Charleston, WV 25303
304/343-5173

 # 9 ENERGY/ALTERNATIVES except Solar (Biomass, Wind, Nuclear, Ocean, Geothermal, Gasohol, Heat Engines)

RICHARD K. SUTZ, Pres.
Wind Baron Corporation
12001 N. 67th Street
Scottsdale, AZ 85254
602/991-8786

WILLIAM T. BROWNE, Jr. (Moderator)
Vice President of Sales & Marketing
Marotta Scientific Controls, Inc.
Boonton Ave., Boonton, NJ 07005
201/334-7800

#10 ENERGY/SOLAR (Active Systems, Passive Systems)

LAWRENCE LEVY, President (Moderator)
Northern Energy Corporation
470 Atlantic Avenue, Boston, MA 02110
617/292-9301

DR. A.L. SHRIER, President
Solar Thermal Systems, Division of Exxon
P.O. Box 592, Florham Park, NJ 07932
201/765-4223

DR. MEL BUTLER, Director
Technology Commercialization Center
2000 K Street, N.W.
Washington, DC 20006
202/857-4866 or 4897

#11 ENERGY/CONSERVATION & STORAGE (Energy Saving Systems, Energy Storage Systems)

DR. EARL H. HESS, Pres. (Moderator)
Lancaster Laboratories, Inc.
2425 New Holland Pike, Lancaster, PA 17601
717/656-2301

DON WOODMANSEE
Corporate R&D Center - Room 1A69
General Electric Company
P.O. Box 8 — Building K-1
Schenectady, NY 12301
518/385-8190

SBA

Association Small Business Programs

The Business Association Handbook of Small Business Membership Services
Prepared by the
Office of Advocacy

January 1981
U.S. Small Business Administration
Office of Advocacy

Table of Contents

	Page
1. Services and Activities	1
Publications	1
Conventions, Conferences, and Seminars	1
Consulting and Research Services	2
2. Government Relations	3
Grants, Contracts, and Loans	3
Monitoring and Advocacy	4
Regulation	5
3. Coalitions and Campaigns	5
4. Outreach to the Public	6
5. Advocacy Councils	7
6. Helpful Books and Publications	8
7. SBA Field Offices	9
8. Summary Checklist	11

1. Services and Activities

Services provided by associations to their members tend to fall into three categories: publications; conventions, conferences, and seminars; and consulting and research.

Publications

Associations publish a variety of materials including:

1. Membership directories;
2. General interest newsletters and magazines;
3. Legislative, technical, and professional journals;
4. Legislative and technical bulletins;
5. Handbooks and manuals;
6. Digests of laws and regulations;
7. Directories of suppliers and buyers.

In addition, the SBA Survey identified a number of innovative attempts to meet members' needs.

Advice on Cash Management

Alarmed at the precarious cash flow position of some of its members, a retailing association developed a newsletter with instructions on how small businesses can establish a cash flow plan. The newsletter recommended specific cash management practices for the timing of creditor payments, the disposition of cash, and the use of short-term financial instruments. More generally, association publications are able to survey academic and professional journals and interview industry experts to bring new management ideas to their small business members.

Alternative Product Lines

One approach that companies have taken to weather a recession is to modify their lines of products and services. Recently, a few trade association publications have offered advice on new lines of business open to their members; for example, an engineering contractors' association, worried about layoffs in the construction industry, published three bulletins on new business possibilities in energy conservation management.

Overseas Marketing Opportunities

Small businesses often find an international marketing staff beyond their financial grasp. One pharmaceutical manufacturers' association has remedied this in part by publishing lists of overseas marketing opportunities.

Tips on the Law

Small businesses are often poorly equipped to avoid the legal snares of state and local regulatory authorities. Several trade associations are providing advice on ways to avoid problems with the law. For example, an association of junkyard dealers has published bulletins instructing its members how to avoid zoning problems and how to win local zoning disputes.

Legislative Tracking Charts

Recognizing the often prohibitive cost of Washington legal counsel for the small businessperson, an increasing number of associations publish alerts on pending congressional legislation. An Eastern association, for example, encloses a "legislative scorecard" in each of its monthly newsletters. The scorecard lists the titles and sponsors of proposed bills and summarizes their effects on small business.

Technology Updates

Among the more serious problems faced by small businesses is the difficulty of keeping up with technological change. A national feed association addressed the problem of equipment obsolescence by publishing a 574-page directory of feed equipment available on the market. The book is updated regularly.

Conventions, Conferences, and Seminars

Over the last decade, trade association meetings have moved considerably beyond being primarily social get-togethers. Convention agendas have become more serious, being expanded to include: briefings, weekend seminars, breakfast workshops, regional meetings, roundtable discussions, monthly clinics, and special topic presentations.

Meeting content has focused increasingly on the art of small business management. A sampling of topics from recent meetings includes the design and implementation of small business marketing strategies, the use of market research to solve marketing problems, new systems of worker motivation, and alternatives for small business financing.

Group Insurance

In certain industries high insurance premiums put small businesses at a competitive disadvantage. A regional association of small importers and exporters has reduced the cost of shipping by initiating a group insurance plan. Under the plan, subscribing members are treated as a single company and offered a reduced rate. The plan has placed overseas trade within the reach of many more small companies.

Bank Loan Negotiations

The tight money market has caused severe problems for small firms seeking to maintain or enlarge their operations. The credit crunch is complicated by the reluctance of many loan officers to risk capital on less established ventures. The small business council of one national association has established a special financial task force to negotiate with lending institutions for lower interest rates and a larger number of loans to its members.

Business Libraries

Small business executives often find it difficult to keep informed on developments in their industries. Some associations assist members by maintaining a business library which includes data on economic trends, survey findings, marketing and finance texts, lists of new business opportunities, and recent industry studies.

Referral to Free Consulting Services

Associations may supplement their own consulting services by informing their small business members of free counseling programs. The SBA offers three programs to assist small business.

Small Business Administration Field Offices—Through field offices in approximately 100 cities, the SBA provides executives with recommendations on Federal government contract procurement.

SCORE (Service Corps of Retired Executives)—SCORE consultants are retired business executives willing to provide free management counseling to small businesses.

ACE (Active Corps of Executives)—ACE consultants are active business executives who volunteer free time to counsel small businesses.

SBA field offices are listed in the Appendix.

2. Government Relations

Government spending, programs, legislation, and regulation directly affect the day-to-day conduct of virtually every small business. As a result, industry groups are spending more time and effort representing their members' interests at every level of government. Major activities include:

Securing research grants, contracts, and government loans for association members;

Monitoring and advocacy of government legislation and regulations;

Developing standards for industry self-regulation.

Grants, Contracts, and Loans

The Federal procurement budget for fiscal year 1980 was more than $99 billion. Small business, however, received only 22.2 percent of this, and only 3.5 percent of Federal research and development grants. Several associations and chambers of commerce are working to increase the share of Federal and state funds going to their members. Their efforts include:

Establishing small business financial task forces;

Publishing government contracting opportunities;

Providing Federal agencies with information about members' capabilities;

Advocating an increased share of government contracts for small business.

Trade associations have reported several successful approaches:

Government Contracting Fairs

Small businesses often fail to secure government contracts because they are unaware of opportunities or are unfamiliar with bidding procedures. To remedy these problems, one small business council holds an annual procurement trade fair, where small business owners can meet with government officials to learn of current government contracting activity and to be briefed on bidding procedures.

Superintendent of Documents
Washington, D. C. 20402
202/275-2051

Catalogs of technical research publications are available from:

U.S. Department of Commerce
National Technical Information Service
5285 Port Royal Road
Springfield, VA 22161
703/557-4600

Regulation

In recent years, Federal regulatory agencies have been more receptive to voluntary self-regulation as an alternative to government-imposed controls. When self-regulation has proved acceptable, trade associations have found methods to reduce the costs of compliance.

Trade association efforts to reduce the burden and costs of regulatory compliance have focused on:

Standardizing products throughout an industry;

Establishing industry grading and quality standards;

Developing industry safety and health requirements;

Implementing product testing services for members.

The Office of Advocacy has pressed successfully for a system of regulation "tiering" in which the smallest firms are exempted from certain requirements.

Proposing Self-Regulation

Concerned about the flammability of upholstered furniture, the Consumer Product Safety Commission had considered imposing mandatory product regulations on the furniture industry. The manufacturers association, however, proposed a system of self-regulation. In a major victory for the association and its members, the Commission voted to defer imposition of Federal regulations for one year to allow the industry proposal to be tried. An association executive estimates that the voluntary program will save industry manufacturers $1.2 billion.

Reducing Costs of Compliance

Some associations have worked successfully with the government to reduce the costs of compliance. For example, a national plywood manufacturers association won the right to offer the fire and smoke testing required by the government to its members. The association's testing service is provided at a fraction of the price charged by other organizations.

Occupational Safety and Health Administration Compliance Committees

Complying with OSHA standards can be a major expense even for businesses with few employees. One contracting association has tried to minimize this expense by establishing an industry safety committee to develop OSHA training and educational materials. The first savings were realized when OSHA agreed to fund the writing and publishing of the materials.

3. Coalitions and Campaigns

In recent years, business groups have sought to increase their effectiveness by forming coalitions to work together toward:

Influencing state and Federal legislation and regulations;

Encouraging inter-industry standardization in certain technical practices;

Establishing uniform industry standards in safety and health.

A sampling of ways in which associations have worked together is offered below.

Single-Goal Coalitions

One of the more remarkable legislative victories for small business occurred in 1976 when a coalition of small business associations challenged a proposal to combine the Senate Small Business Committee with the Agriculture Committee. The effect would have been to submerge small business interests and certain small business clout in the Senate. As a direct result of coalition efforts, the proposal was defeated. Again in 1976, the largest coalition of trade associations and business groups in recent history worked successfully to win a presidential veto of the common situs picketing legisla-

5. Advocacy Councils

Most of the ideas thus far listed are intended to serve primarily the interests of small business but over time they may lose that special focus. One way of avoiding this is the small business advocacy council, a committee of business and community leaders organized within a trade association or chamber of commerce whose primary purpose is the representation of small business members.

A recent U. S. Chamber of Commerce survey of local and regional members shows that in 1974 almost no special chamber committees were organized on behalf of small business. By 1977, however, more than 900 chambers expressed an active interest in their small business members, and more than 300 had organized special councils to advance their interests.

A small business advocacy council can serve at least two important purposes. First, it can monitor an association's or chamber's publications, meetings, and consulting services to ensure that they meet the needs of small business members. Second, the council can represent the small business membership before legislative and regulatory bodies of Federal, state, and local governments.

The following suggestions for organizing an advocacy council are based on the experience of those already in action.

Starting an Advocacy Council

Step 1: Audit Internal Services and Activities

Before establishing a small business advocacy council, an organization should review activities to determine how well the interests of small business are represented. In particular, the organization should ask:

How many small businesses are included in the organization's membership?

How many small business executives are on the organization's board of directors?

How many of the organization's publications are useful for a small business executive?

How many of the organization's programs are directed to the interests of small business?

Step 2: Capitalize on Existing Activities

Before launching special activities for small business members, it may be easier to expand existing programs. For example, the U. S. Chamber of Commerce recommends that its local chambers expand one-time seminars, educational series, or research reports into regularly scheduled events. Participants in the initial program can be used to organize the advocacy council and its activities.

Step 3: Recruit Business Leaders

After deciding to establish an advocacy council, organization officials should identify and recruit leaders from the small business community to direct the council's early marketing and program efforts. In some cases, this may first require general membership recruiting.

Step 4: Establish Objectives

After advocacy council leaders and members have been selected, the participants should establish major goals for the year. These goals should provide some direction to subcommittees in planning their activities.

Step 5: Recruit Community Leaders

When an organization's by-laws permit participation by nonmembers, it may be useful to identify community leaders whose support would be most beneficial to small business. For example, a trade association concerned over proposed municipal taxes may want to appoint local tax attorneys and accountants to the management of the advocacy council.

Step 6: Establish Essential Subcommittees

Most often, subcommittees are helpful in carrying out an advocacy council's functions. Suggestions for subcommittees include:

An Administrative Committee responsible for membership relations, the council budget, and program coordination.

A Communications Committee responsible for developing publications and programs to present the position of small business to the community.

A Government Affairs Committee responsible for identifying legislation and regulations of possible interest to small business and for planning any activities that may be required. More generally, the government affairs committee serves as a liaison between small business members and government.

SBA Field Office Addresses

	New England (Region 1)
Boston	Massachusetts 02114, 150 Causeway Street. 617/223-2100
Holyoke	Massachusetts 01050, 302 High Street, 413/536-8870
Augusta	Maine 04330, 40 Western Avenue, Room 512, 207/622-6171
Concord	New Hampshiure 03301, 55 Pleasant Street, 603/224-4041
Hartford	Connecticut 06103, One Financial Plaza, 203/244-3600
Montpelier	Vermont 05602, 87 State Street, P.O. Box 605, 802/229-0538
Providence	Rhode Island 02903, 40 Fountain Street, 401/528-4586
	Eastern (Region 2)
New York	New York 10007, 26 Federal Plaza, Room 3100, 212/264-4355
Albany	New York 12210, 99 Washington Avenue, 518/472-6300
Elmira	New York 14901, 180 State Street, Room 412, 607/734-4686
Hato Rey	Puerto Rico 00919, Chardon and Bolivia Streets, 809/753-4572
Melville	New York 11746, 425 Broad Hollow Road, 516/752-1626
Newark	New Jersey 07102, 970 Broad Street, Room 1635, 201/645-2434
Camden	New Jersey 08104, 1800 East Davis Street, 609/757-5183
Rochester	New York 14014, 100 State Street, 716/263-6700
Syracuse	New York 13260, 100 South Clinton Street, Room 1071, 315/423-5383
Buffalo	New York 14202, 111 West Huron Street, 716/846-4301
St. Thomas	Virgin Islands 00801, Federal Office Building, Veterans' Drive, 809/774-8530
	Mid-Atlantic (Region 3)
Philadelphia	Bala Cynwyd, Pennsylvania 19004, One Bala Cynwyd Plaza, 215/596-3311
Harrisburg	Pennsylvania 17101, 100 Chestnut Street, 717/782-3840
Wilkes Barre	Pennsylvania 18702, 20 North Pennsylvania Avenue, 717/326-6497
Baltimore	Towson, Maryland 21204, 8600 La Salle Road, 301/962-4392
Wilmington	Delaware 19801, 844 King Street, 302/573-6294
Clarksburg	West Virginia 26301, 109 N. 3rd Street, 304/623-5631
Charleston	West Virginia 25301, Charleston National Plaza, Suite 628, 304/343-6181
Pittsburgh	Pennsylvania 15222, 1000 Liberty Avenue, 412/644-2780
Richmond	Virginia 23240, 400 N. 8th Street, Room 3015, 804/771-2617
Washington	D.C. 20417, 1030 15th Street, N.W., Suite 250, 202/653-6965
	Southeast (Region 4)
Atlanta	Georgia 30309, 1720 Peachtree Road, N.W., 404/881-4325
Biloxi	Mississippi 39530, 111 Fred Haise Boulevard, 601/435-3676
Birmingham	Alabama 35205, 908 South 20th Street, 213/688-2956
Charlotte	North Carolina 28202, 230 South Tryon Street, Suite 700, 704/371-6111
Greenville	North Carolina 27834, 215 South Evans Street, 919/752-3798
Columbia	South Carolina 29201, 1801 Assembly Street, 803/765-5376
Coral Gables	Florida 33134, 2222 Ponce de Leon Boulevard, 305/350-5521
Jackson	Mississippi 39201, 100 West Capitol Street, 601/969-4371
Jacksonville	Florida 32202, 400 W. Bay Street, 904/791-3782
West Palm Beach	Florida 33402, 701 Clematis Street, 305/659-7533
Tampa	Florida 33602, 700 Twiggs Street, 813/228-2594
Louisville	Kentucky 40202, 600 Federal Place, Room 188, 502/582-5971
Nashville	Tennessee 37219, 404 James Robertson Parkway, Suite 1012, 615/251-5881
Knoxville	Tennessee 37902, 502 South Gay Street, Room 307, 615/637-9300
Memphis	Tennessee 38103, 167 North Main Street, 901/521-3588
	Great Lakes (Region 5)
Chicago	Illinois 60604, 219 South Dearborn Street, 312/353-4528
Springfield	Illinois 62701, 1 North Old State Capitol Plaza, 217/525-4416
Cleveland	Ohio 44199, 1240 East 9th Street, Room 317, 216/522-4180
Columbus	Ohio 43215, 85 Marconi Boulevard, 614/469-6860
Cincinnati	Ohio 45202, 550 Main Street, Room 5028, 513/684-2814

Summary Checklist

A checklist summarizing the leading ideas and recommendations detailed in this publication is provided below. This list can be used by business organizations in assessing their current activities and determining which additional activities might be worth trying.

Booklet Item	We're Already Doing It	A Good Idea	Not Applicable
SERVICES AND ACTIVITIES			
Publications (frequently offered)			
Membership directory			
Newsletter or magazine			
Legislative, technical or professional journal			
Legislative/technical bulletins			
Handbooks and manuals			
Digests of laws			
Directory of buyers and suppliers			
Publications (Innovative)			
Advice on cash management			
Alternative product lines			
Overseas marketing opportunities			
Tips on the law			
Legislative tracking charts			
Technology updates			
Other			
_____			
Conventions/Conferences/Seminars			
Seminars with universities			
Advanced management courses			
Future-oriented briefings			
Minicomputer orientation			
Traveling seminars			
Other			
_____			
Consulting and research services			
Staff consultants			
Consultant hotlines			
Shared-cost legal counsel			
Group insurance			
Bank loan negotiations			
Business libraries			
Referral to free services			
Other			
_____			

Office of Advocacy

The Chief Counsel for Advocacy was established under Public Law 94-305 to serve as a voice for small business within the federal government. Advocacy's mission is to study the role of small business in the American economy, to analyze the needs of small business in maintaining and increasing its competitilve strength, and to work for policies and programs that will create a healthier environment for small business.

1. Ombudsman Services

Practical assistance for small business concerns, particularly those regarding Federal regulation and paperwork.

2. Interagency Policy Affairs

Represents small businesses' viewpoints directly to other Federal agencies which are proposing or implementing regulations.

Monitors Federal agencies' actions and works to amend their policies when those policies have an adverse effect on small businesses.

3. Economic Research

Compiles data on the performance of small firms and manages studies on the impact of the economic environment on the small business sector.

Establishes and maintains a small business data base to reinforce those analytical capabilities by providing a comprehensive description of the population of small businesses in the U.S.

4. Information/Organizations

Functions as a central source of information on the Federal government for small businesses, small business organizations and trade associations.

Additional information about the Office of Advocacy and its programs may be obtained by writing:

Office of Advocacy
U.S. Small Business Administration
1441 L Street, N.W.
Washington, D.C. 20416
(202) 653-6533

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Booklet Item	We're Already Doing It	A Good Idea	Not Applicable
GOVERNMENT RELATIONS			
Grants, contracts, loans			
Government contracting fairs			
promoting and equitable share of contracts			
Enrolling members in SBA PASS bank			
Enrolling members on bidder mailing lists			
Other			
Monitoring and advocacy			
Congressional testimony			
Legislative search			
Government publications			
ther			
Regulation			
Proposing self-regulation			
Reducing costs of compliance			
OSHA compliance committees			
Other			
COALITIONS AND CAMPAIGNS			
Single-goal coalitions			
Inter-industry coalitions			
Regional coalitions			
Annual small business campaigns			
Other			
OUTREACH TO THE PUBLIC			
Free goods and services			
Scholarship contests			
Small business week			
Other			
ADVOCACY COUNCILS			

Detroit	Michigan 48226, 477 Michigan Avenue, 313/266-6000
Marquette	Michigan 49885, 540 West Kave Avenue, 906/225-1108
Indianapolis	Indiana 46204, 575 North Pennsylvania Street, 317/269-7272
Madison	Wisconsin, 53703, 122 West Washington Avenue, 608/264-5261
Milwaukee	Wisconsin 53202, 517 East Wisconsin Avenue, 414/291-3941
Eau Claire	Wisconsin 54701, 500 South Barstow Street, Room B9AA, 715/834-9012
Minneapolis	Minnesota 55402, 12 South Sixth Street, 612/725-2362
	Southwest (Region 6)
Dallas	Texas 75242, 1100 Commerce Street, 214/767-0605
Albuquerque	New Mexico 87110, 5000 Marble Avenue, NE., 505/766-3430
Houston	Texas 77002, 1 Allen Center, 500 Dallas Street, 713/226-4341
Little Rock	Arkansas 72201, 611 Gaines Street, 507/378-5871
Lubbock	Texas 79401, 1205 Texas Avenue, 806/762-7466
El Paso	Texas 79902, 4100 Rio Bravo, Suite 300, 915/543-7586
Lower Rio Grande Valley	Harlington, Texas 78550, 222 East Van Buren, 512/423-4534
Corpus Christi	Texas 78408, 3105 Leopard Street, 512/888-3331
Marshall	Texas 75670, 100 South Washington Street, Room G12, 214/935-5257
New Orleans	Louisiana 70113, 1001 Howard Avenue, 504/589-6685
Shreveport	Louisiana 71101, 500 Fannin Street, 318/226-5196
Oklahoma City	Oklahoma 73102, 200 N.W. 5th Street, 405/231-4301
San Antonio	Texas 78206, 727 East Durango, Room A-513, 512/229-6250
	Mid-Continent (Region 7)
Kansas City	Missouri 64106, 1150 Grand Avenue, 816/374-3416
Des Moines	Iowa 50309, 210 Walnut Street, 515/284-4422
Omaha	Nebraska 68102, Nineteenth and Farnam Streets, 402/221-4691
St. Louis	Missouri 63101, Mercantile Tower, Suite 2500, 314/425-4191
Wichita	Kansas 67202, 110 East Waterman Street, 316/267-6311
	Rocky Mountain (Region 8)
Denver	Colorado 80202, 721 19th Street, 303/837-2607
Casper	Wyoming 82601, 100 East B Street, Room 4001, 307/265-5550
Fargo	North Dakota 58102, 657 2d Avenue, North, Room 218, 701/237-5771
Helena	Montana 59601, 301 South Park, 406/449-5381
Salt Lake City	Utah 84138, 125 South State Street, Room 2237, 801/524-5800
Rapid City	South Dakota 57701, 515 9th Street, 605/343-5074
Sioux Falls	South Dakota 57102, 8th and Main Avenue, 605/336-2980
	Western (Region 9)
San Francisco	California 94105, 211 Main Street, 415/556-7487
Fresno	California 93712, 1229 N Street, 209/487-5189
Sacramento	California 95825, 2800 Cottage Way, 916/484-4726
Honolulu	Hawaii 96850, 300 Ala Moana, 808/546-8950
Agana	Guam 96910, Pacific Daily News Building, 671/477-8420
Los Angeles	California 90071, 350 South Figueroa Street, 213/688-2956
Las Vegas	Nevada 89101, 301 East Stewart, 702/385-6611
Reno	Nevada 89505, 50 South Virginia Street, 702/784-5268
Phoenix	Arizona 85012, 3030 North Central Avenue, 602/261-3611
San Diego	California 92188, 880 Front Street, 714/293-5440
	Northwest (Region 10)
Seattle	Washington 98174, 915 Second Avenue, 206/442-5534
Anchorage	Alaska 99501, 1016 West Sixth Avenue, Suite 200, 907/271-4022
Fairbanks	Alaska 99701, 101 12th Avenue, 907/452-1951
Boise	Idaho 83701, 1005 Main Street, 208/334-1096
Portland	Oregon 97204, 1220 South West Third Avenue, 503/221-2682
Spokane	Washington 99120, Courthouse Bldg., Room 651, 509/456-5310

A Programs and Services Committee responsible for developing meetings, educational courses, and publications for small business. In addition, the committee monitors the activities of the parent organization to ensure that the special needs of small business are being met.

6. Helpful Books and Publications

The following books, articles, and pamphlets contain helpful information on services offered by trade associations and chambers of commerce.

Books

Bradley, J. H., *The Role of Trade Associations and Professional Business Societies in America*, University Park, Pennsylvania, 1965.

Mitchell, Jr., *How to Use Your Trade Association*, New York, New York, 1951.

Articles

Consumerism: *How Associations are Meeting a Bold New Challenge*, Association Management, May, 1968, pp. 30-37.

Distelhorst, G. F., *The Value of Association Membership*, NBFAA Signal, First Quarter, 1973, pp. 22-23.

Doyle, M. B., *The Role of Voluntary Associations in a Free Society*, Association Management, April, 1979, pp. 49-52.

Goldsmith, S. L., *Why Belong to a Trade Association?* Glass Digest, October, 1971, pp. 2-4.

Martin, J. G., *The Value of the Association at Dues-Paying Time*, Association Management, October, 1971.

Mortensen, C. M., *Key Factors in Industrial Progress*, Trade Association Department, Chamber of Commerce of the United States of America.

Schafer, C. L., *Responding to the New Breed of Association Members*, Association Management, April, 1980, pp. 31-35.

Stratton, D. J., *How Associations Influence Public Policy*, Leadership, March, 1980, pp. 27-31.

Trade Associations: Are the Benefits of Membership Worth the Costs? Trend, Volume 3, Number 2, 1977, pp.9-11.

The Volunteer in Our Society, the Royal Bank of Canada Monthly Letter, June, 1976, pp. 1-4

Watson, J. H. III, *Company Membership in Associations*, The Conference Board Record, January, 1966, pp. 50-56.

Pamphlets

Center for Small Business, Chamber of Commerce of the United States of America, *Opportunities-The Small Business Newsletter*, Washington, D.C., published bi-monthly.

The Council of Small Business, Chamber of Commerce of tbe United States of America, *How to Involve and Serve Small Business Through Your Chamber of Commerce*, Washington, D. C., 1977.

The Council of Small Business, Chamber of Commerce of the United States of America, *Small Business Gets It All Together*, a slide presentation, Washington, D. C.

National Association of Securities Dealers Inc., *Special Report - Small Business Financing: The Current Environment and Suggestions for Improvement*, Washington, D. C., 1979.

Price Waterhouse and Company, *Getting Your Point Across in Washington*, New York, New York, 1980.

Small Business Washington Presentation, *1979 Small Business Washington Presentation: Small Business Builds America's Strength*, Washington, D. C., 1980.

Small Business Washington Presentation, *Small Business: Challenge to the 1980s*, Washington, D. C., 1980.

United States Small Business Administration, Management Aid 224, *Association Services for Small Businesses*, Washington, D.C., 1979.

United States Small Business Administration, Office of the Chief Counsel for Advocacy, *The Regulatory and Paperwork Maze: A Guide for Association Executives*, Washington, D. C., 1979

United States Small Business Administration, Office of the Chief Counsel for Advocacy, *Small Business Everybody's Business: A Primer for Trade Associations and Their Members*, Washington, D. C., 1980.

White House Commission on Small Business, Report to the President, *America's Small Business Economy - Agenda for Action*, Washington, D. C., 1980.

tion, a controversial proposal on labor-management relations. A coalition campaign included the mailing of 500,000 postcards to the White House.

Inter-Industry Coalitions

Associations within the same industry often share similar interests and can benefit by combining resources. Member of the furniture industry had a common interest in trucking deregulation. By working together, they were able to develop a consensus and present a unified front to regulatory authorities. Their actions helped secure passage of major trucking deregulation legislation which substantially reduced members' shipping costs.

Regional Coalitions

Associations within the same region can also benefit from team effort. A coalition of Pennsylvania associations helped pass state legislation eliminating the prepayment of corporate taxes. The coalition was able to secure a tax change that individual associations had been unable to win.

Annual Small Business Campaigns

Recognizing the power of team lobbying, several business associations organized a permanent coalition to present the view of small business. The Coalition of Small and Independent Business Associations (COSIBA) sponsors an annual campaign to advance small business.

4. Outreach to the Public

Business organizations engage in a range of activities which increase the visibility of small business and help enhance its general reputation. Within recent years, associations and chambers have adopted more sophisticated methods of communication with the communities in which they work. These include:

Publishing industry fact booklets;

Presenting industry products to the public through expositions, trade shows, and traveling exhibits;

Establishing speakers' bureaus;

Maintaining a reference library;

Writing articles for trade publications and local papers;

Offering career manuals and career counseling on entrepreneurship to high school and college students;

Supporting industry public relations drives;

Establishing educational scholarship programs.

Despite its potential for good community relations, communication with the public is neglected by many associations. The following pages offer examples of practices designed to improve the public's understanding of small business.

Free Goods and Services

One of the most effective methods of winning public support for a small business is to offer free goods or services. One construction association, for example, has designed do-it-yourself manuals which give helpful hints on home carpentry.

Scholarship Contests

Trade associations can reach out to young people by sponsoring scholarships, contests, and speakers' bureaus. An automotive association has established a scholarship contest which offers two $750 grants to graduate students who have completed excellent research in automotive retailing. The program not only familiarizes young people with the industry but also conveys the research results to its members.

Small Business Week

Participation in Small Business Week reminds the public of the importance of small business. Small Business Week is declared by the President of the United States as a period of national recognition for the small business community. The Small Business Administration encourages local associations to participate in Small Business Week in a variety of ways. These include:

Dramatizing small business accomplishments through local exhibits and award programs;

Organizing open houses to encourage small business participation in association activities;

Organizing town meetings to encourage discussion of relevant small business issues;

Organizing congressional briefings at the local, state, and Federal levels.

Promoting an Equitable Share of Contracts

Chambers of commerce and associations have begun to assist small businesses in capturing a larger share of government work. The small business advisory department of a Midwestern chamber has initiated a "set-aside" program to urge county governments to earmark 25 percent of their contracts and purchases for small and minority firms.

Enrolling Members in SBA's Procurement Data Bank

SBA's Procurement Automated Source System (PASS) helps small businesses win government contracts by compiling information on their capabilities. Government contracting offices frequently consult the data base in selecting contractors. Associations can advise their members to request a data bank application by contacting their local SBA office or writing:

Small Business Administration
Office of Procurement and Technical Assistance
Room 630
1441 L Street, NW
Washington, DC 20416
202/653-6938

Enrolling Members on Bidder Mailing Lists

Most Federal and State agencies maintain lists of businesses interested in current information on contract requirements. To include their members on bidders' mailing lists, associations should contact the procurement divisions of agencies that purchase the goods or services of their industries.

Monitoring and Advocacy

Approximately 5500 registered lobbyists currently represent the private sector before the Congress. However, the high cost of Washington representation forces most small firms to rely on their trade association or chamber staffs to monitor Federal activities and represent their interests. Most trade associations:

Report legislative and regulatory developments to their memberships;

Report on Executive Branch policy developments and publications of interest to the membership;

Testify before and/or submit written statements to legislative and regulatory bodies;

Retain legal counsel to advise the membership and to assist members in appearances in legislative and regulatory proceedings.

A 1979 Office of Advocacy publication, "The Regulatory and Paperwork Maze - A Guide for Association Executives," recommends several steps that business groups should follow in preparing themselves or their members to testify before congressional or regulatory bodies:

Contact the committee, subcommittee, or agency holding the hearing to request time on the agenda and to pin down the exact time, place, and deadline for submitting statements;

Retain legal counsel to assist small business executives who will testify on complex bills and regulations;

Assist members in preparing visual aides to support their testimony and help them prepare statements and summaries for press releases;

Prepare for the benefit of all members a handbook on procedures for testifying.

Legislative Search

Organizations can introduce their members to the most comprehensive and least expensive legislative search service available to business groups. The Bill Status Office of the U. S. Congress maintains a computerized file on more than 80,000 bills introduced in recent sessions. Trade associations or their members can telephone the Bill Status Office to request a computer search for legislation on any topic affecting industry. The Office provides at no cost a print-out identifying relevant bills and their sponsors and describing their contents. Telephone 202/224-3121.

Government Publications

Many associations and chambers regularly monitor Federal publications for developments on policies and programs and other useful information. For example, a major retailing association recently called members' attention to a Department of Justice publication on methods to prevent shoplifting. Associations may subscribe to a free monthly list of *Selected U. S. Government Publications* for new or still popular publications; for a fee, they can receive the *Monthly Catalog of U. S. Government Publications*, a comprehensive listing of all publications issued by Federal departments and agencies. To subscribe to either of these services, contact:

Seminars Co-Sponsored with Universities

Some chambers of commerce and local colleges and universities have cooperatively sponsored seminars which place the knowledge of successful business executives and academic experts at the disposal of small business entrepreneurs. For example, a technical college and an Ohio small business council have co-sponsored a monthly seminar on creative problem-solving and ways to improve productivity. The seminar has won district and regional awards for its contribution to small business management practices.

Advanced Management Courses

Some measure of the seriousness of recent business organization meetings is found in the professional level of the courses they offer. A Texas small business council, for example, is sponsoring a 12-session program that covers personnel management, marketing research, tax planning, bookkeeping and accounting, employee recruiting and hiring, purchasing, inventory control, public relations, and forecasting.

Future-Oriented Briefings

To keep pace with research, development, and design, small business owners often require the help of outside professionals. At a recent convention, a national furniture manufacturing association recruited design students to present sketches of the furniture which members would most likely be manufacturing and marketing in the future.

Minicomputer Orientation

Technological advances have put the price of minicomputers within range of thousands of small businesses. A small business council in New York helped promote the use of computer technology by sponsoring a minicomputer seminar with a "Big Eight" accounting firm. During the seminar, business executives learned how to assess the cost-effectiveness of minicomputers and how to select equipment best suited to their requirements.

Traveling Seminars

Associations can get "more bang for for the buck" by offering similiar programs in several locations. With the first warning of the 1980 recession, a construction association organized a course on "Recession Strategies: How to Make Money and How to Keep It in Hard Times"; within three weeks, the course was offered in Cleveland, Newark, Denver, and Dallas.

Consulting and Research Services

In the spring of 1980, Boston's leading business consulting firm offered starting salaries of $45,000 per year and billed clients a minimum rate of $140 per hour. Similarly, New York's top law firm offered starting salaries of $36,000 per year and billed clients more than $100 per hour. The high costs of management and legal counsel are often far beyond the means of small businesses. As a result, a growing number of trade associations offer counseling and financial analysis services. Services include:

—Informing members of free professional consulting services;
—Operating consulting hot lines;
—Conducting employee training programs and aptitude tests;
—Providing members with job evaluation plans and incentive plans;
—Advising members on employee relations and labor-management disputes;
—Advising members of accounting strategies;
—Providing members with an executive referral and personnel placement service;
—Maintaining a library for member use.

Staff Consultants

A number of aggressive trade associations have developed their own professional consulting staff available to the membership for counseling on both general management problems and problems peculiar to small business. A retail clothing association retained a personnel consultant to advise members on the sensitive problems which family-run businesses may encounter.

Consultant Hotlines

Some chambers of commerce are providing the small business community with phone business advice. The chamber in Kansas City, Missouri, has a telephone referral service with volunteers skilled in every aspect of business management on call to assist small business entrepreneurs.

Shared-Cost Legal Counsel

Experienced legal departments often give large corporations an important advantage. One association is providing a comparable advantage to its small business members by offering shared-cost legal counseling focused on labor law and labor-management relations.

Dear Business Organization Executive:

A growing number of trade associations, chambers of commerce and other business membership groups have found that special association programs tailored to the interests and needs of their small business members are helping their organizations as a whole, as well as their small business constituents.

Recognizing the importance of small businesses in their own associations and in the U.S. economy, many business groups have launched programs and services responding to the day-to-day needs of smaller firms. They have found that a well-run small business program benefits the entire organization--by providing valuable services to members, and by offering useful programs that attract new members. The small business member-firms benefit by getting services--such as legislative and technical information--that they couldn't afford on their own; and they find that they have greater clout on public policy questions if they work together.

In our contracts with business associations, the Office of Advocacy has learned of many valuable activities and services which business groups are offering to their members. We've also found that some organizations are unaware of programs that others have found successful, which might be helpful to their own members.

This booklet is an effort to share ideas--ideas collected from business groups themselves--as to how business associations can better serve their small bisiness members. Examples of successful programs and services have been drawn from talks with association leaders and members and from business-group publications.

We hope you will find new ideas here that you can adapt for your own group's use--but obviously, this booklet is not the last word on the subject. We want to hear more from the business organizations themselves about small business programs which have been useful: how they worked, why they were successful, what pitfalls should be avoided. Your suggestions for new approaches can be incorporated in later editions of this handbook.

The office of Advocacy's mission is to promote the interests of small business in the American economy and within the councils of government. We hope you will share your successes and your advice with other business groups.



WORKSHOP PARTICIPANTS - CONT.

#12 MATERIALS/METALS (Ferrous, Non Ferrous, Production, Fabrication, Protection)

DR. J. STEPHEN DUERR (Moderator)
Structure Probe, Inc.
P.O. Box 342
West Chester, PA 19380
215/436-5400

RICHARD H. JENKS
Director of Applied Technology
Revere Copper & Brass, Inc.
P.O. Box 111, Rome, NY 13440
315/338-2022

#13 MATERIALS/PLASTICS (Packaging, Processing Equipment, Applications)

DR. CHARLES GARBER, Pres. (Moderator)
Structure Probe, Inc.
P.O. Box 342, West Chester, PA 19380
215/436-5400

DR. LAWRENCE W. McKENNA (R-3D)
Monsanto Co.
800 N. Lindbergh Blvd., St. Louis, MO 63166
314/694-8265

#14 MATERIALS/CHEMICALS (Custom Syntheses, Chemical Processing, Formulation)

DR. B. DAVID HALPERN, Pres.
Polysciences, Inc.
Paul Valley Industrial Park
Warrington, PA 18976
215/343-6484

DR. ARTHUR S. OBERMAYER, Pres. (Moderator)
Moleculon Research Corporation
139 Main Street, Cambridge, MA 02142
617/547-2353

DR. RICHARD I. WASSON (R-2L)
Monsanto Co.
800 N. Lindbergh Blvd., St. Louis, MO 63166
314/694-8265

WORKSHOP SCHEDULE

#	Name of Workshop	Date	Lobby Edgar Poe Room	Lobby Carrollton Room	Cabana Level Preston Room	Cabana Level McKeldin Room	Cabana Level Schaefer Room
1	Environmental Services (Analytical, Pollution Control, By-Product Utilization)	Tuesday April 8				Tuesday 3:00 to 5:00	
2	Food Products (Production, Processing)	Tuesday April 8				Tuesday 1:00 to 3:00	
3	Information Science (Computer Science, Information Systems, Data Processing)	Tuesday April 8					Tuesday 3:00 to 5:00
4	Biomedical (Pharmaceutical, Instrumentation, Test Systems, Special Devices)	Wednesday April 9					Wednesday 9:00 to 11:00
5	Aerospace	Wednesday April 9				Wednesday 9:00 to 11:00	
6	Instrumentation/Electronics (Analytical, Measurement, Control, Remote Sensing)	Tuesday April 8	Tuesday 1:00 to 3:00				
7	Energy/Fossil Hydrocarbons (Petroleum, Shale, Tar Sands, Production & Processing)	Tuesday April 8	Tuesday 3:00 to 5:00				
8	Energy/Coal (Mining, Analysis, Sulphur Removal, Processing, Conversion)	Tuesday April 8					Tuesday 1:00 to 3:00
9	Energy/Alternatives except Solar (Biomass, Wind, Nuclear, Ocean, Geothermal, Gasohol, Heat Engines)	Wednesday April 9		Wednesday 9:00 to 11:00			
10	Energy/Solar (Active Systems, Passive Systems)	Wednesday April 9					Wednesday 1:00 to 3:00
11	Energy/Conservation & Storage (Energy Saving Systems, Energy Storage Systems)	Tuesday April 8			Tuesday 3:00 to 5:00		
12	Materials/Metals (Ferrous, Non Ferrous, Production, Fabrication, Protection)	Wednesday April 9				Wednesday 1:00 to 3:00	
13	Materials/Plastics (Packaging, Processing Equipment, Applications)	Tuesday April 8			Tuesday 1:00 to 3:00		
14	Materials/Chemicals (Custom Syntheses, Chemical Processing, Formulation)	Wednesday April 9		Wednesday 1:00 to 3:00			

PETER A. SEARS

Director, Corporation Development, of SmithKline Corporation. He is responsible for the Corporation's acquisition planning.

Mr. Sears joined SmithKline in 1963, as an attorney in the Law Department. He was appointed Assistant General Counsel and Assistant Secretary in 1971, and General Manager for SmithKline operations in Japan in 1973. He was Vice President and Area Director, Canada & Asia/Pacific for Menley & James Laboratories-International from October, 1975 until his appointment as Director, Corporate Development in November, 1977.

Born in Cleveland, Ohio on October 28, 1938, Mr. Sears is a graduate of Colgate University and he received his law degree from Harvard Law School in 1963.

He is a member of the American and Philadelphia Bar Associations, and the Japan Society, a New York based organization interested in furthering relations between Japan and the United States.

DR. A.L. SHRIER

Dr. Shrier has degrees in Chemical Engineering (B.S., M.S., Ph.D.) and Law.

He is President, Solar Thermal Systems, a Division of Exxon Enterprises, Inc.

Solar Thermal Systems is engaged in the development, manufacture and sale of solar systems for heating and cooling buildings, heating providing industrial process heat.

Dr. Shrier has had fifteen years experience with Exxon in a series of technical, staff and management positions: research engineer and supervisor of an engineering research and consulting unit: involved in process development, equipment design, systems analysis and troubleshooting; chemicals, oil gas, coal, synthetic fuels, and nuclear fuels; head of pioneering research group; innovation-oriented R&D in pollution control and biomedical engineering; coordinator of pollution abatement for worldwide tanker fleet; development and implementation of techniques for the design and operation of tankers to minimize pollution of the marine environment; formulation of national and international regulations to control pollution from ships; progam manager —new energy ventures, manager — solar energy ventures; directed study of alcohol as new synthetic fuel; established and managed ventures in solar photovoltaics and solar heating and cooling; currently chief executive officer of separate business line.

DR. JOSEPH A. STERN

Dr. Stern holds the following degrees from M.I.T.: S.B., S.M., and Ph.D.

Dr. Stern is President of and is chief executive officer of the Bionetics Corporation.

He was formerly with Jet Propulsion Laboratory — Sterilization, Environmental Requirements Section, Project Engineering Division.

The Boeing Company as Advanced Interplanetary Exploration Systems Manager. Also program manager, NASA (Houston), Study of Interplanetary Mission Support Requirements; and Manager, Advanced Lunar Orbiter Mission Studies.

Dr. Stern was a consultant for Charles Pfizer and Company, Grace Chemical Company, Alaska Packers Association and American Maize Company.

He was also a teaching and research assistant for Department of Modern Technology, M.I.T.

Dr. Stern has published over 50 technical articles during his career, including two encyclopedia articles. He is a Fellow of the American Association for the Advancement of Science, a member of the New York Academy of Sciences and the professional honorary societies, Sigma Xi and Phi Lambda Upsilon.

HARRY T. SUTHERLIN

Supervisor, Energy Studies Group, Bethlehem Steel Corporation, Bethlehem, PA.

Mr. Sutherlin has extensive experience in energy utilization and energy production for use in steel mills. He joined Bethlehem Steel in 1963. From 1965 thru 1979 he has been Supervisor of the Process Evaluation Group.

Mr. Sutherlin has participated in technical and economic evaluations of new processes, studies on energy utilization in the steel mills, technological forecasting of energy production and use with preliminary assessments for Bethlehem Steel and comparative studies of coal conversion processes. From 1974 to 1976, he was a member of the AISI Task Force which studied the potential application of nuclear energy in steelmaking. Currently as Supervisor of the Energy Studies Group, his group conducts preliminary engineering-economic studies of energy conversion processes or energy conservation proposals and coordinates the various energy related research Department.

Prior to coming to Bethlehem Steel, Mr. Sutherlin was with Esso Research and Engineering Company where his main activities were field test work on refinery equipment and the process design of petroleum refining and chemical products processes.

He received his B.S. degree in Chemical Engineering from Purdue University.

JOSEPH W. SELDEN

Received his B.S. in Industrial Engineering from Pennsylvania State University. He has been active in new product development since 1940 in most phases of this activity ranging from junior engineer to president. A few of the better known products he has helped to launch are Thermo-Fax, Pliolite, Scotchgard, and Tartan Turf. Presently he is an independent consultant specializing in the selection, evaluation, and commercialization of new products. For enjoyment, he teaches a class in his favorite subject in the School of Business Administration at the University of Tulsa.

RICHARD K. SUTZ

Since February of 1978, Mr. Sutz has functioned as a founder and President of Wind Baron Corporation. Mr. Sutz is also a partner in EMC Associates, a firm offering energy and marketing consultation services. For 2½ years prior to founding Wind Baron Corporation, Mr. Sutz was employed by the United States Department of Energy as Chief of Energy-Related Inventions. At the request of the Department of Energy, Mr. Sutz established this new program which provides management consultation and research and development funds to individual inventors and small businesses involved in the commercialization of energy-related inventions. For 3 years prior thereto Mr. Sutz was Assistant Director of the State of Arizona Energy Office, where he had primary responsibility for the establishment and implementation of the Arizona Energy Policy related to the state's research and development efforts in energy-related technology and was also responsible for the development of a statewide policy regarding conservation and utilization of alternative forms of energy. For approximately 12 years prior thereto, Mr. Sutz was involved as a principal in his own business specializing in the commercialization of new product ideas and the formation of new business ventures related thereto. For 3 years previously, Mr. Sutz was employed by Grumman Aerospace Corporation as Assistant Director for Europe and the Middle East. For 3 years prior thereto, he served in the United States Navy as Senior Project Officer for the development of safety equipment for airplane pilots. Mr. Sutz holds over 30 United States patents and numerous foreign patents. He holds a Bachelor of Science Degree in Metalurgical Engineering, with a minor in Mechanical Engineering, received from the Illinois Institute of Technology, as well as a Masters Degree in International Business and Finance from I.M.E.D.E. (Harvard Business School Lausanne, Switzerland).

DR. RICHARD L. WASSON

Dr. Wasson is manager, Technology Planning, Monsanto Industrial Chemicals Company, and is currently managing technical support sections for Monsanto Industrial Chemicals Research Departments, including analytical, environmental and engineering research programs; evaluation of Industrial Chemicals technical programs and forecast of future technical needs.

His degrees include a B.S. in Chem., U. of Illinois; and Ph.D. in Org. Chem., MIT.

Dr. Wasson has had many years of experience in organic and physical chemistry of industrial organic chemicals, natural product chemistry, flavor/fragrance product development, organic chemical process development and plant demonstration, new product research and market development, technology forecasting and new business evaluation.

His publications include fifteen papers and patents on organic reaction mechanisms and flavor chemistry.

ROBERT E. WESSLUND

Mr. Wesslund is Vice President of Technology Exchange at Control Data Corporation. In this position he has been involved in programs to gather, inventory, and manage the movement of technology within Control Data Corporation. He has worked with the Academic Community to move technology from the University to industry. He has also been involved with exchanging technology with the Eastern Countries and developing countries.

He was formerly with Engineering Research Associates of St. Paul, Minn. as a design engineer engaged in Communication Development and Computer Development, and continued with Univac which acquired ERA, till 1959. He joined Transistor Electronics in 1959 as Vice President of Engineering.

He holds a BS degree in Electrical Engineering from the University of Nebraska and has two patents relating to the electron and computer industry and is a member of the University of Minnesota Institute Advisory Council.

DR. DONALD E. WOODMANSEE

Dr. Woodmansee is liaison scientist at the General Electric Research and Development Center, Schenectady, New York and advises the Center of the technical needs of the company's Power Systems Sector and, in turn, evaluates the Center's programs for application to various Sector projects.

Dr. Woodmansee received his bachelor's degree in chemical engineering from the University of Delaware and his master's degree and Ph.D. in the same discipline from the University of Illinois.

He joined the Center in 1967 as a chemical engineer, conducted research on nuclear reactor water chemistry, and then studied heavy fuels combustion and heat transfer in heat recovery steam generators.

He directed the Center's effort to develop a coal gasifier for gas turbine combined cycles, and in 1977 the GEGAS-D Gasifier, built and operated under his direction, received an I-R 100 Award from Industrial Research Magazine as one of the most significant new technical innovations of the prior year. Most recently he has managed the Center's newly formed Coal Science Program.

Dr. Woodmansee is a member of the American Institute of Chemical Engineers, is author or co-author of 14 technical papers and publications, and has five patents.

NOEL DAVIS

Director of Special Programs, James Ford Bell Technical Center, General Mills, Inc. Minneapolis, Minnesota.

In 1953 Mr. Davis founded Integrated Development and Manufacturing Company of Chagrin Falls, Ohio. He then joined General Mills, Inc. to complete the development of the controlled environment agriculture technology which General Mills purchased from Integrated. Mr. Davis holds a degree in Mechanical Engineering from M.I.T., holds 22 patents in areas covering machine design, lighting, air conditioning, energy management, and control systems.

DR. J. STEPHEN DUERR

Dr. Duerr joined Structure Probe, Inc., West Chester, PA., as Technical Director in 1977 with responsibility for supervision of all materials analysis and research activities at the Metuchen, NJ laboratory.

His primary area of interest has been the characterization of materials by electron and ion microbeam techniques including transmission and scanning electron microscopy, electron probe microanalysis, and ESCA/Auger surface analysis.

His background has involved materials analysis at PhotoMetrics, Inc., nuclear plant materials at Westinghouse Bettis Atomic Power Laboratory, meteoritic and lunar materials at the Smithsonian Astrophysical Observatory, and electron beam metallography at Battelle Memorial Institute. Dr. Duerr is currently a member of a number of analytical, metallurgical, and microelectronics societies.

STEPHEN M. FROMNICK

Mr. Stephen M. Fromnick, Manager of Advanced Methods, Suntech, Inc., is a native of the Philadelphia area. Educated in local schools and attending Villanova University, he graduated with a degree in Electrical Engineering. During his college years, he actively participated in numerous student and curricula related committees as well as serving as president of the local chapter of the I.E.E.E. Simultaneous with his attendance, he worked for numerous architectural engineering firms as a designer and consultant.

Upon graduation, he joined B&F Instruments, Cornwell Heights, PA, where he became Product Manager, Digital Systems. Leaving in 1973, he joined Sun Company as a Staff Engineer in the Advanced Methods Section of the Advanced Management and Methods Division, Newtown Square, PA. Dealing in all aspects of instrumentation analyzers and control system design, application and installation, he presently serves as the Manager. Suntech, Inc. is a subsidiary company formed by Sun Company to provide research and engineering services to the production group, as well as providing expertise to the industry outside of Sun. Mr. Fromnick has served on the executive committee of the Philadelphia Chapter of the I.E.E.E.

DR. CHARLES A. GARBER

President, Structure Probe, Inc., West Chester, PA., formerly Research Physicist with E. I. DuPont de Nemours & Co. Specialist in Electron Microscopy applied to Materials Research. Extensive background in Chemical Engineering, Assistant Professor at Philadelphia College of Textiles and Sciences, Assistant Professor, Dept. of Metallurgical Engineering, Drexel Institute of Technology. Company specialties include Scanning Electron Microscopy, Electron Probe Analysis, Transmission Electron Microscopy, Quantitative Image Analysis and Thermal Analysis. Has published articles in numerous technical journals.

E.F. GLABE

Elmer F. Glabe, president of Food Technology Laboratory, an inventor and food science researcher. He is president of Food Technology, Inc., and Food Technology Products, both affiliates of Food Technology Laboratory. All three companies are headquartered in Chicago.

Mr. Glabe graduated from Illinois Institute of Technology and holds 88 U.S. and foreign patents. His discoveries and developments in food science cover a wide range of industries. One of his first patents was on use of sodium diacetate in baked foods. He is a founding member of Institute of Food Technologists and is a member of American Chemical Society, American Association of Cereal Chemists and American Society of Bakery Engineers.

He currently is chairman of the Food, Drug and Agriculture Committee of the American Council of Independent Laboratories.

RICHARD H. HALL

Manager, Project Planning and Analysis, James Ford Bell Technical Center, General Mills, Inc. Minneapolis, Minnesota.

Mr. Hall joined General Mills in 1959 in the Chemical R&D group and subsequently held positions in the areas of new food product R&D and consumer food market research. His current position in Project Planning involves the identification of new or emerging areas of technology in which General Mills might establish an R&D program aimed at building a new area of business for the company.

DR. B. DAVID HALPERN

Has degrees from M.I.T., University of Pennsylvania and Notre Dame.

President of Polysciences, Inc., Warrington, PA, and Independent Polymner and Chemical Consultant.

Visiting Professor, Reproductive Biology, Hahnemann Medical College, Philadelphia, PA.

President of Polaron Instruments, Inc., Line Lexington, PA.

Director of Eastern Dental Corporation, Edison, NJ.

Formerly with Borden Chemical Company and Rohm and Haas Company.

Dr. Halpern has published dozens of technical articles in chemical areas and has about 20 patents to his credits.

He is a member of numerous professional societies and is active in a number of them.

I.N. RENDALL HARPER, JR.

Mr. Harper is President of American Micrographics Co., a Pennsylvania company directly engaged in conversion of source documents to microform. Services include records management consulting and micropublishing.

He has a B.A., Psychology, Duquesne Univ.; B.S., Biology, Duquesne Univ.; Doctoral Program in Histochemistry, Univ. of Pittsburgh; also at IBM — 1200 hours training in data processing.

His former activities include: Instructor in Photography, Duquesne Univ.; Director, Medical Photography, Children's Hospital of Pittsburgh, Univ. of Pittsburgh; Research Associate, Department of Anatomy, Univ. of Pittsburgh; Graduate Assistantship in Histochemistry, Microbiology Department, Dental School, Univ. of Pittsburgh; Medical Marketing Representative, IBM, in charge of developing and marketing computer services in Western Pennsylvania. Directly responsible for installation of fifteen medical and biomedical computer facilities. Assigned to large scale computing systems for colleges and universities and assigned to marketing computing systems to governmental, educational and medical customers. Attained over 100% of assigned quota for each of 5 years; and District Manager, Shared Medical Systems, developed a sales and service center for SMS, a company which builds and sells information systems to hospitals.

CLARKE F. HESS

Mr. Hess has degrees from Harvard College, A.B., m.c.l. in Economics, 1958; Harvard Law School, LL.B., 1961.

Presently Account Executive, Merrill Lynch, Pierce Fenner & Smith, Inc. Regional Commodity Unit, Bala Cynwyd, PA.

Counsel, Maerz, Bresman & Detwiler, Blue Bell, PA.

He is a member of the American Bar Association (Commodities Law section); Pennsylvania and Montgomery County Bar Associations; National Lawyers Club (Washington, D.C.)

DR. EARL H. HESS

President of Lancaster Laboratories, Inc., Lancaster, PA. Obtained his doctorate in Organic and Biochemistry at University of Illinois.

Member of Phi Beta Kappa, Phi Lambda Upsilon, Sigma XI. Member of Executive Committee and Chairman of Government Relations of American Council of Independent Laboratories; Chairman of Pennsylvania Chamber of Commerce Small Business Committee; Member of American Chemical Society, American Association for Advancement of Science; American Society for Testing & Materials, New York Academy of Sciences; Member of the Board of Directors of American Association of Small Research Companies.

LAWRENCE LEVY

President and member of Board of Trustees of Northern Energy Corporation which operates the Northeast Solar Energy Center for the Department of Energy in the nine States of the Northeast. Extensive experience in senior management, government and technical positions related to the energy, defense, space, industrial and diplomatic efforts of the United States, both domestic and international. Prior to current position, served as President of Interprise Corporation, a management consulting firm that specialized in marketing and planning services for small industries. Master's Degree in Aeronautical Engineering from MIT, served as a staff and faculty member of that University, and managed Air Force R&D Program. President of Allied Research Associates, Inc., an R&D company, for a number of years. Vice-President, Corporate Development of Raytheon Company. Served as a Presidential appointee (1961-1963), in Paris, in a two-titled capacity as Minister for Defense Affairs in the U.S. Delegation to NATO, and as Principal Representative of the Secretary of Defense in Europe, North Africa and the Middle East.

WEDNESDAY, APRIL 9, 1980

9:00 am	to 11:00 am	WORKSHOPS #4, #5, #9
11:00	to 11:45	Free period
11:45	to 12:30 pm	Lunch
12:30	to 1:00	Speaker: CLARKE F. HESS, Commodity Specialist Merrill, Lynch, Pierce, Fenner & Smith, Inc. *Commodity Markets in the 80's — How To Fasten Your Seat Belt*
1:00	to 3:00	WORKSHOPS #10, #12, #14
3:00	to 3:15	Coffee Break
3:15	to 5:00	EXHIBITS
6:00	to 7:00	Open Bar HOSPITALITY HOUR
7:00	to 8:00	Dinner

THURSDAY, APRIL 10, 1980

9:00 am	to 10:00 am	SUMMARY OF WORKSHOPS
10:00	to 12:00 noon	Open Forum for Technology Transfer Mechanisms A Primer — How To Approach Large Companies J.F. BURKE Control Data Worldtech, Inc. DR. FRANK LAXAR Bethlehem Steel Corporation DR. J.V. LUCK General Mills, Inc.

FUNCTION ROOMS

REGISTRATION	South Promenade	MONDAY: 7:30 pm to 9:30 pm TUESDAY: 7:30 am to 9:00 am
GENERAL SESSIONS	Francis Scott Key Ballroom South	TUESDAY: 9:00 am to 12:00 noon THURSDAY: 9:00 am to 12:00 noon
Tuesday LUNCHEON	Francis Scott Key Ballroom North	12:00 noon to 1:00 pm
Tuesday OPEN BAR	Lord Baltimore Hotel — Salon A & B (Please cross promenade connecting Baltimore Hilton and Lord Baltimore)	6:00 pm to 7:00 pm
Tuesday DINNER	Lord Baltimore Hotel — Center Ballroom	7:00 pm to 8:00 pm
Wednesday LUNCH	Francis Scott Key Ballroom North	11:45 am to 12:30 pm
Wednesday OPEN BAR	Grand Foyer	6:00 pm to 7:00 pm
Wednesday DINNER	Francis Scott Key Ballroom North	7:00 pm to 8:00 pm
EXHIBITS	Grand Foyer	Exhibits will be on view from TUESDAY 9:00 am thru WEDNESDAY 5:00 pm except during lunches and dinners
COFFEE BREAKS	Grand Foyer	

NOTE: All functions are in Balitmore Hilton *except* Open Bar & Dinner on Tuesday evening in Lord Baltimore Hotel across Promenade.

Robert R. Cavin, Executive Director
Society of Independent Gasoline Marketers
of America
1155 15th Street, N.W.
Washington, D.C. 20006

Sherry Anderson
Society of Petroleum Engineers
of AIME
6200 North Central Freeway
Dallas, TX 75206

John Lawrence
Society of Plastics Industry, Inc.
355 Lexington Ave.
New York, NY 10017

William S. Bergman, Executive Director
Solar Energy Industries Assn., Inc.
1001 Connecticut Avenue, N.W., Suite 800
Washington, D.C. 20016

W. E. Turner
Texas Independent Producers & Royalty
Owners Assn.
1770 Austin National Bank Tower
Austin, TX 78701

Jerry Cohen
National Congress of Petroleum Retailers
2021 K Street, N.W.
Washington, D.C. 20006

Lew Tagliaffere
National Electrical Contractors Assn.
7315 Wisconsin Ave., 13th Floor
Washington, D.C. 20014

Michael Shenk
National Electric Sign Association
2625 Butterfield Road
Oak Brook, Illinois 60521

National Independent Coal Operators Assn.
P.O. Box 354
Richlands, Virginia 24641

William Englehaupt, Executive Director
National Electronic Distributors Assn.
3525 West Peterson Avenue
Chicago, Illinois 60659

Bernhard H. Falk, President
National Electrical Manufacturers Assn.
2101 L Street, N.W.
Washington, D.C. 20037

John J. Hennelly
National LP-Gas Association
1301 W. 22nd St.
Chicago, Illinois 60521

Charles D. Matthews
National Ocean Industries Association
1100 17th Street, N.W.
Washington, D.C. 20036

Jane Jachimczyk
National Oil Jobbers Council, Inc.
1707 H Street, N.W., 11th Floor
Washington, D.C. 20006

Ms. Joan Walsh Cassedy
National Petroleum Council
1625 K Street, N.W.
Washington, D.C. 20006

Donald O'Hara
National Petroleum Refiners Assn.
1725 DeSales St., N.W.
Washington, D.C. 20036

Harry A. Paynter, President
Gas Appliance Manufacturers Assn., Inc.
1901 North Fort Myer Drive
Arlington, Virginia 22209

George P. Byrne, Secretary
Gasoline Pump Manufacturers Association
331 Madison Avenue
New York. New York 10017

J. E. Kaufman
Illuminating Engineering Society
345 East 47th Street
New York, New York 10017

Dr. Edwin B. Eckel
Geological Society of America
3300 Penrose Place
Boulder, Colorado 80301

Jack Blum
Independent Gasoline Marketers Council
1015 18th Street, N.W.
Washington, D.C. 20036

Thomas B. Dunn
Independent Oil & Gas Assn. of W. Virginia
P.O. Drawer 40
Buckhannon, West Virginia 26301

Lloyd N. Unsell, Executive Vice President
Independent Petroleum Assn. of America
1101 16th Street, N.W.
Washington, D.C. 20036

Edwin Jason Dryer
Independent Refiners Association of
America
1801 K Street, N.W., Suite 1101
Washington, D.C. 20006

James J. Houston, Executive Vice President
Industrial Heating Equipment Assn.
1901 North Moore Street
Arlington, Virginia 22209

Harold S. Goldberg
Institute of Electrical & Electronics
Engineers, Inc.
345 East 47th Street
New York, New York 10017

Jack Huebler
Institute of Gas Technology
3424 South State Street
Chicago, Illinois 60616

F. J. Van Antwerpen
American Institute of Chemical Engineers
345 East 47th Street
New York, New York 10017

Jack F. Jericho
American Institute of Industrial Engineers
25 Technology Park
Norcross, Georgia 30071

Jack Linville, Jr.
American Institute of Planners
1776 Massachusetts Avenue, N.W.
Washington, D.C. 20036

Rick Dunn
American Institute of Plant Engineers
1021 Delta Avenue
Cincinnati, Ohio 45208

Frederick C. Langenberg, President
American Iron and Steel Institute
1000 16th Street, N.W.
Washington, D.C. 20036

Frank N. Ikard, President
American Petroleum Institute
2101 L Street, N.W.
Washington, D.C. 20037

Robert E. Plett, Executive Secretary
American Petroleum Refiners Association
1110 Ring Building-1200 18th St., N.W.
Washington, D.C. 20036

W. W. Havens, Jr.
The American Physical Society
335 East 45th Street
New York, New York 10017

Neumon Taylor
American Public Gas Association
2600 Virginia Avenue, N.W., Suite 1111
Washington, D.C. 20037

Larry Hobart
American Public Power Association
2600 Virginia Avenue, N.W.
Washington, D.C. 20037

Stanley Gilman
American Society of Heating, Refrigerating, & Airconditioning Engineers
345 East 47th Street
New York, New York 10017

Mr. George Pla
Office of Small Business Development
Post Office Box 1499
Sacramento, CA 95805

Mr. Frank Mangin, Dir.
Office of Economic Planning & Devlep.
West Wing, State Capitol
Phoenix, AZ 85007

Mr. Pete James, Dir.
Dept. of Comm. & Econ. Develop. - Bus. Loans
Pouch D
Juneau, AL 99801

Mr. Mike Reese
Dept. of Economic Planning & Develop.
Barrett Building
Cheyenne, WY 82002

Mr. Peter Censky, Dir.
Small Business Information Office
160 N. LaSalle
Chicago, IL 60606

Long Island Assn. of Comm. & Ind.
425 Broadhollow Rd., #205
Melville, NY 11747

Ms. Patricia L. Howard
Clay County Develmt. Commission
103 E. Kansas
Libery, MO 64068

Mr. Jim Collison
Iowa Sm. Bus. Employers Committee, Inc.
26 12th St., S.E.
Mason City, IA 50401

Mr. Ted Arneson, SBC
Minnesota Assn. of Commerce & Ind.
480 Cedar St.
St. Paul, MN

Connecticut Small Business Federation
60 Washington St.
Hartford, CT 06106

University of Wisconsin - Extension
Dept. of Business & Mgnmt.
One S. Park St., #753
Madison, WI 53706

Mr. Domenie Sassaro
Div. of Ombudsmen & Sm. Bus. Ser.
New York State Department of Commerce
99 Washington Avenue
Albany, New York 12245

Ms. Mariam McCaffrey
Comm. & Ind. Dept. Econ. Devel. Div.
Batanaa Memorial Building
Santa Fe, New Mexico 87503

Ms. Bette Benedict, Coordinator
Sm. Bus. Dev./NJ Dept. of Labor & Ind.
Post Office Box 2766
Trenton, New Jersey 08625

Mr. Paul Guilderson, Dir.
Office of Industrial Development
6 Park Street
Concord, New Hampshire 03301

Mr. William Wheeler
Nebraska Department of Economic Development
Post Office Box 94666
Lincoln, Nebraska 68509

Mr. Robert Conway
Dept. of Comm. & Development
100 Cambridge Street
Boston, Massachusetts 02202

Mr. John Lopach, Dir.
Office of Commerce & Small Business
State Capitol, Rm. 212
Helena, Montana 59601

Mr. Buddy Mitcham, Dir.
Sm. Bus. Asst. Dept.
Miss. Agr. & Commerce Brd.
Post Office Box 849
Jackson, Mississippi 39202

Mr. Robert S. Davis, Project Mgr.
Div. of Commerce & Industrial Develap.
Post Office Box 118
Jefferson City, Missouri 65102

Mr. Burton Jones, Dir.
Small Business Development Division
Michigan Department of Commerce
Post Office Box 30225
Lansing, Michigan 48909

Mr. Derrick Crandall, V.P.
International Snowmobile Industry Assn.
1800 M Street, N. W.
Washington, D. C. 20001

Mr. Richard V. Gallagher, Exec. V.P.
International Taxicab Association
11300 Rockville Pike
Rockville, MD 20852

Mr. Venlo J. Wolfsohn, Exec. Dir.
International Truck Parts Assn.
5272 River Road, Suite 500
Washington, D. C. 20016

Mr. David F. Gordon, Exec. Dir.
Local and Short Haul Carriers
1616 P Street, N. W.
Washington, D. C. 20036

Mr. M. Paul Zimmerman, Exec. Dir.
Motorized Bicycle Association
1001 Connecticut Avenue, N. W., Suite 707
Washington, D. C. 20036

Mr. Albert Schiffers, Jr., Exec. Sec.
Railway Supply Association
332 South Michigan Avenue
Chicago, IL 60604

Mr. H. Scott Byerly, Mng. Dir.
Steel Carriers Conference of ATA
1616 P Street, N. W.
Washington, VA 20036

Mr. John H. Winant, Pres.
National Business Aircraft Assn.
One Farragut Square South, 11th Floor
Washington, D. C. 20006

Mr. Richard L. Ekstrand, Exec. Sec.
National Engine Parts Manufacturers Assn.
111 West Washington St.
Chicago, IL 60602

Mr. Clifford J. Harvison, Man. Dir.
National Tank Truck Carriers, Inc.
1616 P Street, N. W.
Washington, D. C. 20036

Mr. Robert L. Gast
Wisconsin Retail Hardware Assn.
1421 Strongs Avenue
Stevens Point, WI 54481

Max L. Sauder
Mountain States Hardware & Implemt. Assn.
1380 Carr St.
Lakewood, CO 80215

Chester C. Putney
New England Hardware Dealers Assn.
591 N. Ave., Lakeside Office Park, Door #5
Wakefield, MA 01880

Frederick J. Suman
NY State Retail Hardware Assn.
6500 Joy Rd.
E. Syracuse, NY 13057

Joe B. Bailey, Jr.
Ohio Hardware Association
1540 S.W. Fifth Ave.
Columbus, OH 43216

Mac Smith
Pacific N.W. Hardware & Implmt. Assn.
333 S.W. Fifth Ave.
Portland, OR 97204

Mr. Otto H. Grigg
Pacific Southwest Hardware Assn.
117 South Clementine
Anaheim, CA 97204

Mr. J. Wayne Tisdale
Pennsylvania & Atlantic Seaboard Hdwr. Assn.
949 E. Park Drive
Harrisburg, PA 17111

Mr. R. L. Ricker
Southern Association
2111 Smith Street
Orange Park, FL 32073

Mr. R. B. Allen
Southwest Hardware & Implmt. Assn.
4629 Mark IV Parkway
Fort Worth, TX 76106

Mr. Leonard Holdren
Hardware Assn. of the Virginias
1906 N. Hamilton St.
Richmond, VA 23230

Mr. J. Keith Melvin
Western Retail Implmt. & Hardware Assn.
638 W. 39th St., P.O. Box 19264
Kansas City, MO 64141

Ms. Dorothy H. Warren, Exec. Sec.
Sod Growers Association of Mid-America
11020 S. Roberts Rd.
Palos Hills, Illinois 60465

Mr. Michael Jay Kalter, Editor
Speciality Bakery Owners of America, Inc.
299 Broadway
New York, New York 10007

Mr. Herbert F. Miller, Exec. Sec.
Sponge & Chamois Institute
411 Fifth Avenue
New York, New York 10016

Mr. Jack Springer
Steel Tank Institute
111 East Wacker Drive
Chicago, Illinois 60601

Mr. John L. Leahy, Jr.
The Thread Institute, Inc.
1101 Connecticut Avenue, N.W.
Washington, D. C. 20036

Mr. J. B. Brewer, Exec. V.P.
Toiletry Merchandisers Association, Inc.
230 Park Avenue
New York, New York 10017

Mr. Louis S. Adler, Exec. Dir.
Undergarment Accessories Association, Inc.
19 West 44th Street
New York, New York 10036

Mr. Abraham Eliasberg, Exec. Dir.
United Infants' & Children's Wear Assn.
520 Eighth Avenue
New York, New York 10018

Mr. Francis G. Williams, Exec. Dir.
National Glass Dealers Association
1000 Connecticut Avenue, N. W., Suite 212
Washington, D. C. 20005

Mr. Harry C. Hunter
Nat'l. Assn. of Convenience Stores
5205 Leesburg Pike
Falls Church, Virginia 22041

Mr. Guy K. Benson, Exec. Sec.
National Pretzel Bakers Institute
271 Madison Avenue, Suite 1802
New York, New York 10016

Mr. Kenneth E. Tobin, Pres.
National Ready Mixed Concrete Assn.
900 Spring Street
Silver Spring, Maryland 20910

Mr. James R. Williams, Pres.
National Retail Merchants Association
100 West 31st Street
New York, New York 10001

Mr. Carl W. Nagle, Exec. V.P.
National Sash & Door Jobbers Assn.
20 North Wacker Drive
Chicago, Illinois 60606

Mr. Irving Brown, Pres.
National Shoe Retailers Association
200 Madison Avenue
New York, New York 10016

Mr. Edward Weissman, Mgr..
National Skirt & Sportswear Assn.
225 West 34th Street
New York, New York 10001

Mr. Thomas F. Baker, Exec. V.P.
National Soft Drink Association
110 16th Street, N. W.
Washington, D. C. 20036

Mr. G. Marvin Shutt, Exec. Dir.
National Sporting Goods Association
717 North Michigan Avenue
Chicago, Illinois 60611

Mr. Robert H. Steel, Exec. V.P.
National Swimming Pool Institute
2000 K Street, N. W.
Washington, D. C. 20006

Mr. George Marlin, Counsel
National Wool Growers Association, Inc.
41 East 42nd Street
New York, New York 10036

Mr. William H. Bonde, Pres.
National Wool Growers Assn.
1776 F Street, N. W.
Washington, D. C. 20006

Mr. John Mohay, Pres.
Nat'l. Indep. Meat Packers Assn.
734 15th Street, N. W.
Washington, D. C. 20005

Mr. Sidney S. Korzenik, Exec. Dir.
National Knitted Outerwear Assn.
51 Madison Avenue
New York, NY 10010

Mr. Gerald Murphy
National Licensed Beverage Assn.
309 North Washinton Street
Alexandria, VA 22314

Mr. Kenneth Gutschick
National Lime Association
5010 Wisconsin Avenue, N. W.
Washington, D. C. 20016

Mr. John B. Burcham, Jr., Exec. Dir.
National Liquor Stores Association, Inc.
1025 Vermont Avenue, N. W., Suite 1104
Washington, D. C. 20005

Mr. Richard Snyder, Exec. V.P.
National Lumber & Building Materials Dealers Assn.
1990 M Street, N. W.
Washington, D. C. 20036

Mr. O. Gordon Banks, Exec. V.P.
National Micrographics Association
8728 Colesville Road, Suite 1101
Silver Spring, MD 20910

Mr. Patrick B. Healy, Sec.
National Milk Producers Assn.
30 F St., N.W.
Washington, D.C. 20001

Ms. Mary Colucci, Nat'l. Coordinator
National Needlework Association
350 Fifth Avenue, Suite 1309
New York, NY 10001

Mr. Leonard Ennis, Exec. V.P.
National Notion Association
350 Fifth Avenue, Suite 1309
New York, NY 10001

Mr. Donald H. Roberts, Exec. Dir.
National Bath, Bed & Linen Association, Inc.
350 Fifth Avenue
New York, New York 10001

Ms. Barbara Chalik, Exec. Dir.
Nat'l. Broom Corn & Supply Dealers Assn.
111 East Wacker Drive
Chicago, Illinois 60601

Mr. Paul A. Lindenmeyer, Sec.
National Broom Corn & Supply Dealers Assn.
Post Office Box 523
Arcola, Illinois 61910

Mr. Morrie Much, Counsel
National Bulk Vendors Association
135 South LaSalle Street, Suite 2323
Chicago, Illinois 60603

Mr. Meredith R. Smith, Jr., Exec. V.P.
National Business Forms Association
433 East Monroe Avenue
Alexandria, Virginia 22301

Mr. Charles J. Carey, Pres.
National Canners Association
1133 20th Street, N. W.
Washington, D. C. 20036

Mr. Daroid W. Taylor
National Clay Pipe Institute
1130 17th Street, N. W.
Washington, D. C. 20036

Mr. James E. Mack, Pres.
Nat'l. Confectioners Assn. of U.S.
5101 Wisconsin Avenue, Suite 506
Washington, D. C. 20016

Mr. William M. Carter, Pres.
National Crushed Stone Association
1415 Elliot Place, N. W.
Washington, D. C. 20007

Ms. Phyllis Southard, Sec.
Lamp & Shade Institute of America
15 East 26th Street
New York, New York 10010

Mr. George A. White, Chrmn.
Latex Foam Rubber Council
1901 Pennsylvania Avenue, N. W.
Washington, D. C. 20006

Mr. William Rapp
Director
Leather Industries of America
411 Fifth Avenue
New York, New York 10016

Mr. Edwin A. Elbert, Sec.
Linen Trade Association
420 Lexington Avenue
New York, New York 10017

Mr. Anthony Schopp, Exec. Dir.
Machinery Dealers National Association
1110 Spring Street
Silver Spring, Maryland 20910

Mr. Gerald Anderson, Exec. Dir.
The Men's Tie Foundation, Inc.
432 Park Avenue, South
New York, New York 10016

Mr. Don J. DeBolt, Exec. Dir.
Menswear Retailers of America
390 National Press Building
Washington, D. C. 20045

Mr. Burt Champion, Exec. Dir.
Millinery Institute of America, Inc.
10 East 40th Street, Room 805
New York, New York 10016

Mr. Jules Steinberg, Exec. V.P.
Nat'l. Appliance Radio-TV Dlrs. Assn.
2 N. Riverside Plaza
Chicago, Illinois 60606

Mr. Nat Danas, Exec. Dir.
National Association of Auto Trim Shops
129 Broadway
Lynbrook, New York 11563

Mr. Michael H. Goldstein, Exec. Dir.
Nat'l. Assn. of Catalog/Showroom Merchandisers
50 West 23rd Street
New York, New York 10010

Mr. Thomas J. Muldoon, Pres.
Fiber Box Association
224 South Michigan Avenue
Chicago, Illinois 60604

Mr. Nando Napolatano, Sec.
Fur Brokers Association of America
242 West 30th Street
New York, New York 10001

Mr. Jess Chernak, Exec. V.P.
Fur Industry Marketing Institute
101 West 30th Street
New York, New York 10001

Mr. Jame Clemenza, Exec. V.P.
Greater Blouse, Skirt & Undergarment
Association, Inc.
225 West 34th Street
New York, New York 10001

Mr. Sidney H. Bender, Exec. Sec.
Greather Clothing Contractors Association, Inc.
100 Fifth Avenue
New York, New York 10011

Mr. Crawford Shaw, Exec. Sec.
Hondkerchief Industry Association, Inc.
420 Lexington Avenue
New York, New York 10017

Mr. Russell Kidder, Pres.
Fire Retardant Chemicals Association
265 Post Road, West
Westport, Connecticut 06880

Mr. Sheldon Hauck, Exec. Dir.
Heoring Aid Industry Conference
1800 M Street, N. W., Suite 1030
Woshington, D. C. 20036

Mr. Walter W. Caddell, Exec. Dir.
Hobby Industry Association of America, Inc.
319 East 54th Street
Elmwood Park, New Jersey 07407

Mr. Alfred D. Poyne, Sec.-Treas.
Horticulturol Dealers Associotion, Inc.
65 Liberty Street
New York, New York 10005

Mr. Richord M. Cooperman, Exec. Dir.
Independent Zinc Alloyers Association
900 17th Street, N. W., Suite 504
Washington, D. C. 20006

Mr. Donald L. Wallace, Jr., Exec. V.P.
Cotton Warehouse Assn. of Amer.
1707 L Street, N. W.
Washington, D. C. 20036

Mr. Loyd Hackler, Pres.
American Retail Federation
1616 H Street, N. W.
Washington, D. C. 20006

Dr. Harold D. Loden, Exec. V.P.
American Seed Trade Association
1030 Fifteenth Street, N. W., Suite 964
Washington, D.C. 20005

Mr. Ralph J. Pickell, Exec. Sec.
American Surgical Trade Association
11 East Adams Street
Chicago, Illinois 60603

Mr. Harry W. Buzzerd, Exec. V.P.
American Textile Machinery Association
1720 M Street, N. W.
Washington, D. C. 20036

Miss Helen R. Hall, Sec.
American Tin Trade Association, Inc.
655 Third Avenue
New York, New York 10017

Mr. Bertram S. Lowe, Pres.
American Watch Association, Inc.
10 East 40th Street
New York, New York 10016

Mr. Abraham M. Buchman, Gen. Counsel
American Wine Association
10 East 40th Street, Room 2000
New York, New York 10016

Mr. Rolph F. Colin, Admin. V.P.
Art Dealers Association of Amer.
575 Madison Avenue
New York, New York 10022

Mr. Thomas Burke, Exec. V.P.
Association of General Merchandise Chains, Inc.
1625 Eye Street, N. W.
Washington, D. C. 20006

Mr. Henry Koenig, Exec. Dir.
The Belt Association, Inc.
225 West 34th Street
New York, New York 10001

Mr. James A. Cerbone, Exec. Dir.
Bridal & Bridesmaids Apparel Assn.
10001 Avenue of the Americas
New York, New York 10018

Mr. Walter E. Galanty, Jr., Exec. Dir.
National Association of Brick Distrs.
1750 Old Meadow Road
McLean, VA 22101

Mr. Ellis Murphy, Exec. Dir.
Nat'l. Assn. of Decorative Fabric Distribtrs.
6022 W. Tauhy
Chicago, Il 60648

Mr. Walter C. Purcell, Exec. Pres.
Nat'l. Assn. of Fire Equip. Distribtrs.
11 East Wacker Drive
Chicago, IL 60601

Mr. Wade D. Newman, Exec. Dir.
Nat'l. Assn. of Floor Covering Distributors
13-186 Merchandise Mart
Chicago, IL 60654

Mr. Francis X. Lilly
National Association of Selected Distributors
c/o Bryan, Cave, McPheeters & McRoberts
625 North 1800 M Street, N. W.
Washington, 20036

Ms. Rebecca A. Madday, Exec. Dir.
Nat'l. Assn. of Sporting Goods Whlshs.
400 East Randolph Street
Chicago, IL 60611

Mr. Wayne Hill, Counsel
National Bakery Suppliers Association
1625 K Street, N. W.
Washington, [illegible] 20006

Mr. John F. White, Exec. V.P.
Nat'l. Beer Wholesalers' Assn. of Amer.
5205 Leesburg Pike, Suite 505
Falls Church, VA 22041

Mr. Frank E. O'Dowd, Exec. V.P.
Nat'l. Bldg. Material Distributors Assn.
55 East Monroe Street, Suite 1616
Chicago, IL 60603

Mr. Raymond J. Foley, Exec. V.P.
National Candy Wholesalers Association
1430 K Street, N. W.
Washington, 20005

Mr. T. Robert O. Wogstad, Exec. Dir.
Nat'l. Furniture Warehousemen's Assn.
222 West Adams Street, Suite 1415
Chicago, IL 60606

Ms. Barbara Chalik, Exec. Dir.
Biscuit & Cracker Distributors Assn.
111 East Wacker Drive
Chicago, Illinois 60611

Mr. Dennis F. Ryan, Exec. Sec.
Brd. of Trde. of Whlsle Seafood Mer.
118 South Street
New York, New York 10038

Mr. George Pendleton, Sec.
Canned & Cooked Meat Importers Assn.
888 17th Street, N. W.
Washington, D. C. 20005

Mr. Muriel F. Collie, Exec. Dir.
Ceramics Distributors of America
410 North Michigan Avenue, No. 982
Chicago, Illinois 60611

Mr. Stephen Brodie, Exec. Dir.
Cheese Importers Association of Amer.
460 Park Avenue
New York, New York 10022

Mr. Earl E. Mason, Pres.
Coop. Food Distributors of Amer.
2340 Des Plaines Avenue
Des Plaines, Illinois 60018

Mr. James Feigin, Pres.
Cosmetic Industry Buyers & Suppliers
562 Fifth Avenue
New York, New York 10036

Mr. Fred. Greiner, Exec. V.P.
Dairy & Food Industries Supply Assn.
5530 Wisconsin Avenue
Washington, D. C. 20015

Mr. Charles S. Trefrey, Exec. V.P.
Drug Wholesalers Association
1001 Connecticut Avenue, N. W, Suite 607
Washingtan, D. C. 20036

Mr. W. Dewey Clower, Pres.
Food Processing Machinery & Supplies Assn.
1828 L Street, N. W., Suite 700
Washington, D. C. 20036

Mr. Jess C. Marshall, Exec. Dir.
Foodservice Equipment Distributors Assn.
332 South Michigan Avenue, Suite 1558
Chicago, Illinois 60604

Ms. Lydia A. Hill, Exec. Dir.
National Association of Minority CPA Firms
1625 I Street, N. W., Suite 914
Washington, D.C. 20006

Mr. Charles A. Davis, Exec. Dir.
National Insurance Association
2400 South Michigan Avenue
Chicago, IL 60616

Mr. William Mullen, Exec. Dir.
National Newspaper Association
1627 K Street, N. W., Suite 400
Washington, D.C. 20006

Mr. Lawrence Graham
American Hotel & Motel Association
1101 Connecticut Avenue, N. W.
Washington, D. C. 20036

Mr. William F. Deal
Nat'l. Assn. of Temporary Services
1001 Connecticut Avenue, N. W.
Washington, 20036

Mr. Angelo R. Venezian, Pres.
Print Advertising Association
10-64 Jackson Avenue
Long Island, NY 11101

Mr. Michael Horwitz
Nat'l. Assn. of Coin Laundry
Equipment Operators
810 18th St., N.W.
Washington, D.C. 20036

Mr. Marvin Lurie, Exec. Dir.
Nat'l. Assn. of Service Managers
6022 W. Touhy Ave.
Chicago, IL 60648

Mr. Charles B. Lavin, Exec. V.P.
American Subcontractors Assn., Inc.
815 15th St., N.W., #902
Washington, D.C. 20005

Mr. R. Franklin Brown, Jr., Exec. V.P.
Copper & Brass Servicenter Assn., Inc.
580 Shoemaker Rd.
King of Prussia, PA 19406

Mr. C. Willman Brown, Exec, V.P.
Nat'l. Assn. of Marine Services, Inc.
P.O. Box 1927, Wheaton Branch
Silver Spring, MD 20902

Dr. Mark J. Riedy, Exec. V.P.
Mortgoge Bankers Assn. of Amer.
1125 15th Street, N. W.
Washington, D. C. 20005

Mr. Carroll F. Genevese, Exec. Dir.
Mover's & Warehouseman's Assn. of Amer.
1001 North Highland Street
Arlington, Virginia 22201

Mr. Gil Thurm
National Association of Realtors
430 North Michigan Avenue
New York, New York 10017

Mr. Everett O. Post, Exec. Dir.
Nat'l. Assn. of Service Contractors
1511 K Street, N. W., Suite 812
Washington, D. C. 20005

Mr. Bruce T. Wallace, Exec. V.P.
National Association of Surety Bond Producers, Inc.
5225 Wisconsin Avenue, N. W.
Washington, D. C. 20015

Mr. Joseph G. Alterman, Exec. V.P.
Nat'l. Assn. of Theatre Owners
1500 Broadway
New York, New York 10036

Mr. Ward A. Gill, Pres.
Nat'l. Automatic Laundry & Cleaning Council
7 South Dearborn Street
Chicago, Illinois 60603

Mr. Robert L. Schmidt, Pres.
Nation Cable Television Assn.
918 16th Street, N. W.
Washington, D. C. 20006

Mr. Robert H. Miller, Exec. Sec.
Nat'l. Funeral Dir. & Morticians Assn.
734 West 79th Street
Chicago, Illinois 60620

Mr. Curt Mackey, Exec. V.P.
National Insulation Contractors Assn.
1120 19th Street, N. W.
Washington, D. C. 20006

Ms. Norene Dann Martin, Exec. V.P.
National Parking Association
1101 17th Street, N. W.
Washington, D. C. 20026

Mr. Richard K. Slater, Exec. V.P.
The Consumer Bankers Association
1725 K Street, N. W.
Washington, D. C. 20006

Mr. Ira Robert F. DeLay, Pres.
Direct Mail/Marketing Association
6 East 43rd Street
New York, New York 10017

Mr. Paul Equales
Discover America Travel Organization, Inc.
1899 L Street, N. W.
Washington, D. C. 20036

Mr. Marvin Lurie, Exec. Dir.
Equipment Services Association
6022 West Touhy Avenue
Chicago, Illinois 60648

Mr. Harvey Sarner, Exec. Dir.
Federation of Prosthodontic Organizations
211 East Chicago Avenue, Suite 943
Chicago, Illinois 60611

Mr. William G. Giery, Exec. Sec.
Foodservice & Lodging Institute
1666 K Street, N. W.
Washington, D. C. 20006

Mr. Frank W. Berkman, Exec. Dir.
Hotel Sales Management Association
362 Fifth Avenue, Suite 1100
New York, New York 10001

Mr. Paul Williams
Illinois Association of Realtors
Illinois Realtors Plaza
Springfield, Illinois

Mr. Robert N. Pyle, Exec. Dir.
Independent Bakers Association
Post Office Box 3731
Washington, D. C. 20007

Mr. Glenn Swanson, Off. Mgr.
Independent Bankers Association of Amer.
Post Office Box 267
Sauke Centre, Minnesota 56378

Mr. John J. Fanning, Pres.
Independent Watchmen's Association
11 Broadway
New York, New York 10004

Mr. Irving J. Mills, Exec. Dir.
American Restaurant China Council
328 North Pitt Street
Alexandria, Virginia 22314

Mr. French F. Stone, Exec. Dir.
American Savings & Loan League, Inc
Washington Bldg.
Washington, D. C. 20005

Mr. E. J. Criscuoli, Jr., Exec. Dir.
American Society for Industrial Security
2000 K Street, N. W., Suite 651
Washington, D. C. 20006

Mr. John Mead, Exec. Dir.
American Society of Interior Designers
730 Fifth Avenue
New York, New York 10019

Mr. Edward H. Able, Jr., Exec. Dir.
American Society of Landscape Architects
1900 M Street, N. W., #750
Washington, D. C. 20036

Mr. Eugene E. Hines, Exec. Dir.
American Society of Notaries
810 18th Street, N. W., Suite 404
Washington, D. C. 20006

Mr. Richard P. Ramaglia, Exec. V.P.
American Society of Travel Agents, Inc.
711 Fifth Avenue
New York, New York 10022

Mr. Charles B. Lavin, Exec. V.P.
American Subcontractors Association, Inc.
525 School Street, S. W.
Washington, D. C. 20024

Mr. William Dost, Pres.
American Wood Preservers Bureau
2772 South Rondolph Street, Box 6085
Arlington, Virginia 22206

Mr. Walter G. Purcell, Exec. Dir.
Agricultural Woodwork Institute
5055 South Chesterfield Road, Suite A
Arlington, Virginia 22206

Mr. Townsend Hoopes, Pres.
Association of Amercian Publishers, Inc.
One Park Avenue
New York, New York 10016

Mr. J. Butscher, Chrmn.
U. S. Lanolin & Derivative Manuf. Assn.
51 Madison Avenue
New York, NY 10010

Mr. Carl A. Wangman, Exec. Dir.
U. S. Tennis Court & Track Builders Assn.
1800 Pickwick Lane
Glenview, IL 60025

Mr. Robert W. McKellar, Managing Dir.
Vacuum Bag Manufacturers Assn.
380 North Broadway
Jericho, NY 11753

Mr. John D. Gilbert, Pres.
Window Shade Manuf. Assn.
1211 West 22nd Street
Oak Brook, Il 60521

Mr. Charles G. Whitechurch, Exec. V.P.
Wirebound Box Manufacturing Association
1211 West 22nd Street
Oak Brook, IL 60521

Mr. Paul G. Schulz, Exec. Dir
Work Glove Manufacturers Association, Inc.
547 North Milwaukee Avenue
Libertyville, IL 60048

Mr. Dan Cassidy
Chemical Specialties Manufacturers Association
1001 Connecticut Avenue, N. W.
Washington, D. C. 20036

Mr. Ross G. Wilcox, Exec. V.P.
Nat'l. Assn. of Chain Mfrs.
500 N. Michigan Ave.
Chicago, IL 60611

Mr. Harry J. Lambeth, Exec. Sec.
Post Card Manufacturers Assn.
725 Fifteenth Street, N. W.
Washington, D. C. 20005

Mr. Kenneth R. Baumbusch, Pres.
Promotion Marketing Assn. of Amer.
420 Lexington Avenue
New York, New York 10017

Mr. Frank McManus, Exec. Dir.
Pulp & Paper Machinery Manuf. Assn.
1701 H St., N.W.
Washington, D.C. 20036

Mr. Malcolm R. Lovell, Jr., Pres.
The Rubber Mfrs. Assn.
1701 Pennsylvania Avenue, N. W.
Washington, D. C. 20006

Mr. E. K. Fox, Exec. V.P.
Safe Manufacturers National Association
366 Madison Avenue
New York, New York 10017

Mr. Raymond J. Lloyd, Exec. Dir.
Scale Manufacturers Association
1000 Vermont Avenue
Woshington, D. C. 20005

Mr. Graydon R. Powers, Jr., Pres.
Scientific Apparatus Makers Assn.
1140 Connecticut Avenue, N. W.
Washington, D. C. 20036

Mr. Glenn W. Bostrom, Exec. Dir.
Small Motor Manufocturers Association
435 North Michigan Avenue, 17th Floor
Chicago, Illinois 60611

Mr. Douglas Kerr, Exec. V.P.
Southern Furniture Monufacturers Association
Box 2436
High Point, North Carolina 27261

Mr. Harry L. Hampton, Jr., Exec. Dir.
Sporting Arms & Ammunition Mfrs. Inst.
420 Lexington Avenue
New York, New York 10017

Mr. J. P. Verhalen, Pres.
Sprayed Mineral Fiber Manuf. Assn.
1 Wall Street, Suite 2400
New York, New York 10017

Mr. C. T. Sheehan, Exec. V.P.
National Foundry Association
Box 128
Westchester, Illinois 60153

Mr. Albert Gilman, Exec. Dir.
Nat'l. Assn. of Hand Embroidery & Novelty Mfrs. Assn.
225 West 34th Street
New York, New York 10001

Mr. Randolph J. Seifert, V.P.
National Home Improvement Council
11 East 44th Street
New York, New York 10017

Mr. Dolph Zapfel, Manoging Dir.
National Housewares Manufacturers Association
1324 Merchandise Mart Plaza
Chicago, Illinois 60654

Mr. Tom C. Haley, Dir.
Nat'l. Assn. of Council-Manuf. Trd. Assn. Grp.
1776 F Street, N. W.
Washington, D. C. 20006

Mr. Robert E. Blanchard, Pres.
National Knitwear Manufacturers Association
350 Fifth Avenue, Suite 4920
New York, New York 10001

Mr. Robert M. Green, Exec. Sec.
National Macaroni Manufacturers Association
19 South Bothwell Street, Box 336
Palatine, Illinois 60067

Mr. Henry A. Bucklin, Exec. Dir.
National Pecan Sheller & Processors Association
111 East Wacker Drive, Room 600
Chicago, Illinois 60601

Mr. George M. Otto, Exec. Sec.
National Piano Manufacturers Association
435 North Michigan Avenue
Chicago, Illinois 60611

Mr. Joseph M. Nahay, Exec. Dir.
The National Remolders Association
50 East 42nd Street
New York, New York 10017

Mr. Frank C. Kent
Nat'l. Resource Ctr. for Minority Contractors
1835 K Street, N. W.
Washington, D. C. 20036

Kleeblatt, Glauberman & Appelbaum, Gen. Counsel
Jewelry Manufacturers Association, Inc.
535 Fifth Avenue
New York, NY 10017

Mr. Jose Aceves, Program Dir.
Latin American Manufacturers Assn.
1633 Sixteenth Street
Washington, D. C. 20009

Mr. Jack Gross, Exec. Dir.
Lingerie Manufacturers Association
41 East 42nd Street
New York, NY 10017

Mr. Jack Citronbaum, Exec. V.P.
Luggage & Leather Goods Manuf. of Amer.
220 Fifth Avenue
New York, NY 10001

Mr. Thomas D. Dolan, Exec. Sec.
Machine Knife Manuf. Assn.
1717 Howard Street
Evanston, IL 60202

Mr. Charles W. Jones, Pres.
Man-Made Fiber Producers Assn.
1150 17th Street, N. W.
Washington, D. C. 20036

Mr. George A. Miller, Exec. V.P.
Mason Contractors Assn. of Amer.
17W601 14th Street
Oak Brook Terrace, IL 60181

Mr. William N. Nelson, Exec. V.P.
Nat'l. Assn. of Architectural Metal Mfrs.
100 South Marion Street
Oak Park, IL 60302

Mr. Herbert L. Grossman, Exec. V.P.
Nat'l. Assn. of Bedding Mfrs.
1150 17th Street, N. W., Suite 200
Washington, D. C. 20036

Mr. Eugene Baker
Nat'l. Assn. of Black Manufacturers
1625 I Street, N. W.
Washington, D. C. 20036

Mr. L. D. Hammer, Mgr.
Nat'l. Assn. of Blouse Manufacturers
450 7th Avenue
New York, NY 10001

Mr. Thomas C. Young, Exec. Dir.
Engine Manufacturers Association, Inc.
111 East Wacker Drive
Chicago, Illinois 60601

Mr. Dudley Robinson, Mgr.
Engraved Stationery Manuf. Assn.
200 East Ontario Street
Chicago, Illinois 60611

Mr. William R. O'Neill, Exec. V.P.
Envelope Manufacturers Association
1 Rockefeller Plaza
New York, New York 10020

Mr. Durward Humes, Managing Dir.
Expanded Metal Manufacturers Association
221 North LaSalle Street
Chicago, Illinois 60601

Mr. Milo J. Pitkin, Exec. Dir.
Fabricating Manufacturers Association, Inc.
7811 North Alpine Road
Rockford, Illinois 61111

Mr. Robert J. Madden, Exec. Dir.
Fire Equipment Manufacturers Association, Inc.
2300 Ninth Street, South
Arlington, Virginia 22204

Mr. Daniel R. Thompson, Exec. Sec.
Flavor & Extract Manuf. Assn. of U.S.
900 17th Street, N. W.
Washington, D. C. 20006

Mr. Francis G. Williams, Pres.
Frozen Onion Ring Packers Council
1700 Old Meadow Road, Suite 100
McLean, Virginia 22102

Mr. Leo Floroz, Dir.
Galvanized Ware Manuf. Council
221 North LaSalle Street
Chicago, Illinois 60601

Mr. William W. Sadd, Pres.
Glass Packaging Institute, Inc.
1800 K Street, N. W.
Washington, D. C. 20006

Mr. Joseph M. Creed, Exec. V.P.
Biscuit & Cracker Manuf. Assn.
1660 L Street, N. W., Room 714
Washington, D. C. 20036

Mr. Jeffrey W. Napier, Exec. Sec.
Boat Manufacturers Association
401 North Michigan Avenue
Chicago, Illinois 60611

Ms. Katherine Calise, Exec. Dir.
Boy's & Young Men's Apparel Assn.
350 Fifth Avenue
New York, New York 10001

Mr. Clyde T. Nissen, Exec. Dir.
Builders Hardware Manufacturers Association
60 East 42nd Street
New York, New York 10017

Mr. Irving Payson Zinbarg, Exec. Dir.
Building Waterproofers Association
60 East 42nd Street
New York, New York 10017

Mr. John Dunn, Pres.
Can Manufacturers Institute
1625 Massachusetts Avenue, N. W.
Washington, D. C. 20036

Mr. James E. Kline, Exec. Dir.
Casket Monuf. Assn. of Amer.
708 Church Street
Evanston, Illinois 60201

Mr. Thomas D. Dolan, Exec. Sec.
Caster & Floor Truck Manuf. Assn.
1717 Howard Street
Evanston, Illinois 60202

Mr. Daniel R. Thompson, Gen. Counsel
Certified Color Manufacturers Association
900 17th Street, N. W.
Washington, D. C. 20006

Mr. Donald E. Purcell, Pres.
Chain Saw Manufacturers Association
1015 18th Street, N. W., Suite 403
Washington, D. C. 20036

Mr. George C. Cheek, Exec. V.P.
American Forest Institute
1619 Massachusetts Avenue, N. W.
Washington, D. C. 20036

Mr. Joseph J. Bernstein, Counsel
American Fur Liners Contractors Assn.
370 Seventh Avenue
New York, New York 10001

Mr. William W. Ingraham, Exec. Dir.
American Gear Monufacturers Association
1901 North Fort Myer Drive, Suite 1000
Arlington, Virginia 22209

Mr. Charles Perry, Exec. Dir.
Treasurer
American Hot Dip Galvanizers Assn.
1000 Vermont Avenue, N. W.
Washington, D. C. 20005

Mr. Joseph A. Demkin
American Institute of Architects
1735 New York Avenue, N. W.
Washington, D. C. 10017

Mr. Jules Schwimmer, Exec. Sec.
American Pet Products Mfr. Assn.
541 Lexington Avenue
New York, New York 10022

Mr. W. Ray Shockley, Exec. V.P.
Anti-Friction Bearing Mfr. Assn.
35 East Wacker Drive
Chicago, Illinois 60601

Mr. James J. Whittsett, Pres.
Anti-Friction Bearing Manufacturers Assn.
2341 Jefferson Davis Highway
Arlington, Virginia 22202

Mr. Leo Floros, Dir.
Aromatic Red Cedar Closet Lining Mfrs. Assn.
221 North LaSalle Street
Chicago, Illinois 60601

Mr. Ralph Reichman, Exec. Sec.
Art Material Manufacturers Association, Inc.
276 Fifth Avenue
New York, New York 10001

Ms. Sally Douglas
National Federation of Indep. Bus.
490 L'Enfant Plaza East, S. W., Suite 3206
Washington, D. C. 20024

Mr. Herbert Liebenson
Small Bus. Legislative Council
1604 K Street, N. W.
Washington, D. C. 20006

Mr. Walter B. Stults, Exec. Vice Pres.
Nat'l. Assn. of Sm. Bus. Investment Cos.
618 Washington Bldg.
Washington, D. C. 20005

Mr. Carlos Fonseca
Pan American Chamber of Commerce
315 12th Avenue
San Francisco, California 94118

Smaller Business of America, Inc.
401 Euclid Avenue
Cleveland, Ohio 44114

Mr. Lew Shattuck, Exec. Vice Pres.
Smaller Bus. Assn. of New England
69 Hickory Drive
Waltham, Massachusetts 02154

Mr. Gordon T. Sperry
TASBA
218 Huron Street
Toledo, Ohio 43694

Mr. Glenn C. Lewis, Exec. Dir.
Utah Council of Small Business
2525 South Main, #1
Salt Lake City, Utah 84115

Mr. Stan Stearman, Pres.
Washington Society of Asson. Executives
1717 Pennsylvania Avenue, N. W.
Washington, D. C. 20006

Mrs. Margaret T. Shaffer
Nat'l. Assn. of Women Bus. Owners
c/o Paradigm, Inc.
8815 Quiet Stream Court
Potomac, Maryland 20854

Mr. John Lewis
Nat'l. Small Business Assn.
1604 K St., N.W.
Washington, D.C. 20006

NAFTALI RAZ
Control Data Worldtech
3717 Columbia Pike
Arlington, VA 22204

JAMES D. ROGERS
Renaissance Advertising
7835 Eastern Avenue
Silver Spring, MD 20910

A. O. RULE
Integrated Development & Mfg.
P.O. Box 407
Chagrin Falls, OH 44022

ROBERT A. ROY
General Electric Co.
120 Erie Blvd.
Schenectady, NY 12305

DR. ELEANORA ROBBINS
U. S. Geological Survey
National Center (MS 956)
Reston, VA 22092

DR. RIP G. RICE
Jacobs Engineering, Inc.
1725 K Street, N.W., #608
Washington, DC 20006

JACK RANSOHOFF
Neutron Products
Dickerson, MD 20750

DR. LOUIS F. SCHIFFMAN
Techni Research Associates
37 Easton Road
Willow Grove, PA 19090

PETER SEARS
SmithKline Corporation
1500 Spring Garden Street
Philadelphia, PA 19090

JOSEPH W. SELDEN
The Selden Company
6520 S. Lewis, #17
Tulsa, OK 74136

DR. JOSEPH STERN
Bionetics Corporation
18 Research Drive
Hampton, VA 23666

HARRY SUTHERLIN
Bethlehem Steel Corp.
Bethlehem, PA 18016

RICHARD K. SUTZ
Wind Baron Corporation
12001 N. 67th Street
Scottsdale, AZ 85254

DAVID B. STEVENS
Marketing Forethought, Inc.
4709 Tecumseh St.
College Park, MD 20740

WADE SELPH
IRT Corporation
7650 Convoy Court
San Diego, CA 92111

DR. A. L. SHRIER
Solar Thermal Systems
Division of Exxon
P.O. Box 592
Florham Park, NJ 07932

DR. GEORGE C. SZEGO
InterTechnology/Solar Corp.
100 Main Street
Warrenton, VA 22186

ROBERT L. SCHEIN
TERA, Inc.
727 N. Washington Street
Alexandria, VA 22314

STANLEY H. STRAUSS
General Electric Co.
120 Erie Blvd.
Schenectady, NY 12305

C. BRANSON SMITH
DOE
12th & Penna. Ave., NW, #1117
Washington, DC 20461

DR. JEFFREY R. SWARZ
Teknekron Research, Inc.
1483 Chain Bridge Road
McLean, VA 22101

JAMES STEGER
Gibarco
7300 W. Friendly Road
Greensboro, NC 27220

JOHN SALSGIVER
United Technical
P.O. Box 1065
Concord, MA 01742

JOHN W. SCHELL
Sperry Univac
P.O. Box 500
Blue Bell, PA 19424

R. F. STRADLING
Procter & Gamble
11520 Reed Hartman Highway
Cincinnati, OH 45241

ROBERT J. TROTTER
Strand Laboratories
110 Kinzey Street
Johnstown, PA 15904

DOROTHY TROTTER
Strand Laboratories
110 Kinzey Street
Johnstown, PA 15904

DR. GUNTER A. HOFMANN
Maxwell Laboratories, Inc.
8835 Balboa Avenue
San Diego, CA 92123

MARC HASELTINE
Sun Co.
P.O. Box 1135
Marcus Hook, PA 19015

TOM HOGAN
NSF
1800 G Street, N.W.
Washington, DC 20550

LARRY HALSTEAD
Procter & Gamble
6071 Center Hill
Cincinnati, OH 45224

JOHN E. HUNTER
Procter & Gamble
6071 Centerhill Road
Cincinnati, OH 45224

VINCENT V. HORVATH
Bethlehem Steel Corp.
Bethlehem, PA 18015

PETE IFLAND
Procter & Gamble
5299 Spring Grove
Cincinnati, OH 45217

RICHARD H. JENKS
Revere Copper & Brass Co.
P.O. Box 111
Rome, NY 13440

JOHN H. JOHNSON
SKF Industries
1100 First Street
King of Prussia, PA 19406

HERBERT JOHNSON
Johnson Engineering
17 N. Drexel Avenue
Havertown, PA 19083

TED JAYNE
T. Jayne Co.
10234 Johnnycake
Painesville, OH 44077

GEOFFREY G. KAY
EcolSciences, Inc.
211 W. Washington St., #2424
South Bend, IN 46601

JAY A. KERSHAW
Control Data Worldtech, Inc.
474 Concordia Avenue
St. Paul, MN 55103

RICHARD J. KEATING
System's Management Assocs.
915 L'Enfant Plaza, North
Washington, DC 20024

WAYNE P. LeVAN
Van Allyn, Inc.
310 E. 44th Street
New York, NY 10017

LAWRENCE LEVY
Northern Energy Corporation
470 Atlantic Avenue
Boston, MA 02110

JOANNE LUONGO
Northern Energy Corporation
470 Atlantic Avenue
Boston, MA 02110

S. D. LOVEJOY
Conference Director
AASRC
8794 West Chester Pike
Upper Darby, PA 19082

SARA LOVEJOY
AASRC
8794 West Chester Pike
Upper Darby, PA 19082

DR. J. V. LUCK
General Mills
9000 Plymouth Avenue North
Minneapolis, MN 55427

DR. STEPHEN M. LUSTIG
Research for Intl. Commerce
P.O. Box 6219
Silver Spring, MD 20906

DR. J. B. LAVIGNE
Chevron Research Co.
525 Market Street
San Francisco, CA 94105

NORM LATKER
SBA
1441 L St., N.W.
Washington, DC 20416

DR. H. R. LUKENS
IRT Corporation
7650 Convoy Court
San Diego, CA 92111

DR. GILBERT V. LEVIN
Biospherics, Inc.
4928 Wyaconda Road
Rockville, MD 20852

DR. FRANK H. LAXAR
Bethlehem Steel Corporation
Bethlehem, PA 18016

LAWRENCE W. McKENNA
Monsanto Co.
800 Lindbergh Blvd.
St. Louis, MO 63166

IRVIN BARASH
Vencon Management
730 Fifth Avenue
New York, NY 10019

DR. ERICH BAUMGARTNER
Medtro GmbH
6906 Leimen-Gau, Heidelberg
Hohenstrabe 2, GERMANY

CURT BLOCK
Tex Laboratories
P.O. Box 18018
Cleveland Heights, OH 44118

GEORGE E. CAMPBELL
Suntech, Inc.
Bishop Hollow Road
Newtown Square, PA 19073

SAMUEL Z. CARDON
AASRC President
General Technical Services, Inc.
8794 West Chester Pike
Upper Darby, PA 19082

PHILIP COELHO
ESS, Inc.
9613 Oates Drive
Sacramento, CA 95827

EARL A. CLARK
Clark Power Systems
916 W. 25th Street
Norfolk, VA 23517

DR. WILLIAM CULVER
Optelecom, Inc.
15940 Luanne Drive
Gaithersburg, MD 20760

GARY CARTER
Unified Industries
One Bala Cynwyd Plaza
Bala Cynwyd, PA 19004

JOHN CHOREN
EcolSciences, Inc.
211 W. Washington St, #2424
South Bend, IN 46601

NOEL DAVIS
General Mills
9000 Plymouth Avenue, North
Minneapolis, MN 55427

DR. J. STEPHEN DUERR
Structure Probe, Inc.
P.O. Box 342
West Chester, PA 19380

DR. JAMES P. DUX
Lancaster Laboratories, Inc.
2425 New Holland Pike
Lancaster, PA 17601

RICHARD L. DiCICCO
Technology Catalysts, Inc.
2323 Columbia Pike
Arlington, VA 22204

F. PHILIP DUFOUR
University of Maine
24 Coburn Hall
Orono, ME 04469

DAVID L. DANNER
Ideamatics, Inc.
1806 T Street, N.W.
Washington, DC 20009

JACK DUBIN
Technology Resources
8660 Cherry Lane, #4
Laurel, MD 20810

WILLIAM DeWITT
Control Data
91 Prior Avenue, North
St. Paul, MN 55104

BERNARD G. DENNIS, JR.
Chi Associates, Inc.
1011 Arlington Blvd., #316
Arlington, VA 22209

LEONARD DiMASO
Formation, Inc.
823 East Gate Drive
Mount Laurel, NJ 08057

GLENN ELLIS (6G040)
DOE
Forrestal Bldg.
Washington, DC 20585

CURTIS W. FRITZE
Control Data Worldtech, Inc.
474 Concordia Avenue
St. Paul, MN 55103

STEPHEN M. FROMNICK
Sun Co., Inc.
Bishop Hollow Road
Newtown Square, PA 19073

JAMES T. FERGUSON
West Coast Technical Service
2009 N. 14th Street
Arlington, VA 22201

HAL C. FELSHER (OUSDRE)
DOD
Pentagon—Room 2A340
Washington, DC 20301

DR. ROBERT FRIEDENBERG
Technology Resources
8660 Cherry Lane, #4
Laurel, MD 20810

MARSHA FREEMAN
Fusion Magazine
888 - 7th Avenue
New York, NY 10019

WHITE HOUSE CONFERENCE ON SMALL BUSINESS

JANUARY 13-17, 1980

LIST OF DELEGATES

(This list has been updated through January 9, 1980. Appointments and changes made after that date are not included. Names within each state are in alphabetical order, except for late additions at the end of each state listing.)

ALABAMA

Mr. Hugh L. Allred
Warehouse Discount Groceries
P.O. Box 758
Cullman, AL 35055

Mr. Ramon Arias
Calhoun St. Comm. College
P.O. Box 2216
Decatur, AL 35602

Mr. Jan Bates
Bates Builders, Inc.
P. O. Box 490
Tuscaloosa, AL 35402

Mr. Wallace C. Bush, Sr.
Bush Enterprises
Route 1 Box 286
Hope Hull, AL 36043

Mr. Powell Brewton
Brewton Materials, Incorp.
P.O. Box 992
Dothan, AL 36302

Mr. Alan F. Clark
1st National Life Ins. Co.
P.O. Box 11316
Birmingham, AL 35202

Mr. R. H. Culpepper
Culpepper Real Estate
800 2nd Avenue, S.W.
Cullman, AL 35055

Mrs. Leola Early
Madame Early's Products
#60 17th Court, South
Birmingham, AL 35205

Mr. Tony Harrison
Exacta Services
1630 4th Avenue North
Birmingham, AL 35203

Ms. Joyce B. Herring
Roofing & Supply & Salvage
P.O. Box 3996
Birmingham, AL 35208

Mr. Hanson H. Howard
Acudata Systems, Inc.
801 Clinton Avenue, East
Huntsville, AL 35801

Mr. William N. Ledbetter
School of Business
Auburn University
Auburn, AL 36830

Mrs. Rexie A. Lightsey
Lightsey Realty Co.
P.O. Box 255
Sylacauga, AL 35150

Mr. James A. Lovell
Industrial Machinery Inc.
P. O. Box 417
Fairfield, AL 35064

Mr. E. Philip Mangum
American Furniture Galleries
P.O. Box 862
Montgomery, AL 36102

Mr. Frank L. Mason
Mason Corporation
P.O. Box 5926
Birmingham, AL 35209

Mr. Patrick Raymond Lyle
Chamber of Commerce
P.O. Drawer A
Talladega, AL 35160

Mr. G. Perrell Patrick
530 Beacon Pkwy West #600
Birmingham, AL 35209

Mrs. Lois R. Reid
B. A. Reid Construction Co. Inc.
Route 4 Box 363-0
Trussville, AL 35173

Mr. W. J. Rhodes
W. J. Rhodes Construction Co.
Box 4294
Montgomery, AL 36104

Mr. Percy Mims Rogers, Jr.
1st National Bank of Florence
202 North Court St.
Florence, AL 35630

Mr. Gordon H. Shumard, Jr.
Snelling & Snelling Emp. Svc.
P.O. Box 2339
Auburn, AL 36830

Mr. Robin Swift
Swift Lumber, Inc.
P.O. Drawer M
Atmore, AL 36502

Mr. William L. Tharpe
Birmingham Packaging Corp.
P.O. Box 2126
Birmingham, AL 35201

Mr. Homer J. Urquhart, Jr.
Activation, Inc.
P.O. Box 58067
Homewood, AL 35209

Mr. James H. Walker
E-Z Car Wash
P.O. Box 170
Eufaula, AL 36027

ALASKA

Mr. Ron Bergt
Alaska Int'l Industries
3201 C Street
Anchorage, AK 99503

Senator Brad Bradley
Wonder Park Investments
P. O. Drawer 8-Q
Anchorage, AK 99508

Mr. Lee Elliott Fisher
Coopers & Lybrand
430 West 7th Avenue
Anchorage, AK 99501

Mr. Perry Green
David Green & Sons, Inc.
3742 Terrace Drive
Anchorage, AK 99502

Mr. Pete N. Jeans
Division of Business Loans
State of Alaska Pouch D
Juneau, AK 99811

Mrs. Doris Kadish
Jaspers
600 East Northern Lights Blvd.
Anchorage, AK 99503

Mr. Frank M. Reed
Alaska Bank of Commerce
Pouch 7012
Anchorage, AK 99510

Mr. Albert C. Swalling
Alaska Bank of Commerce
Pouch 7102
Anchorage, AK 99501

Mr. Gerald W. Wolf
Wolf's Home Furnishings
811 K Street
Anchorage, AK 99501

Mr. William Ransom Wood
Fairbanks Indus. Dev. Corp.
619 11th Avenue
Fairbanks, AK 99701

Mr. Jerry Lee Woods
Alaska General Alarm Corp.
405 West 27th Avenue
Anchorage. AK 99503

ARIZONA

Mr. Ray T. Bailey
Luncheon Is Served, Inc.
P.O. Box 12548
Tucson, AZ 85732

Mr. Melvin H. Borovay
Presto Casting Co.
5440 West Missouri
Glendale, AZ 85301

Mr. J. Campbell Brandon, Jr.
Dumas Products, Inc.
909 East 17th Street
Tucson, AZ 85719

Mr. Joseph A. Castillo
Astro Bluprint Co., Inc.
4655 East Broadway
Tucson, AZ 85711

Mr. Nathan C. Collins
Valley National Bank
Box 71
Phoenix, AZ 85001

Mr. James J. Conner
Conner Manufacturing Co., Inc.
1725 West 10th Place
Tempe, AZ 85018

Mr. Taylor A. Day
Day's Cleaning Service, Inc.
P. O. Box 26703
Tucson, AZ 85726

Mr. Danny Doyle
125 Smelter Street
Nogales, AZ 85621

Mr. Daniel W. Eckstrom
Days Cleaning Service, Inc.
P.O. Box 26703
Tucson, AZ 85726

Mr. Edward R. Feddern
Modern Industries
3229 East Washington
Phoenix, AZ 85034

Mr. Victor H. Frank
Thunderbird Bank
P.O. Box 11856
Phoenix, AZ 85061

Mr. Curtis Charles Gielow
PGL Consultants, Inc.
1427 North Third Street
Phoenix, AZ 85004

Dr. Jo Ann Brown Hansen
Hansen's Auto & Tool Supply
5193 East 22nd Street
Tucson, AZ 85711

Mr. Craig Hosterman
Arizona Welding Equip. Co.
P.O. Box 352
Phoenix, AZ 85001

Mr. Martin J. Jacobs
Phoenix Personnel Specialists
1525 North Central #101
Phoenix, AZ 85004

Mrs. Gay Conrad Kruglick
Earl's Academy of Beauty
33 South MacDonald
Mesa, AZ 85202

Mr. Murdo L. Martin, Sr.
Republic Properties, Inc.
7631 East Indian School Road
Scottsdale, AZ 85252

Mr. Garnet Edward Passage
Automated Addressing Systems
1400 N. 32nd Street
Phoenix, AZ 85008

Mr. Kim Alan Richards
The Estes Company
8257 East Broadway
Tucson, AZ 85731

Mr. Philip A. Robbins
Robbins and Green
1900 Valley Bank Center
Phoenix, AZ 85073

Mr. Henry Rodriguez
Route 1, Box 113-B
McNeal, AZ 85617

Dr. Steven W. Straw
College of Business Adm.
Box 15066, N. Ariz. Univ.
Flagstaff, AZ 86011

Mr. Neil F. Swaringen
Art-Press Printers
1221 West Pierce
Phoenix, AZ 85005

Mr. Ross L. Tyler
Ross' Drug Co., Inc.
201 West Lee Street
Winslow, AZ 86047

Ms. Carol E. Ward
MarJon Ceramics
6802 North 23rd Place
Phoenix, AZ 85016

Mr. Ralph A. Watkins, Jr.
Watkins & Watkins
1777 West Camelback Road
Phoenix, AZ 85015

Ms. Julia S. Zozaya
Hispanic Chamber of Commerce
4548 West Osborn Road
Phoenix, AZ 85031

Mr. Henry Haws
Henry Haws & Associates
529 South Mesa Drive
Mesa, AZ 85202

AMERICAN SAMOA

Mr. Joseph M. Pereira
Economic Dev & Planning
American Samoa Govt
Pago Pago, AS 96799

Dr. Joseph Farber
Solar Research Systems
3001 Red Hill Avenue I-105
Costa Mesa, CA 92626

Mr. Timothy Herbert Fine
Law Offices
25 Kearny Street #300
San Francisco, CA 94108

Mr. Bernard James Fischer
The James Group, Inc.
Box 983
Tustin, CA 92680

Ms. Barbara Fouch
Fouch Roseboro
6430 West Sunset Blvd.
Hollywood, CA 90028

Mr. Joseph Fox
Industrial Metals & Salvage
1345 South 27th Street
San Diego, CA 92113

Mr. Michael H. Francisco
Price Waterhouse and Co
1880 Century Park East
Los Angeles, CA 90067

Mr. Robert A. Fredericks
J&M Sales, Inc. Box 343
254 East Valley Street
San Bernardino, CA 92404

Mr. Robert Gordon
Structural Composite In'tries
6344 North Irwindale Avenue
Azuza, CA 91702

Mr. Ralph J. Grant
Adams, Grant, White, Co.
508 16th Street #814
Oakland, CA 94612

Mr. Reinhold Grassl
Ultron Engineering
1345 Cota Avenue
Long Beach, CA 90813

Mr. Roy Herron
9932 Belfair
Bellflower, CA 90706

Mr. Jack B. Hochadel
The Willard Company
11200 Condor Avenue
Fountain Valley, CA 92708

Mr. Frank E. Hollar
American Business College
5952 El Cajon Boulevard
San Diego, CA 92115

Mr. Louis B. Horwitz
Datum, Inc.
1363 S. State College Blvd.
Anaheim, CA 92806

Mr. Francis J. Hughes
Cascade Products
Box 77113
San Francisco, CA 94107

Ms. Lolita F. Hunt
Hayward Produce
507 West Tennyson
Hayward, CA 94545

Mr. James J. Jamison
Best Chevrolet
P. O. Box 4189
Modesto, CA 95352

Mr. James C. Johnson
JAE Properties, Inc.
P.O. Box 23544
Oakland, CA 94623

Mr. Richard W. Johnson
Limoneira Company
1141 Cummings Road
Santa Paula, CA 93060

Mr. Frederick E. Jordan
Jordan/Avent & Assoc.
111 New Montgomery #209
San Francisco, CA 94105

Mr. Ernest J. Jubela
L&M Tire Co Inc.
210 South Junpirer
Escondido, CA 92025

Mr. Edward R. Justice
Justice Brothers Products
941 W. Huntington Drive
Monrovia, CA 91016

Mr. Wayne G. Kees
WUM Corp.
3892 State Street #200
Santa Barbara, CA 93103

Mr. Dale L. Kirkland
No Calif Elec Contr Assoc
8301 Edgewater Drive
Oakland, CA 94621

Mr. C. D. Knowles
Profit Planners
P.O. Box 1242
Campbell, CA 95008

Mr. William W. Kolitz
At-Lyn Office Supplies
11324 Long Beach Boulv.
Lynwood, CA 90262

Mr. Kishore Kripalani
Ajanta Corporation
900 North Point Street
San Francisco, CA 94109

Mr. Hardy G. Kuykendal
Aid Insurance
P. O. Box 19020
San Diego, CA 92119

Mr. James Kemble LaPleur
GTI Corporation
10060 Willow Creek Road
San Diego, CA 92131

Mr. Edward L. Lammerding
Capitol Bank of Commerce
P.O. Box 95811
Sacramento, CA 95811

Mr. Don Y.F. Lee
Unicon Constr. Co.
612 Alice Street
Oakland, CA 94607

Ms. Betty Lin
Lin Litho Printing
540 Howard Street
San Francisco, CA 94105

Ms. Virginia Littlejohn
Virginia Littlejohn & Assoc.
2415 Warring Street
Berkeley, CA 94704

Mr. David C. Lizarraga
East Loa Angeles Comm. Union
1330 S. Atlantic Boulevard
Los Angeles, CA 90022

Mr. George S. Lockwood
Monterey Abalone Farms
300 Cannery Row
Monterey, CA 93940

Dr. Arike Logan
Emerald International Exp-Imp
3330 West Manchester Blvd.
Inglewood, CA 90305

Mr. Richard W. Long
Diving Unlimited Int.
760 Wakefield Court
El Cajon, CA 92020

Mr. Dominic Longo
D. Longo, Inc.
10501 Valley Boulevard
El Monte, CA 91731

Mr. John C. Lopez
John Lopez & Co., Inc.
1104 South 4th Street
Alhambra, CA 91801

Mr. Richard Lopez
617 South Olive Street
Los Angeles, CA 90014

Mr. David K. Low
David Low & Associates Inc
47 Lafayette Street
San Francisco, CA 94103

Ms. Arline M. Lowenthal
Analysis/Research Ltd.
336 Kalmia Street
San Diego, CA 92101

Mr. Manuel Lozano
Lozano Taxi Cab
900 South Harbor Blvd.
Anaheim, CA 92805

Ms. Marsha L. Martin
M.L. Martin
461 Bellevue Ave. #26
Oakland, CA 94610

Mr. Charles F. Mattes
Sunshine Sweeping Service
445 East Francis Street
Corona, CA 91720

Mr. Whitman Mayo
Mayo Travel Service
3000 West Manchester Blvd.
Inglewood, CA 90303

Ms. Rita Mills McCoy
San Diego Trust & Savings Bk
4389 Caminito de la Escena
San Diego, CA 92108

Mr. A. Clay McGowan
Clay McGowan & Assoc.
676 East 1st Avenue
Chico, CA 95926

Mr. Robert J. Menicucci
Arc Electric Company
1330 Marsten Road
Burlingame, CA 94010

Mr. Robert G. Merrick
Merrick Industries, Inc.
690 West Fremont #2277
Sunnyvale, CA 94087

Mr. Leo G. Meskis
Acme Automotive Co.
P.O. Box 700
Ft. Bragg, CA 95437

Mr. Richard K. Millnr
General Business Services
2130 Garnet Avenue
San Diego, CA 92109

Ms. Maria L. Miralles
Adolfo E. Miralles AIA
825 Colorado Blvd., #241
Los Angeles, CA 90041

Mr. C.A. Musson
Audiotronics Corp.
P.O. Box 3997
North Hollywood, CA 91609

Mr. Edwin S. Nakamura, CPA
550 Tower II
2200 Powell Street
Emeryville, CA 94608

Mr. Edward M. Nakata
Touche Ross & Co
5663 Mistridge Dr.
Rancho Palos Verdes, CA

Ms. Elayne Nathanson
84 Malibu Colony
Malibu, CA 90265

Mr. Morton H. Nielsen
The Addressory
5267 East Turner Ave.
Fresno, CA 93727

Mr. LaVern A. Niedfeldt
Technical Plastics Corp.
19 Janis Way
Santa Cruz, CA 95066

Mr. Remi C. O'Connor
San Diego Chamber of Commerce
110 West C Street #1600
San Diego, CA 92101

Ms. Cathy O'Neill
KFWB
6230 Yucca
Los Angeles, CA 90028

Mr. Robert F. Palmer
First Calif. Bus. & Ind.
3901 MacArthur Blvd.
Newport Beach, CA 92660

Mr. Ronald L. Pardini
Perma-Bilt Homes #320
1660 Olympic Blvd.
Walnut Creek, CA 94596

Mr. Jack Wayne Pearson
Lawrence Livermore Lab.
P.O. Box 808
Livermore, CA 94550

Mr. Leonard J. Pellman
Mission Van & Storage Co. Inc
6750 Federal Blvd.
Lemon Grove, CA 92045

Mr. Hal W. Smith
Hal W. Smith Coml.
18750 Oxnard Street #404
Tarzana, CA 91356

Mr. Woodrow Smith, Jr.
Woodrow Smith Fin. Inc.
838 South Sycamore Ave.
Los Angeles, CA 90036

Ms. Gloria H. Spungin
Career Planning Center
1631 South La Cienega
Los Angelns, CA 90035

Mr. Steven L.A. Stallings
United Indian Dev. Assoc.
1541 Wilshire #307
Los Angeles, CA 90017

Mr. Michael D. Strongin
Food Service Indust, Inc.
1319 Mono Street
Los Angeles, CA 90033

Mr. Fred S. Studwell
Studwell, Incorp.
11213 Randall Street Unit B
Sun Valley, CA 91352

Mr. Don Woodrow Sturtevant
Steele Printing Company
4619 El Cajon Blvd.
San Diego, CA 92115

Ms. Carole Sumner-Appel
Sumner & Assoc.
1101 South Robertson Blvd.
Los Angeles, CA 90035

Mr. Check F. Tan
Steven Yu & Co
233 Sansome Street #604
San Francisco, CA 94104

Mrs. Joyce M. Tan
625 Thompson Avenue
Glendale, CA 91201

Mr. John L. Thousand
Wolverine Western Corp.
1211 South Ritchey
Santa Ana, CA 92705

Ms. Audrey E. Travis
Gress, Travis & Co
1941 North Santa Anita
South El Monte, CA 91733

Mr. Bradford Troutman
Twin County Local Devel. Corp.
7426 Aldea Aven.
Van Nuys, CA 91406

Mr. Frederick V. Kroeger
Kroegers, Inc.
P. O. Box 1090
Durango, CO 81301

Ms. P. A. Livingston
Construction Technology Inc.
869 Vine Street
Denver, CO 80206

Mr. Kenneth David Logan, Jr.
Boulder Denver Trucklines Inc.
5880 Valmont Rd.
Boulder, CO 80301

Mr. Jose Ubaldo Lucero
Small Business Deve. & Finan.
506 28 1/2 Road
Grand Junction, CO 81501

Ms. Clenda Wilhelma S. Lyle
Planners, Etc.
1433 Larimer St., Suite 311
Denver, CO 80202

Ms. Wanda Nell McBee
Acme Personnel Service
117 E. Drake #2
Ft. Collins, CO 80525

Mr. Robert Wade Murphree
Denver Institute of Tech.
7350 N. Broadway
Denver, CO 80221

Mr. Deward R. Niehans
Dee's Clothing Inc.
2347 E. Platte Place
Colorado Springs, CO 80909

Mr. Jordan Obertier
General Business Services
8431 Newland Drive
Arvada, CO 80003

Miss Shirley Anne Ortega
Small Business Management
Route 1, Box 685
La Jara, CO 81140

Mr. Sil D. Owens
3113 Peoria
Aurora, CO 80010

Mr. Duane Darwin Pearsall
Small Business Dev Corp
24758 Foothills Drive North
Golden, CO 80401

Mr. Jay Raspliçka
Arco Concrete, Inc.
5880 Sheridan Blvd.
Arvada, CO 80003

Ms. Sandra Roberts
Roberts Construction Co.
4100 Garfield
Denver, CO 80216

Mr. William R. Roberts
Roberts Construction
4100 Garfield
Denver, CO 80216

Mr. Max Romero
P. O. Box 272
Littleton, CO 80160

Mr. R. Stephen Schermerhorn
Impact Environmental Consul.
1409 Larimer Square
Denver, CO 80202

Mr. Howard B. Selby, III
Pure Cycle, Inc.
1668 Valtec Lane
Boulder, CO 80306

Mr. Alfred Charles Stansberry
Stansberry-Associates
1562 S. Parker Rd. #304
Denver, CO 80231

Mr. A. Emmet Stephenson, Jr.
Stephenson and Company
899 Logan Street
Denver, CO 80203

Mr. Ken Valis
Colorado Paint Co.
4747 Holly St.
Denver, CO 80216

Mr. James H. Vincent
Shop-All Inc.
315 East 8th Avenue
Yuma, CO 80759

Ms. Janet Weir
Mefford Weir, Inc.
700 Broadway
Denver, CO 80202

Mrs. Lisa Whatley
W. J. Whatley, Inc.
6980 East 54th Place
Commerce City, CO 80022

Dr. William J. Whatley
W. J. Whatley, Inc.
6980 East 54th Place
Commerce City, CO 80022

Mr. Charles S. Wilke
Cerico, Inc.
Box 33755, 12520 Grant Drive
Denver, CO 80233

Ms. Carol Ann Wilson-Triano
Carol Ann Pottery, Ltd.
2653 Spruce St.
Boulder, CO 80302

Mr. R. G. Wyckoff
Colo. State Home Build. Assn.
5840 E. Evans Ave. #300
Denver, CO 80222

Mr. John A. Yelenick
Yout Valet, Inc.
2 S. Dahlia St.
Denver, CO 80222

Mr. Gerald Hughes
McDonalds Restaurant
3930 Ridge Drive, Suite 5
Pueblo, CO 81008

Mr. Charles Nathaniel Atkinson
Atkinson Construction
P.O. Box 1376
New Haven, CT 06505

Mr. Stanley A. Blanchard
57 Higley Road
P. O. Box 62
West Granby, CT 06090

Mr. Robert L. Bolden
B & T Contractors, Inc.
834 Albany Avenue
Hartford, CT 06112

Mr. Christopher H. Buckley
Risdon Manufacturing Co.
Risdon St.
Naugatuck, CT 06770

Mr. John Franklin Carr
The Macton Corporation
P.O. Box 247
Danbury, CT 06810

Mr. Cornell E. Champion
C. E. Champion Assoc. Inc.
190 Trumbull St. Suite 203
Hartford, CT 06103

Ms. Carmelita E. Clinton
Momentum, Inc.
66B Seaside Avenue
Stamford, CT 06902

Ms. Ruth Cohen
Airpot Corporation
27 Lois Street
Norwalk, CT 06851

Mr. Daniel Coughlin
Sport Mart
57 Main Street
Westport, CT 06880

Mr. Frank W. Dvorak, Jr.
Hobson & Motzer
882 No. Colony Road
Wallingford, CT 06492

Mr. N. Donald Edwards
N. Donald Edwards Company
P. O. Box 3371
Stamford, CT 06905

Mr. Whitby K. Ellsworth
National Chromium Co. Inc.
Senexet Road
Putnam, CT 06260

Mr. Conrad G. Fleisher
Fleisher Finishing, Inc.
313 Hill Street
Waterbury, CT 06720

Mr. James R. Gardella
Norwalk Cove Marina, Inc.
Beach Road
E. Norwalk, CT 06855

Mr. Murray A. Gerber
Prototype & Plastic Mold Co.
25 Laurel Road
Rocky Hill, CT 06067

Mrs. Betty R. Hollander
Omega Group
Box 4047
Stamford, CT 06907

Mr. Sanders W. Howse
Hartford Economic Develop.
15 Lewis St. Rm. 210
Hartford, CT 06103

Mr. Fred I. Kent, II
Bicron Electronics Co.
Box 807, Barlow St.
North Canaan, CT 06018

Mr. Harvey L. Koizim
County Federal Savings
P.O. Box 471
Westport, CT 06880

Mr. Arthur Lumsden
Hartford Chamber of Commerce
250 Constitution Plaza
Hartford, CT 06103

Mr. Douglas W. MacKay
Sandy's Seafood
66 Water St.
Stonington, CT 06378

Mr. Frank A. Marshall
Alrich Precision Mfg. Co.
P.O. box 1070
Danbury, CT 06810

Mr. Miguel J. Martinez
University of New Haven
Guilford Road
Durham, CT 06422

Mr. R. S. S. McKosky
Plastech Corporation
Commercial Street
Branford, CT 06405

Mr. J. Westbrook McPherson
McPherson & Assoc., Inc.
18 Coodhill Rd.
Weston, CT 06883

Mr. Shaw Mudge, Sr.
Shaw Mudge & Co.
P.O. Box 1375
Stamford, CT 06902

Mr. J. Ralph Murray
Insurance & Fin. Services Inc.
832 Bedford St.
Stamford, CT 06901

Mrs. Elsie S. Palmieri
ESR Inc.
167 Avon St.
Stratford, CT 06497

Mr. Miles Pennybacker
7 Bluewater Hill South
Westport, CT 06880

Mr. Joseph Chester Rakiec
J & S Hydraulics, Inc.
45 Old Gate Lane
Milford, CT 06460

Ms. Lillian Scales
Unity Contractors Asso.
20 Burlington St.
Hartford, CT 06112

Mr. Richard F. Schnellet
Marich Realty Corporation
West Avenue
Essex, CT 06426

Mr. Juan A. Scott
Business Development Org.
770 Chapel St.
New Haven, CT 06510

Mr. Fred Seeman
Helikon Futaiture Co. Inc.
607 Norwich Avenue
Taftville, CT 06380

Mr. Donald J. Shean
General Business Services
7 Sand Hill Road
Bethel, CT 06801

Mr. Robert J. Smith
Smith Brothers Insurance, Inc.
510 Cottage Grove Road
Bloomfield, CT 06002

Mr. Gail H. Stockham
Machlett Lab. Inc.
1063 Hope St.
Stamford, CT 06906

Mr. Terrence P. Swain
Precision Producta Inc.
41 Brookside Drive
Hamden, CT 06417

Mr. Mansfield Tinsley Tilley
Tilley's Electric Co.
45 Cottage Grove Rd.
Bloomfield, CT 06002

GEORGIA

Mr. Joe Liszka
540 Greene Street
Key West, FL 33040

Mr. Martin J. Roess
Guar. Fed. Sav. & Loan
P.O. Box 40210
St. Petersburg, FL 33710

Mr. Richard K. Babush
Hirsch, Babush, Neiman & K.
3340 Peachtree Rd., N.E. #950
Atlanta, GA 30326

Mr. Earl Crick
Union Electric Co., Inc.
P.O. Box 1127
Valdosta, GA 31601

Mr. Stephen S. Green
Green Distributors, Inc.
10 Mall Terrace
Savannah, GA 31406

Dr. Evodio Llevada
Indust. Syst. Dept. Schl.
Florida Internat'l Univ.
Miami, FL 33199

Mr. Wayne H.L. Rohlfing
American Wood Pro. Inc.
106 Squire Hill Road
Longwood, FL 32750

Mr. William H. G. France
International Speedway Corp.
Daytona Beach, FL 32015

Mr. W. Bryan Ball, Jr.
National Bank of GA
34 Peachtree St. N.W.
Atlanta, GA 30303

Mr. Paul A. Dangar, Jr.
P. A. Dangar, Inc.
878 Kurtz Rd.
Marietta, GA 30066

Mr. J. Hamilton Guillory
The Guillory Printing Co.
1056 Spring St., N. W.
Atlanta, GA 30309

Mr. Linus W. Llewellyn
Greater Miami C. of C.
1200 Biscayne Blvd.
Miami, FL 33132

Mrs. Margaret St. Germain
Elliott's Inc.
2306 Ponce de Leon
Coral Gables, FL 33134

Mr. W. M. Sanderlin
W. M. Sanderlin Corp.
P. O. Box 15628
Orlando, FL 32808

Mr. J. B. Barnard
Shoney's Family Inn
Highway 82
Hinesville, GA 31313

Mr. Hugh M. H. Dash
Enterprises Now, Inc.
898 Beckwith St. S. W.
Atlanta, GA 30315

Mr. C. C. Hagy
Sutherland, Asbill & Bre.
3100 1st National Tower
Atlanta, GA 30303

Mr. Don Schulstad
Schulstad Motor Company
700 North Dale Mabry Highway
Tampa, FL 33609

Mr. James L. Lewis
Afro-American Life Ins Co
Box 2140
Jacksonville, FL 32203

Mr. Edwin A. Bethea
Georgia Institute of Tech.
Engineering Experiment Stat.
Atlanta, GA 30332

Ms. Sara Davis
Davis Jewlers
P.O. Box 2025
Alma, GA 31510

Ms. Sandra Hanner
Hammer Service Group
Ivy Mall 229 P'tree
Atlanta, GA 30303

Mr. David L. McDuffie
Box 7667
Tampaco
Orlando, FL 32854

Ms. Claire Shulman
7725 Southwest 142nd St.
Miami, FL 33158

Mr. George W. McCleary, Jr.
K Realty Mgt, Inc.
201 Southwest 13th Street
Miami, FL 33130

Mr. Ralph Birdsong
Computerland of Atlanta
2423 Cobb Parkway
Smyrna, GA 30080

Mr. John Dillard
Dillard House Farms
Box 205
Dillard, GA 30537

Mr. Robert L. Harwell, II
Hancock & Harwell R. Coin
3400 Peachtree Rd. #835
Atlanta, GA 30326

Mr. Eddie L. Mills
Mill-Anderson Opticians, Inc.
839 Ninth Street N
St. Petersburg, FL 33701

Mr. Nathaniel Smith, Jr.
Ver-Val Enter, Inc.
Box 966
Fort Walton Beach, FL 32549

Mr. Joseph P. Ruthven
P. O. Box 2187
Lakeland, FL 33803

Ms. D. C. Blount
Libby, Thomas & Braxton
235 Peachtree St. NE #1900
Atlanta, GA 30303

Ms. Janet L. Douglas
Community Relations Comm.
106 Ozone St., S. W.
Atlanta, GA 30314

Mr. Karl Hill
Monroe County Bank
Forsyth, GA 31029

Ms. Ellen I. Morris
Florida Publishing Co.
P. O. Box 1949-F
Jacksonville, FL 32201

Ms. Rutha L. Bradley
Attorney at Law
4332 Wallace Avenue SW
Atlanta, GA 30331

Mr. Samuel R. Dunlap, Jr.
1st Nat'l Bank of Gainesville
1155 East Lake Drive
Gainesville, GA 30501

Mr. Joseph R. Hudson
Gourmet Services, Inc.
101 Marietta Tower
Atlanta, GA 30303

Mr. Frank L. Morsani
Precision Motors
4600 North Dale Mabry Highway
Tampa, FL 33614

Dr. Dan Steinhoff
University of Miami (Florida
1437 Sopera Ave.
Coral Gables, FL 33134

Mr. Larry R. Bramblett
Small Business Devel. Center
University of GA
Athens, GA 30602

Mr. Mark Fine
Fine & Company
5600 Roswell Rd.
Atlanta, GA 30342

Mr. Edward D. Irons
Irons & Associates
3243 Kingsdale Dr. S.W.
Atlanta, GA 30311

Mr. F. J. Nahoom
American Rest. Supp. Co.
403 Terrace Street
Tallahassee, FL 32308

Mr. Henry E. Thompson
Hank Thompson Realty, Inc.
P.O. Drawer Z
Boynton Beach, FL 33435

Mr. Alan Burnham
Alan Burnham, P. C.
6065 Roswell Rd, N.E. #205
Atlanta, GA 30328

Ms. Sharon Hillary Fleming
Pieces of the Puzzle, Ltd.
666 Queen St. , West End
Atlanta, GA 30310

Mr. Robert Earl James
Carver State Bank
P.O. Box 2769
Savannah, GA 31402

Mr. Albert Novak
Novatronics, Inc.
Box 878
Pompano Beach, FL 33061

Mr. Gene A. Whiddon
Causeway Lumber Co. Inc.
P.O. Box 21088
Ft. Lauderdale, FL 33335

Ms. Jo Carter
6855 Jimmy Carter Boulevard
Suite 1490
Norcross, GA 30071

Dr. W. C. Flewellen, Jr.
College of Business Adm.
The University of Georgia
Athens, GA 30602

Ms. Dianne Harvey Johnson
Savannah Helpers, Inc.
P.O. Box 5544
Savannah, GA 31404

Mrs. Laura O'Brien
O'Brien Beauty Supply Co.
7219 N.W. 2nd Avenue
Miami, FL 33150

Ms. Renee Ann Wright
Chilton Construction Co., Inc.
541 San Chrlstopher Drive
Dunedin, FL 33528

Mr. Stephen G. Franklin, Sr.
Emory University
School of Business
Atlanta, GA 30322

Ms. Nancy L. Johnson
Business Mgmt. & Consu. Svc.
3542 Boring Rd.
Decatur, GA 30034

Mr. William G. Price
First Bank of Immokalee
P.O. Drawer B
Immokalee, FL 33934

Ms. Fran L. Wyatt-Cooke
P. O. C. D.
102 East Garden, Suite C
Pensacola, FL 32501

Mr. Harvey Cohen
F & S Service Inc.
P. O. Box 507
Albany, GA 31702

Mr. Stanley Fulwiler
Voxcom, Div. of Tapecon Inc.
108 Hilltop Drive
Peachtree City, GA 30269

Mr. A. J. Kennedy
So. Eastern Assn. Of Min.
2945 Stone Hogan Rd. S.W.
Atlanta, GA 30311

Mr. Patrick Range
5727 NW 17th Avenue
Miami, FL 33142

Mr. Gerald W. Crane
Decatur News Publishing Co.
739 DeKalb Industrial Way
Decatur, GA 30033

Mr. Frank L. Giordano
Insect-O-Cutor, Inc.
1531 Stoneridge Drive
Stone Mountain, GA 30083

Mr. Jacob S. Kornman
Hirsch, Babush, Neiman & K.
3340 Peachtree Rd. N.E. #950
Atlanta, GA 30326

ILLINOIS

Mr. Diego Aguirre
Diego Aguirre & Associates Inc
343 South Dearborn, Suite 1709
Chicago, IL 60604

Mr. Robert M. Atols
Atols Tool & Mold
3828 North River Rd.
Schiller Park, IL 60776

Mr. Howard N. Bernstein
Atlas International Lift Tks.
5050 North River Rd.
Schiller Park, IL 60176

Mrs. Joan B. Beugen
The Creative Establishment
740 N. Rush St. Suite 612
Chicago, IL 60611

Dr. Sherman Beverly, Jr.
1327 Central Avenue
Deerfield, IL 60015

Mr. Frank B. Brooks
Chicago Economic Develop. Corp.
180 No. Michigan Ave. #333
Chicago, IL 60601

Mr. Melvin W. Boldt
BMI, Inc.
825 Seegers Rd.
Des Plaines, IL 60016

Mr. Alvin J. Boutte
Independence Bank of Chicago
7936 So. Cottage Grove
Chicago, IL 60620

Mr. William Brady
901 East Grove St.
Bloomington, IL 61701

Ms. Barbara J. Burrell
Burrell Advertising Inc.
625 North Michigan Avenue
Chicago, IL 60611

Mr. Rolando Capdevila
R. Capdevila Machine Co.
9136 West Medill
Franklin Park, IL 60131

Mr. Jose Cardoso
7107 North Nagle
Chicago, IL 60646

Mr. Nelson Carlo
Abbott Products
3307 So. Lawndale Ave.
Chicago, IL 60623

Mr. Daniel Casey
Sterling Engineering, Inc.
2222 Camden Court
Oak Brook, IL 60521

Mr. Peter John Censky
Illinois Small Business Of.
160 No. La Salle St. #2010
Chicago, IL 60601

Mr. Rafael Chagin
1017 West Washington
Chicago, IL 60607

Ms. Linda Clark
1127 Dartmouth Road
Flossmoor, IL 60422

Mr. Gilbert Coleman
Security Bank & Trust Co.
No. 9th & Main
Mt. Vernon, IL 62864

Ms. Janice Colon
4345 North Sacramento
Chicago, IL 60607

Mrs. Ennice M. Conn
E B Conn Vending, Inc.
8565 Dempster St. Suite 200
Niles, IL 60648

Ms. Cimena M. Cummings
T.L.C. Company, Inc.
1307 So. Wabash Ave.
Chicago, IL 60605

Mr. Charles A. Davis
National Insurance Assoc.
2400 Sonth Michigan Avenue
Chicago, IL 60616

Mr. Lamount Davis
R. J. LaGal, Inc.
991 E. Broadway
E. St. Louis, IL 62201

Mr. Thomas E. DePinto
Tool & Die Institute
777 Busse Highway
Park Ridge, IL 60068

Mr. Stephen C. Diamond
Walter E. Heller & Co.
105 West Adams Street
Chicago, IL 60603

Mr. Frank Dinz
Westtown Economic Develop.
2015 West Division St.
Chicago, IL 50522

Mr. Robert M. Doench
Capital Group, Inc.
208 South LaSalle St.
Chicago, IL 60604

Ms. Norma J. Douglas
Carl C. Wiklander Co.
365 Criss Circle
Elk Grove, IL 60007

Mr. James H. Edelen
National Indus. Prod. Supply
1205 Belvidere Rd.
Waukegan, IL 60085

Mr. James N. Farley
Speedfam Corporation
509 North 3rd Avenue
Des Plaines, IL 60016

Mr. James Fletcher
The Neighborhood Fund Inc.
1950 East 71st St.
Chicago, IL 60649

Mr. Leon A. Finney
Woodlawn Organization
1180 West 63rd Street
Chicago, IL 60637

Mr. William F. Fitzgerald
Fitzgerald Furniture Co.
101 East Clinton Street
Joliet, IL 60434

Mr. Ed J. Fizer
Clean Tech
10835 So. Michigan Ave.
Chicago, IL 60628

Mr. Marshall Frankel
Marshall Int'l Trading Comp
7440 North Long Avenue
Skokie, IL 60077

Mr. Timothy James Frisby
R. J. Frisby Manufacturing Co.
1500 Chase Avenue
Elk Grove, IL 60007

Mr. Luis Ramon Garcia-Camilo
Washington National Bank
2525 No. Kedzie Blvd.
Chicago, IL 60647

Mr. John W. Gay, II
Gay & Huff Construction
9401 Galena Rd.
Peoria, IL 61615

Mr. William Getz
Williams, White & Company
600 Third Avenue
Moline, IL 61265

Ms. Lois J. Gilmore
IIT Research Institute
10 West 35th St, #4C-5
Chicago, IL 60616

Mr. Garland C. Guice
Inner City Foods, Inc.
2412 So. Michigan Avenue
Chicago, IL 60616

Mr. Allan E. Harris
Harris Hub Co. Inc.
15601 So. Commercial Ave.
Harvey, IL 60426

Mrs. Kamilah Hassan
Salaam International
1637 East 92nd St.
Chicago, IL 60617

Mr. Alvin W. Hogan, Sr.
A & T Movers & Storage
6758 South Chicago
Chicago, IL 60637

Mr. John G. Holub
Rockford Blacktop Con. Co.
600 Boylston St.
Loves Park, IL 61130

Mr. John E. Jerger
Fortex Data Corporation
10 Sonth Riverside Plaza
Chicago, IL 60606

Mr. G. Ron Jones
Ron Jones Electric, Inc.
900 No. La Fox St.
South Elgin, IL 60177

Mr. Philip P. Kaiser
P-K Tool & Manufacturing Co.
4700 LeMoyne St.
Chicago, IL 60651

Mr. John W. Kendrick
Met-L-Wood Corporation
6755 West 65th Street
Chicago, IL 60638

Mr. Joseph Koss
Protectoseal Co.
225 Foster Avenue
Bensenville, IL 60106

Mr. Stanley V. Koziara
Stan the Tire Man, Inc.
P.O. Box 1727
Mt. Vernon, IL 62864

Mr. Buryl J. Lazar
Globe Feather & Down Co.
1030 West North Avenue
Chicago, IL 60622

Ms. Winifred E. Lowery
Lowery Distributing Co.
4221 West Ferdinand St.
Chicago, IL 60624

Mr. James H. Lowry
James H. Lowry & Associates
444 No. Michigan Ave. #800
Chicago, IL 60614

Mr. Laurence F. Mages
Morrie Mages Sports
620 North LaSalle Street
Chicago, IL 60610

Mr. Raymond Margolies
George S. May International
111 South Washington St.
Park Ridge, IL 60068

Mr. Vern I. McCarthy Jr.
Vulcan Industrial Pkg Ltd
925 Ardmore Avenue
Itasca, IL 60143

Mr. H. Sam McGrier
Chicago Econ Dev Corp
180 North Michigan Ave
Chicago, IL 60601

Mr. Lester H. McKeever, Jr.
Washington, Pittman & McKeever
2400 South Michigan Avenue
Chicago, IL 60616

Mrs. Sandra M. McNeil
McNeil Consulting
330 So. Wells, #1422
Chicago, IL 60606

Mr. Norman W. Nagel
Bernstein & Bank, Ltd.
1437 Dartmouth Lane
Deerfield, IL 60015

Mr. Dean Alan Olson
Rockford Acromatic Products
P.O. Box 2066
Rockford, IL 61130

Mr. Richard D. Pettibone
Pettibone-Chicago, Inc.
435 North Michigan Ave.
Chicago, IL 60611

Mr. Verne H. Phillips
Direct Mail Associates, Inc.
719 West Main
Peoria, IL 61606

Mr. Sol P. Povlo
S. Povlo
8536 North Karlov Ave.
Skokie, IL 60076

Mr. Frederick B. Rabenstein
Rabensteins Home Furnishings
608-10 Court St.
Ottawa, IL 61350

Mr. David P. Ransburg
L. R. Nelson Corporation
7719 North Pioneer Lane
Peoria, IL 61615

Mr. Mariano Rivera
Neda-Chicago
55 West Van Buren
Chicago, IL 60605

Mr. Phillip C. Rizzo
City Wide Accounting Svc.
600 Hunter Drive
Oakbrook, IL 60521

Mr. James P. Rossnagel
Jefferson Bank
123 S. W. Adams
Peoria, IL 61649

Mrs. Judith K. Schindler
Schindler Public Relations
333 East Ontario
Chicago, IL 60611

Mr William R Schirring Jr
Springfield Elec Sup Co
718 North Ninth Street
Springfield, IL 62708
821

Mr. Norbert E. Schwarz
Schwarz & Associates
4215 E. State St., Suite 122
Rockford, IL 61108

Mr. Alan Robert Segal
Republic Vending Corporation
4709 West Lawrence
Chicago, IL 60630

Mrs. Wanda M. Sharrieff
New Faces, Inc.
2444 North Clark
Chicago, IL 60614

Mr. Richard H. Simpson
Charles A. Bennett Co., Inc.
809 West Detweiller Drive
Peoria, IL 61615

Mr. Robert G. Smith
Decatur Container Corporation
North Route 48, P.O. Box 248
Oreana, IL 62554

IOWA

Mr. Robert W. Allsop
MorAmerica Capital Corp.
200 American Bldg.
Cedar Rapids, IA 52401

Ms. Ramona Barry
The Warehouse
213 Carter Lake Club
Carter Lake, Iowa 68110

Mr. Cornelius Bodine, Jr.
Business/Govt Interaction Inc
919 Badgerow Building
Sioux City, IA 51101

Mr. Wesley H. Boldt
Boldt Industries
2777 S.W. 30th Street
Des Moines, IA 50321

Mr. Ralph Boone
Wapello County Farmers Union
Route 1
Blakesburg, IA 52536

Mr. Jim Collison
Jim Collison Assoc.
26 12th Street S.E.
Mason City, IA 50401

Ms. Barbara J. Fischer
Inter. Bus. Assoc, Inc.
314 Main Street
Cedar Falls, IA 50613

Mr. Wayne F. Fox
Triple "F" Inc.
10104 Douglas Avenue
Des Moines, IA 50322

Mr. Doug Getter
Iowa Development Commission
250 Jewett Building
Des Moines, Iowa 50309

Mr. Harold W. Godbersen
Gomaco Corp.
P.O. Box 152
Ida Grove, IA 51445

Mr. Jon P. Haddock
Davis Oil Company
Box 44
Climbing Hill, IA 51015

Mr. Joel C. Hanes
Midwest Wholesale, Inc.
201 8th Street S.W.
Mason City, IA 50401

Mr. Victor P. Junker
J&J Metal Spinning, Inc.
1233 Ackermant Street
Waterloo, IA 50703

Mr. Arnold E. Levine
The Levine Company, Inc.
4400 East 14th Street
Des Moines, IA 50316

Mr. David E. Linge
Cedar Memorial Funeral Hm.
4200 1st Avenue, N.E.
Cedar Rapids, IA 52402

Mr. Warren J. McEleney
McEleney Motors, Inc.
21 Main Avenue
Clinton, IA 52732

Mr. Bud Miller
Miller Beauty Supply, Inc.
1 Concord Dr.
Burlington, IA 52601

Mr. Richard E. Myers
Hawk I Truck Stop, Inc.
P.O. Box 5599
Coralville, IA 52241

Mr. Barnes O'Donnell
Johnson Gas Appliance Co.
520 E. Avenue, N.W.
Cedar Rapids, IA 52405

Ms. Mary Paulson
Rural Route 1
Stockton, IA 52769

Mr. Herman Richter
The Three Sons
Milford, IA 51351

Mr. David H. Swanson
Center for Ind Rsch/Svc
Iowa State University
Ames, IA 50011

Mr. Raymond E. Walton, Jr.
Godwin Brothers Invt. Inc.
P.O. Box 239
Indianola, IA 50125

Ms. Juli A. Weber
Reading Skills Institute
218 Sixth Ave, Fleming Bldg
Des Moines, IA 50309

Ms. Connie Wimer
Iowa Title Company
516 Third Street
Des Moines, IA 50309

Mr. Donn Williams
Williams Marine Enterprisea
6925 South Concord
Davenport, IA 52802

KANSAS

Mr. Richard Barrera
3711 West 47th Place
Shawnee Mission, KS 66205

Mr. Frank J. Becker
Becker Corporation
P.O. Box 1050
El Dorado, KS 67042

Mr. Warren D. Bottenberg
B.M.B. Company, Inc.
North Vermont & 9th
Holton, KS 66436

Mr. K. P. Brasted, II
Mid Kansas Fdl. Svg's & Loan
230 S. Market St.
Wichita, KS 67202

Mr. Frank L. Carney
Pizza Hut Inc.
P.O. Box 428
Wichita, KS 67201

Ms. Barbara J. Culbertson
Mission Business Svc.
P.O. Box 1383
Mission, KS 66222

Mr. Dale L. Flaxbeard
Telecheck of KS, Inc.
8650 W. College Blvd. #200
Overland Park, KS 66210

Mr. Donald R. Forsyth
Forsyth Truck & Farm Equip.
P.O. Box 1267
Junction City, KS 66441

Mr. Edward S. Garber
Westgate State Bank
6000 Leavenworth Rd.
Kansas City, KS 66104

Mr. Dale W. Gordon
Lawrence Photo Supply, Inc.
1111 East 1st St.
Wichita, KS 67201

Mr. Barry Greenstein
Business Dynamics
9921 Foster
Overland Park, KS 66212

Mr. Samuel A. Hardage
Hardage Enterprises, Inc.
125 No. Market St.
Wichita, KS 67202

Mr. Dale A. Hedrick
The Green Co. Inc.
15550 West 109th St.
Lenexa, KS 66219

Ms JoAnn Oppenheimer Hershman
JoAnn & Associates, Inc.
10311 Mohawk Rd.
Leawood, KS 66206

Ms. Biddy Hurlbut
The Peruvian Connection
Tonganoxie, KS 66086

Mrs. Melva Lee James
Sylvester James & Sons
3001 N. 7th St. Trafficway
Kansas City, KS 66115

Mr. Thomas M. Joyce
Landall Corporation
1700 May
Marysville, KS 66508

Mr. Joseph Lira
2 Gateway Center
4th & State Ave., #1004
Kansas City, KS 66101

Senator Billy Q. McCray
Kansas State Legislator
1532 North Ash St.
Wichita, KS 67214

Mr. Bruce E. Pendleton
Kaw Valve & Fitting Co.
P.O. Box 3224
Kansas City, KS 66103

Ms. Sharon F. Poindexter
Poindexter Assoc.
111 W. Douglas St. #509
Wichita, KS 67202

Mr. H. W. "Bill" Reece
Reece Construction Co.
Box 68
Scandia, KS 66966

Mr. Hale T. Ritchie
Ritchie Paving, Inc.
Box 4048
Wichita, KS 67204

Mr. James R. Roath
Perfection Wholesale, Inc.
1200 Minnesota Ave.
Kansas City, KS 66102

Mr. W. P. St. Clair
Fiberglass Engineering, Inc.
P.O. Box 29
Neodesha, KS 66757

Mr. Deryl K. Schuster
1st National Bank
P.O. Box 1217
Liberal, KS 67901

Mr. Clifford W. Stone
Walnut Valley State Bank
Box 528
El Dorado, KS 67042

Mr. Leroy C. Tombs
Tombs & Sons, Inc.
P.O. Box 215
Bonner Springs, KS 66012

Mr. Raymond E. Walton
Pennypower Shopping News
1701 East Kellogg
Wichita, KS 67211

Mr. Donald L. Wenger
Wenger Manufacturing
714 Main
Sabetha, KS 66534

Mrs. Alberta E. Wolf
Wolf Memorial Co.
205 West 9th St.
Ellis KS 67637

Ms. Jo S. Zakas
Clifton Square
3700 E. Douglas
Wichita, KS 67208

KENTUCKY

Mr. Franklin D. Carter
A. C. Tool & Machine Co.
1735 Berry Blvd.
Louisville, KY 40215

Mr. D. Leroy Chewning
Bass & Company
P.O. Box 553
Hopkinsville, KY 42240

Mr. Bruce C. Cotton
Jerrico, Inc.
P.O. Box 11988
Lexington, KY 40579

Dr. Constantine Curris
Murray State University
Murray, KY 42071

Mr. Scott R. Duncan
Duncan Wallcoverings
1729 Research Dr.
Louisville, KY 40299

Mr. James G. Frederick
Frederick & May Lumber & Con.
919 Prestonburg St.
West Liberty, KY 41472

Mr. Harvey L. Grawemeyer
Henry Vogt Machine Co.
1000 West Ormsby Ave.
Louisville, KY 40210

Mr. Michael J. Grisanti
Casa Grisanti
1000 East Liberty St.
Louisville, KY 40204

Mr. Stuart M. Grossman
Spot Distributing Co.
P.O. Box 33274
Louisville, KY 40232

Mr. Jerry S. Ikerd
South Kentucky Mack Trucks I.
Route 1, Box A-25
Somerset, KY 42501

Mr. Patrick R. Lancaster
Lantech
1100 Bluegrass Parkway
Louisville, KY 40299

Mr. J. C. Laswell
ORBCO, Inc.
100 First St. East
Owensboro, KY 42301

Mr. J. P. Mauzy
4635 Spring Lane Drive
Owensboro, KY 42301

MARYLAND

Mr. Roland L. Sutton
Maine Machine Products
56 Western Avenue
South Paris, ME 04281

Mr. Gerald M. Tabenken
H. Tabenken & Company
Box 1423
Bangor, ME 04401

Mr. John Telow
S.C.O.R.E.
825 Main Street
Lewiston, ME 04240

Mr. Lawrence J. Ward
Ward Brothers Inc.
Box 4200
Lewiston, ME 04240

Mr. Michael G. Abercrombie
Cato, Incorporated
Box 1030
Salisbury, MD 21801

Ms. Frances S. Abernathy
Abernathy Business Consultants
414 Hungerford Dr, # 358
Rockville, MD 20850

Mr. Richard Bernstein
K & L Microwave, Inc.
1301 Allenwood Drive
Salisbury, MD 21801

Mr. Leonard Blackshear
Associated Enterprise Dev.
The World Trade Center
Baltimore, MD 21202

Mr. Leon Bridges
Leon Bridges Company
Five East Centre Street
Baltimore, MD 21202

Mr. E. J. Brody
Brody Truck Rental, Inc.
621 South Bentalou Street
Baltimore, MD 21223

Mr. Bernard S. Browning
General Business Services, Inc
51 Monroe Street
Rockville, MD 20850

Mr. Michael G. Callas
Callas Contractors Inc.
Box 888
Hagerstown, MD 21740

Mr. Tracy C. Coleman
Coleman & Wood, Inc.
963 Selim Road
Silver Spring, MD 20910

Mr. Robert F. Dashiell
Siegleton, Dashiell & Robinson
4 East Franklin St., #301
Baltimore, MD 21202

Mr. John W. Gomolisky
National Business Systems
12250 Wilkins Avenue
Rockville, MD 20852

Mr. Behrl Hirschman
Laurel Concrete Products
Box 309
Laurel, MD 20810

Mr. Otto Karl Lange
Chesapeake Foods, Inc.
Box 129
Parsonsburg, MD 21849

Mr. Joseph K. McGeady
Martin G. Imbach
Box 3410
Baltimore, MD 21226

Mr. James H. McLean, Jr.
Four Winds & Seven Seas Travel
1111 Park Avenue, #606
Baltimore, MD 21201

Mr. Edward L. Modlin
Quince Orchard Shell Inc.
28 Keystone Drive
Gaithersburg, MD 20760

Mr. Arthur C. Morgan
Artmor Plastics Corp.
Box 3187
Cumberland, MD 21502

Mr. Daniel D. Norse
Danmor Fin. Mgt. Services
8715 First Ave, #811D
Silver Spring, MD 20910

Ms. Tina Odom
Diet Center of Baltimore
1109 Spring Street, #402
Silver Spring, MD 20910

Mr. Peter Payne
Payne, Inc.
1933 Lincoln Drive
Annapolis, MD 21401

Mr. Robert N. Santoni, Sr.
Santoni's Markets
111 South Eaton Street
Baltimore, MD 21224

Mr. Samuel W. Seidel
Peninsula Insurance Co.
112 East Market Street
Salisbury, MD 21801

Ms. Margaret T. Shaffer
Paradigm, Inc.
8815 Quiet Stream Court
Potomac, MD 20854

Mr. George C. Uzzell
Scoteo Inc, Genco Tool & Eng
2412 Linden Lane
Silver Spring, MD 20910

Mr. J. B. Vallandingham, Jr.
Frederick Contrartors Inc.
Box 428
Frederick, MD 21701

Ms. Ann Odette Whitlow
Ann Whitlow Designs Inc.
101 W. Ridgely Rd. # 6-B
Lutherville, MD 21093

Mr. Raymond D. Watts
Attorney at Law
2264 Glenmore Terrace
Rockville, MD 20850

Mr. Andrew G. Interdonato
Suburban Dev & Construction Co
P. O. Box 55012
Fort Washington, MD 20022

Mr. Robert Bushman
16500 J. M. Pearce Road
Monkton, MD 21111

MASSACHUSETTS

Ms. Mattie Ray Adams
Adams Interiors
280 Columbus Avenue
Boston, MA 02116

Mr. Ralph Berger
Skinner & Sherman Lab.
300 Second Avenue
Waltham, MA 02254

Mr. Harold Brown
Leighton & Cohen
66 Long Wharf
Boston, MA 02110

Dr. Julian J. Bussgang
Signatron, Inc.
12 Hartwell Ave.
Lexington, MA 02173

Mr. Earl D. Campbell
Manassa Keypunch Service
530 Warren St, Box 245
Boston, MA 02121

Mr. Francis R. Carroll
Small Bus. Svc. Bureau, Inc.
P.O. Box 1441
Worcester, MA 01601

Mr. J. Alden Cheever
Borgess Brothers, Inc.
P.O. Box 587
Norwood, MA 02062

Ms. Norman Comins
P. T. Brake Lining Company
17 Shepard Street
Lawrence, MA 01842

Mrs. Shirley E. Covordale
Coverdale Associates, Inc.
One Washington St. #210
Wellesley Hills, MA 02181

Mr. Daniel A. Cronin, Jr.
Ampersand Associates
100 Federal Street, Floor 33
Boston, MA 02110

Mr. Paul W. Cronin
Sunsav, Inc.
640 South Union St.
Lawrence, MA 01843

Mr. James E. Curry, Jr.
J. E. Curry Co., Inc.
308 Westford St.
Lowell, MA 01851

Mr. John J. Curtin, Jr.
The Francis H. Curtin Ins.
701 Concord Avenue
Cambridge, MA 02138

Dr. Alfred C. W. Daniels
Ill Aerospace Design Co., Inc.
Civil Air Terminal
Bedford, MA 01730

Mr. David Dawley
Dawley & Shepard, Inc.
One Miller Square
Westminster, MA 01473

Ms. Lola Dickerman
Attorney
99 High St.
Boston, MA 02110

Mr. James Donelan
Donelan's Supermarkets, Inc.
217 East Main Street
Orange, MA 01364

Dr. George A. Doyle
46 Raymond Street
Holden, MA 01520

Mr. Oliver Clarence Eckel
Eckel Industries, Inc.
155 Fawcett St.
Cambridge, MA 02138

Ms. Ann J. Eskesen
Growing Concerns
45 Beach Bluff Ave.
Swampscott, MA 01907

Mr. Thomas G. Feenan
ATA Insurance & Income Tax
657 Adams Street
Quincy, MA 02169

Ms. Jude Goldman
Tramp Printers
44 Brookline St.
Cambridge, MA 02139

Mr. Budge Hall, Jr.
Cape Cod C. of C.
Junction, Route 6 & 132
Hyannis, MA 01923

Mr. Richard T. Horan
Hughes Oil Co., Inc.
16 Woodland Road
Boston, MA 02130

Mr. Ronald H. Johnson
Photo Metrics Inc.
442 Marrett Road
Lexington, MA 02173

Ms. Faye D. Kass
55 Betsford Road
Newton, MA 02167

MINNESOTA

Mr. John Vander Ploeg
Ship-Pac, Inc.
5271 Wynn Rd.
Kalamazoo, MI 49001

Dr. Nellie M. Varner
Strather & Associates
16801 Wyoming Ave.
Detroit, MI 48228

Mr. Abraham S. Venable
General Motors
1610 Fisher Bldg.
Detroit, MI 48202

Ms. Mary Jo Walsh
New Options Personnel
2908 Book Bldg
Detroit, MI 48226

Ms. Jacquelin E. Washington
New Options Personnel, Inc.
2908 Book Bldg.
Detroit, MI 48226

Mr. David J. Willett
Associated Newspapers Inc.
35540 Michigan Avenue West
Wayne, MI 48184

Mr. Wayne H. Williams
Williams Volkswagen
2845 East Saginaw
Lansing, MI 48823

Mr. E. Bruce Cheadle
Jobbers Warehouse Service
355 Sheldon Street SE
Grand Rapids, MI 49503
A16

Mr. Myrle S. Anderson
Anderson Pontiac GMC, Inc.
1715 South 3rd St.
Moorhead, MN 56560

Mr. Richard Atwood
Durkee-Atwood Co.
215 7th St. Northeast
Minneapolis, MN 55413

Mrs. Beverly Braun
Control Data Bus Center
245 East Sixth Street
St. Paul, MN 55112

Ms. Noelann Brown
Lemon Bear, Inc.
516 Selby Avenue
St. Paul, MN 55102

Mr. Ralph Edwin Bruins
Summit State Bank
6500 Nicollet Avenue
Richfield, MN 55423

Ms. Marcia J. Bystrom
Bystrom Bros., Inc.
2200 Snelling Avenue South
Minneapolis, MN 55404

Mr. Lloyd George Cherne
Cherne Industries, Inc.
5701 South County Rd. 18
Edina, MN 55436

Mr. A. C. "Al" Claseman
SES, Inc.
290 Bremer Bldg.
St. Paul, MN 55101

*Ms. Janet Deming
dor and associates, inc.
416 E. Hennepin
Minneapolis, MN 55414

Ms. Karen Desnick
Freme Yourself Framing Inc.
6959 Washington Avenue South
Minneapolis, MN 55435

Mr. Dennis Dotson
The Dotson Company, Inc.
P. O. Box 1270
Mankato, MN 56001

Mr. Willis K. Drake
Data Card Corporation
P.O. Box 9355
Minnetonka, MN 55343

Ms. Alfreda Garibaldi
4222 Nicollet Avenue
Minneapolis, MN 55409

*Ms. Roxanne Givens
Rainbow Development Co.
7151 York Avenue South
Edina, MN 55435

Mr. Roger Lynn Halverson
Lynn Corporation
P.O. Box 24285
Minneapolis, MN 55424

*Mr. Charles Henderson
Duluth Area C. of C.
325 Harbor Drive
Duluth, MN 55802

*Ms. Marlene M. Johnson
Split Infinitive, Inc.
400 Sibley St.
St. Paul. MN 55101

*Mr. Neel C. Johnson
First Nat'l Bank of St. Paul
332 Minnesota St.
St. Paul, MN 55101

Mr. John M. Lamb
The Marketing Umbrella
1011 Midland Bank Bldg.
Minneapolis, MN 55401

Mr. Gordon C. Lewis
Lewis Engineering Company
5229 Eden Avenue
Edina, MN 55436

*Mr. Robert M. Linsmayer
Villaume Industries, Inc.
2926 Lone Oak Circle
St. Paul, MN 55121

Mr. W. Matthew Little
C & L Landscape & Garden Center
4000 4th Avenue South
Minneapolis, MN 55409

Mr. Al McFarlane
Insight News
430 First Avenue North
Minneapolis, MN 55401

Mr. Thomas R. Moorhouse
Trans-Tech Corporation
9855 Hamilton Road
Eden Prairie, MN 55344

*Mr. Carl F. Nielsen
DCI, Inc.
P.O. Box 1227
St. Cloud, MN 56301

Mr. Donald W. Pennertz
Alexandria Extrusion Co.
P.O. Box 847
Alexandria, MN 56308

*Sen. Collin C. Peterson
Certified Public Accountant
Route 2, Box 287
Detroit Lakes, MN 56501

Mr. Leon Rankin
3200 Sixty-third Avenue NW
Brooklyn Center, MN 55429

Ms. Reiko Weston
Fuji Ya & Taiga Restaurants
420 South First Street
Minneapolis, MN 55401

Mr. Jon Elmer Rusten
Rusten's Inc.
Niawa Star Route
Park Rapids, MN 56470

Ms. Susan Sands
S. S. Productions
400 Sibley St, Park Sq Court
St. Paul, MN 55101

Mr. Alfred O. Schumann
Schumann Construction
Box 156
Eyota, MN 55934

*Mr. Robert D. Sparboe
Sparboe Agricultural Corp.
125 East Commercial St.
Litchfield, MN 55355

Mr. Lee N. Sundet
Century Manufacturing Company
9231 Penn Avenue South
Minneapolis, MN 55431

Mrs. Corinne L. Stefanson
The Classic, Inc.
Moorhead Center Mall
Moorhead, MN 56560

Dr. Thomas Tipton
Vanguard Advertising Agcy.
15 South 9th St.
Minneapolis, MN 55402

Mr. Herbert F. Trader
Control Data Corporation
P.O. Box O
Minneapolis MN 55440

Mr. John S. Tschohl
John Tschohl & Associates
1101 West 78½ Street
Bloomington, MN 55420

Mr. Albert C. Warner
Hardware Hank, Inc.
10809 University Ave, N.E.
Blaine, MN 55433

Ms Joyce Yamamoto Klepp
Sansei Pottery
1129 Grand Avenue
St. Paul, MN 55105

MISSISSIPPI

*Ms. Marjorie A. Abrams
Marjorie Anne's
P.O. Box 767
Brookhaven, MS 39601

*Ms. Sharon B. Bell
Ponderosa Bar-X Rest.
217 Alabama Street
Columbus, MS 39701

Mr. Robert J. Boland
Pavco Industries, Inc.
P.O. Box 612
Pascagoula, MS 39567

Mr. Leonard L. Bouler, Jr
Office Outfitters, Inc
614 South State Street
Jackson, MS 39201

Mr. William B. Brannan
Mississippi Bank
Box 104
Canton, MS 39046

Mr. John N. Dennery
Dennerys, Inc.
330 Greymont Avenue
Jackson, MS 39202

Mr. W. W. Gresham, Jr.
Gresham Petroleum Company
P.O. Box 270
Indianola, MS 30751

Mr. Dee W. Haggard
Broadmoor Exxon Service Center
4736 Poplar Springs Drive
Meridian, MS 39301

Mr. Orville M. Lister
McLain True Value Hardware
P.O. Box 68
McLain, MS 39456

Mr. Edward F. Mitcham, Jr.
Miss Agri and Ind Board
P.O. Box 849
Jackson, MS 39205

Mr. John Milton Mothershed
Mothershed, Inc.
P.O. Box 229
Batesville, MS 38606

Mr. Paul E. Nuckolls
Specialty Roll Products, Inc.
P.O. Box 5374
Meridian, MS 39301

Mr. Thomas E. Sanders
637 Morning Glory Court
Jackson, MS 39206

Mr. W. Eugene Simmons
Simmons Woodyard, Inc.
P.O. Box 48
Tylertown, MS 39667

Mr. Donald A. Stewart
First United Bank of Miss
P. O. Box 991
Meridian, MS 39301

*Mr. Melvon Taylor
Taylor and Wells
200 East Pascagoula St #433
Jackson, MS 39201

*Mr. Matthew W. Thomas, Jr.
State-Wide General Ins.
P.O. Box 3332
Jackson, MS 39209

*Mr. H. M. Thompson
Stringer Grand Lodge
1119 Rondo Street
Jackson, MS 39203

*Mr. James W. Turner
Business Data Ser. Inc.
P. O. Box 16685
Jackson, MS 39206

*Mr. Ted C. Weill
Universal Saw & Tool Co.
Route 4
Tylertown, MS 39667

*Mr. Liles B. Williams
Stuart C. Irby Co.
815 South State Street
Jackson, MS 39205

Mr. Charles L. Young
E. F. Young Jr. Mfg. Co.
500 Twenty-Fifth Avenue
Meridian, MS 39301

MONTANA

Mrs. Helen E. Alexander
1026 Durango
Great Falls, MT 594D4

Mr. George D. Anderson
Anderson Zur Muehlen & Co.
Box 1147
Helena, MT 59601

Ms. Karin Bratlien
Time Rental
2500 Reserve Street
Missoula, MT 59801

Mr. E. B. Brown
Guaranty Title Company
2520 2nd Ave. South
Great Falls, MT 59403

Mr. Harvey W. Bryan
Bryan's
329 Johnson
Wolf Point, MT 59201

Mr. Bob Crane
Freedom Church
1000 North Ewing
Helena, MT 59601

Mr. J. Stephen Davis
Davis Realtors and Devl.
2214 Maple
Billings, MT 59102

Mr. Allen L. Donohue
Heritage Inn
1700 Fox Farm
Great Falls, MT 59401

Mr. Robert O. Evans
R. Evans Jewler
121 E. Main Street
Bozeman, MT 59715

Mr. John H. Jardine
Jardine, McCarthy & Grauman
Box 488
Whitehall, MT 59759

Mr. Charles Jeniker
2110 South Drive
Butte, MT 59701

Mr. Ed Nurse
Consulting Engineer
839 Front Street
Helena, MT 57601

Mr. Donald R. Roberts
Don's Men's Store
320 Mineral Ave.
Libby, MT 59923

Mr. George B. Schotte
Butte Local Dev. Corp.
Box 507
Butte, MT 59701

Mr. Finn E. Walstad
Nordak Industries U.S.A.,Inc.
Box 2023
Great Falls, MT 59403

Dr. Jerry Plunkett
P. O. Box 3809
Butte, MT 59701

NEBRASKA

Mr. John C. Barnhart
Barnhart Press
2566 Farnam
Omaha, NE 68131

Mr. Kent B. Broyhill
The Broyhill Company
North Market Square
Dakota City, NE 68731

Mr. K. Michael Dishman
Chamber of Commerce
1620 Dodge Street
Omaha, NE 68102

Mr. Robert A. Edwards
McDonald's Restaurants
1608 Galvin Road
Bellevue, NE 68005

Mr. William J. Gerhold
Gerhold Concrete Company
P.O. Box 687
Columbus, NE 68601

Mr. Robert Kimbler Hill
Robert K. Hill Catering
6922 Dodge Street
Omaha, NE 68132

Mr. John A. Johnson
Johnson Pharmacy, Inc.
101 East Mission
Bellevue, NE 68005

Mr. Allen E. Jones
Allen E. Jones Company
P.O. Box 19101
Omaha, NE 68119

Mr. Arthur L. Knox
Lincoln Steel Division
Box 81668
Lincoln, NE 68501

Mr. Donald L. Lowe
Connecticut Gen. & Concept
8990 W. Dodge Rd. #225
Omaha, NE 68114

Mr. Francis D. Moul
Maverick Media, Inc.
Box O
Syracuse, NE 68446

Mr. J. Robert Mullen
Mullen & Associates
700 West Center Road #425
Omaha, NE 68106

Mr. Norman A. Otto
Austin Realty
1500 Kingston Rd.
Lincoln, NE 68506

Ms. Sharron J. Roncka
Michelle Edwards, Inc.
5423 South 36th Street
Omaha, NE 68107

Mr. William L. Wilke
Reach Electronics, Inc.
P.O. Box 308
Lexington, NE 68850

Mr. Ken Wortman
Wortman Motor Company
Box 10
Aurora, NE 68818

Mr. Jesse R. Davis
Bellevue Trailer Sales Inc.
PO Box 489
Bellevue, NE 68005

Mr. Thomas Haiston
Haiston Oil Company
P. O. Box 558
Scottsbluff, NE 69361

Mr. Patrick J. McCarthy
McCarthy Insurance Agency
6842 Pacific Street
Omaha, NE 68106

Mr. Barney McGuire
Dakota Title & Escrow Co.
1801 St. Mary's Avenue
Omaha, NE 68114

NEVADA

Mr. William H. Bailey
Nevada Economic Dev. Co Inc.
618 E. Carson Avenue
Las Vegas, NV 89101

Mr. Charles Bilich
Associated Build & Cont
302 East Carson #916
Las Vegas, NV 89109

Mr. John M. Buchan
Humboldt County C. of C.
48 W. Winnemucca Boulevard
Winnemucca, NV 89445

Mr. Arturo B. Cambeiro
Cambeiro & Cambeiro Ltd.
2068 Capistrano Avenue
Las Vegas, NV 89109

Mr. John Flanigan
Joncy Financial Ltd.
2750 Holcomb Lane
Reno, NV 89511

Ms. Joy M. Hamann
Joyce & Martin Advertising
218 S. Maryland Parkway
Las Vegas, NV 89101

Mr. Thomas L. Jackson
Clark County Comm College
6149 Vista Verde
Las Vegas, NV 89102

Mr. Dennis P. Jaeger
Funky Chateau, Inc.
953 E. Sahara Avenue
Las Vegas, NV 89104

Mr. John A. Kleppe
Scientific Eng. Instr. Inc.
P.O. Box 1171
Reno, NV 89504

Mr. Arthur C. Lurie
World Liquor Co. Inc.
3651 Maryland Parkway
Las Vegas, NV 89109

Mr. Edward F. Ortiz
Reynolds Electricial & Eng. Co.
P.O. Box 14400
Las Vegas, NV 89114

Mr. Evan Williams
Dalton Properties, Inc.
P. O. Box 4247
Las Vegas, NV 89106

Mr. Don L. Woolbright
Aquaris Landscape & Spr.
1551 North Winwood Street
Las Vegas, NV 89108

NEW MEXICO

Mr. Henry A. Alaniz
Duran Floor Coverings
P.O. Box 2131
Roswell, NM 88201

Mr. Ben B. Alexander
D A & S Oil Well Servicing
Box 2545
Hobbs, NM 88240

Mr. Mike Anaya
Mike's Friendly Store
P.O. Drawer M
Moriarty, NM 87035

Mr. George T. Dunagan
Dunagan Insurance Agency
212 W. Stevens St.
Carlsbad, NM 88220

Mr. John P. Gallegos
Attorney at Law
1437 Paseo De Peralta
Santa Fe, NM 87501

Mr. Robert B. Hertzler
Sandia Die & Cartridge
Rt. 5, Box 5400
Albuquerque, NM 87123

Mr. Robert J. Hoffman
Bank Securities, Inc.
P.O. Box 1081
Albuquerque, NM 87103

Mr. Arthur Janpol
P.O. Box 8421
Albuquerque, NM 87198

Mr. Ned Miller
One Scarborough Corp.
1615 Carlisle Blvd NE
Albuquerque, NM 87110

Mr. Edward J. Myslik, Jr.
5301 Central Ave. NE #1600
Albuquerque, NM 87108

Mr. Charles E. Nolan, Jr.
Charles E. Nolan Jr. & Assoc
P.O. Box 1708
Alamogordo, NM 88310

Mr. James R. Quillen
Thunderbird Steel Corp.
4224 Indian Springs N.E.
Albuquerque, NM 87109

Mr. Richard S. Roybal
Siete Del Norte Comm. Dev.
413-B Riverside Dr. N.E.
Espanola, NM 87532

Mr. William B. Russell
All Points Movers
P.O. Box 8005
Albuquerque, NM 87108

Mr. Bill D. Trembly
Trembly Associates
119 Quincy N.E.
Albuquerque, NM 87108

Mr. Ed Romero
Solar America, Inc.
2620 San Mateo, NE, Suite D
Albuquerque, NM 87110

NEW YORK

Mr. S. T. Abrilz, Jr.
APOCA Industries, Inc.
467 Brook Avenue
Deer Park, NY 11729

Mr. C. M. Ahearn, Jr.
Riposame Joyce Ahearn
375 Park Avenue
New York, NY 10022

Ms. Maria S. Alba
Marisol Alba Enterprise
155 W 68st St. #25E
New York, NY 10023

Mr. John Aldeborgh
Standard Cage Co., Inc.
70 Parker Avenue
Poughkeepsie, NY 12601

Mr. Phillip D. Anderson
Anderson Metals Company
6489 Ridings Road
Syracuse, NY 13206

Mr. Alfred E. Anscombe
1st Columbia Corp.
30 Longlest Park
Amherst, NY 14226

Mr. Luis M. Barcelo
Barcelo Associates
77 Lexington Avenue #1000
New York, NY 10021

Ms. Gwendolyn Bennett
Bennett International Inc.
114 East 28th St. #700
New York, NY 10016

Mr. Ismael Betancourt, Jr.
Latin Belly Ltd.
1312 A Randall Avenue
Bronx, NY 10474

Ms. Shahara Ahmad Dey
Local Development Corp.
225 Lafayette St #206
New York, NY 10012

C30

Mr. Terrance G. Blount
Equico Capital Corp.
1270 Avenue of the Americas
New York, NY 10020

Mr. Harold A. Brandt
Harold A. Brandt, Inc.
1447 Northern Boulevard
Manhasset, NY 11030

Mr. Robert L. Brannon, Jr.
CITI Corporation
399 Park Avenue
New York, NY 10022

Mr. Arch J. Brick
Herr's Inc.
P.O. Box 750
Watertown, NY 13601

Ms. Ollie L. Bryant
South Queens Times
233 West 49th St.
New York, NY 10019

Mr. Sy Buckner
Buckner's
Roosevelt Field
Garden City, NY 11530

Mr. Sharnia Buford
Freedom National Bank of NY
275 West 125th St.
New York, NY 10027

Mr. David John Burgos
David J. Burgos & Associates
150 Broad Hallow Road
Melville, NY 11747

Mr. LeRoy N. Callender
LeRoy Callender, P. C.
401 East 37th St.
New York, NY 10016

Mr. Raymond M. Cantwell
School of Hotel Administratic
Cornell University
Ithaca, NY 14853

Mr. Michael Carnevale
Carnevale & Co., P.C.
150 Lake Street, Box 302
Elmira, NY 14902

Mr. David Castro-Blanco
Castro-Blanco
10 East 39th St.
New York, NY 10016

Mr. Richard Grant Clark
Clarks Petroleum Svc, Inc.
East Lake Road, RD4
Cazanovia, NY 13035

Mr. John B. Cline
Superior Welding & Man. Co.
8107 Stahley Rd.
Swormville, NY 14146

Mr. Samuel Cohen
Excelsior Transparent Bag Ma.
159 Alexander St.
Yonkers, NY 10701

Mr. Lawrence J. Cormier
Ebony Oil Corporation
107-35 Merrick Blvd.
Jamaica, NY 11433

Mr. Carlo S. Corsuti
Attorney At Law
16 Court St.
Brooklyn, NY 11241

Mr. Robert L. Cox
National Bank of No. America
60 Hempstead Avenue
West Hempstead, NY 11552

Mr. Robert B. Crews, Jr.
Benjamin Book Inc.
World Trade Center
New York, NY 10048

Mr. Cornelius Cummings
C. Cummings Contractors
P. O. Box 9756
Rochester, NY 14623

Mr. Gregory R. D'Angelo
88 Grant Avenue
East Rockway, NY 11518

Mr. Frank J. Davidson
Topper Mfg. Co., Inc.
889 Northern Blvd.
Great Neck, NY 11021

Mr. James J. Dell'Orto
Manganaro's Hero-Boy Res.
492 9th Avenue
New York, NY 10018

Mr. Robert J. Dermody
Dermody, Burke & Brown
400 Montgomery St.
Syracuse, NY 13202

Mr. James C. Donaldson, Jr.
Donaldson Acoustics Co.
Seamad Avenue
Bethpage, NY 11714

Mr. Sherman K. Edmiston, Jr.
E. N. Green Assoc.
101 Clark St. # 26C
Brooklyn, NY 11201

Mr. Robert L. Endy
Alcare Home Care
46 South Broadway
Nyack, NY 10960

Mr. Donald N. Eversoll
Klein & Eversoll, Inc.
350 Motor Parkway LL1
Hauppauge, NY 11787

Ms. B. A. Fitzpatrick
American Woman's Ec.
1270 Avenue of the Americas
New York, NY 10020

Mr. Peter Fleischmann
Fleischmann Life Services
2500 Rand Building
Buffalo, NY 14203

Ms. Audrey Frazier
Audrey Frazier Inc.
P. O. Box 437
New York, NY 10032

Mr. Gerald J. Garner
Garner & Kreinces
260 Harrison Avenue
Harrison, NY 10528

Mr. Raymond Abel Garraghan
Garraghan Oil Co. Inc.
9 Joys Lane
Kingston, NY 12401

Mr. Joel Gerstel
194 Beach 116 Street
Rockaway Park, NY 11694

Mr. Anthony H. Gioia
Gioia Macaroni Co. Inc.
P.O. Box 237
Buffalo, NY 14240

Mr. Wilson Greatbatch
Greatbatch Enterprises, Inc.
10000 Main St.
Clarence, NY 14031

Mr. Elton L. E. Green
Elton L. E. Greene Assoc.
26-34 Ninety-sixth Street
East Elmhurst, NY 11369

Mr. Kevan M. Green
Polymer Applications, Inc.
3445 River Road
Tonawanda, NY 14150

Mr. Edward A. Greenberg
Charles Greenberg & Sons
1 West 34th Street
New York, NY 10001

Mr. Darryl Greene
Attorney at Law
2 World Trade Center #2228
New York, NY 10048

NORTH CAROLINA

Mr. Michael L. Wilder
Rando Machine Corp.
The Commons
Macedon, NY 14502

Mr. Lloyd Williams
L. M. Resources Inc.
310 Lenox Avenue #304
New York, NY 10027

Mr. Lawrence J. Winston
E. F. Hutton & Co., Inc.
1055 Franklin Avenue
Garden City, NY 11530

Mr. Andy Wolf
744 Pelham Parkway So.
Bronx, NY 10462

Mr. David Chang
Taroco Capital Corporation
120 Broadway, Suite 1755
New York, NY 10005

Mr. L. Bruce Mopewell
Lincoln Business Help Assoc.
One Lincoln Plaza
New York, NY 10023

Mr. Kaye Kynion
Office of Economic Development
120-55 Queens Boulevard
Kew Gardens, NY 11424

Mr. Joe Lapp
Lapp Lumber
23 Graigie Street
Le Roy, NY 14482

Mr. Stephen D. Lassar
Goldfinger & Fuchs, P.C.
225 West 34th Street
New York, NY 10001

Mr. Michael O'Neal
The Ginger Man
51 West 64th Street
New York, NY 10023

Mrs. Margaret G. Swezey
Citibank
25-47 Parsons Boulevard
Flushing, NY 11354

Mr. Buster Celestino
Broadway-Astoria Merchants Assn
32-08 Broadway
Astoria, NY 11106

Mr. Michael Militello
Mulligan's
1669 Hertel Avenue
Buffalo, NY 14216

Mr. Earl G. Graves
Earl G. Graves, Ltd.
295 Madison Avenue
New York, NY 10017

Mr. John Procope
New York Amsterdam News
2340 Eighth Avenue
New York, NY 10027

Ms. Dardis McNamee
232 Elm Street
Albany, NY 12201

Mr. Mack A. Arnold
Arnold Wilbert Corp.
1401 West Grantham St.
Goldsboro, NC 27530

Mr. Paul L. Bernhardt
Bernhardt Hardware Co.
Box 4057
Salisbury, NC 28144

Mr. Richard H. Bowling
Cosmos Clubs, Inc.
709 East Market St.
Greensboro, NC 27401

Mr. Thomas B. Broughton
N.C. Department of Commerce
430 North Salisbury Street
Raleigh, NC 27611

Mr. Charles T. Byrd
Byrd & Delman, CPA
P.O. Box 21351
Greensboro, NC 27429

Mr. Richard C. Cavendish
Terrell Machine Co.
4640 Crooked Oak Lane
Charlotte, NC 28211

Mr. William A. Creech
Everett, Creech & Craven
Box 826
Raleigh, NC 27602

Mr. Kenneth R. Croft
Greensboro C. Of C.
P.O. Box 3246
Greensboro, NC 27402

Mrs. Doris H. Cromartie
Duke Power Company
Power Building, South Church S
Charlotte, NC 28242

Mr. J. A. Dalpiaz
Manufacturing Services, Inc.
Box 1281
Gastonia, NC 28052

Mr. James W. Daniels
Daniels Business Services Inc
P. O. Box 40
Asheville, NC 28802

Mr. Harvey J. Diamond
Plasti-Vac, Inc.
P.O. Box 5543
Charlotte, NC 28225

Ms. Mary E. Diener
Diener & Associates, Inc.
P.O. Box 12052
Research Triangle, NC 27709

Mr. John W. Duncan
Mid-West Piedmont Area Bus.
2790 Birchwood Drive
Winston-Salem, NC 27103

Mr. Joe El-Khouri
Khouri's Dept. Store
Box 696
Andrews, NC 28901

Mr. John D. Enoch
General Maintenance Co.
P.O. Box 2553
Burlington, NC 27215

Mr. Joe Exum
Happy Jack, Inc.
Box 475
Snow Hill, NC 28580

Mr. Daniel Feinberg
Elon College
P.O. Box 2157
Elon, NC 27244

Mr. P. K. Ferree
The Cherokees
P. O. Box 308
Cherokee, NC 28719

Mr. David S. Flowers
The Flowers Co.
P.O. Box 1118
Hickory, NC 28601

Mr. Malachi J. Greene
Great American Bldg Co
220 West Tenth Street
Charlotte, NC 28282

Mr. Lawson E. Hamilton
Process Systems, Inc.
P. O. Box 15451
Charlotte, NC 28210

Mr. J. Ben Helms
Ma Leck Industries
Box 247
Wingate, NC 28174

Mr. Don Henderson, Jr.
Henderson & Associates
6028 Hedgerow Circle
Clemmons, NC 27012

Mr. C. C. Hope
First Union National Bank
P. O. Box 10498
Charlotte, NC 28288

Mr. Jack P. Jordan
Jordan Lumber & Supply Inc.
P.O. Box 98
Mt. Gilead, NC 27306

Ms. Mary Ellen Kilday
P. O. Box 12052
Research Triangle Park,
NC 27709

Mr. Tom Lucas
The Heritage Bank
P.O. Box 128
Lucama, NC 27851

Ms. Mary G. MacQueen
Phase II Real Estate, Inc.
P.O. Box 2022, 112 New Center
Wilmington, NC 28402

Mr. Fred H. McIntyre, Jr.
Mid-State Tile Co.
P.O. Box 1777
Lexington, NC 27292

Mr. William T. Minor, III
2920 First Union Plaza
Charlotte, NC 28282

Mr. Loren Quincy Powell
Troutman Industries, Inc.
P.O. Box 238
Troutman, NC 28166

Mr. James B. Powers
Planters National Bank
P. O. Box 1220
Rocky Mount, NC 27801

Mr. William C. Rustin, Jr.
Rustin Furniture Co.
Box 817
Gastonia, NC 28052

Mr. Solomon Shapiro
Carolina Marking Devices
P.O. Box 32143
Charlotte, NC 28232

Mr. George S. Sinnicks
Superior Block Co.
715 Atando Avenue
Charlotte, NC 28206

Mr. Carl E. Smith
C. E. Smith Co. Inc.
P.O. Box 9948
Greensboro, NC 27408

Mr. Ralph Stout
Southern Seeding Service
Box 22092
Greensboro, NC 27420

Mrs. Ann Page Watson
Attorney at Law
402 NCNB Bldg.
Durham, NC 27701

Mr. Steven E. Woolcy
Delta Products, Inc.
3621 Providence Road
Charlotte, NC 28211

Mr. Ben Cone
4902 Bartlett Street
Greensboro, NC 27409

Mr. Al Lineberry Jr.
Hanes-Lineberry Funrl. Sv.
P. O. Box 630
Greensboro, NC 27402

OKLAHOMA

Mr. William H. Allen, Jr.
Allied Bearings Supply Co.
P.O. Box 3263
Tulsa, OK 74101

Mr. J. Philip Boyle, Jr.
Philip Boyle, Inc.
2840 Liberty Tower
Oklahoma City, OK 73102

Mr. Clark H. Boyles, Jr.
NRB Industries, Inc.
P.O. Box 18222
Oklahoma City, OK 73154

Mr. James G. Calcote
Mangum Brick Co.
Box 232
Mangum, OK 73554

Mr. Randal W. Clark, Jr.
Clark Seals, Ltd.
3824 South 79 East Ave.
Tulsa, OK 74145

Mr. Charles H. Cooke
Aero-Meridian Corp.
909 So. Meridian #600
Oklahoma City, OK 73108

Mr. Leo Wayne Cravens
Oklahoma State Home Bld'rs
800 N. E. 63rd St.
Oklahoma City, OK 73105

Mr. Joe Dodson
Dodson Cafeterias
2150 Southwest 59th
Oklahoma City, OK 73159

Dr. Merwin M. Hargrove
Tulsa SCORE Chapter
1725 South Evanston St.
Tulsa, OK 74104

Mr. C. Wayne Hill
OTASCOC-22 Inc.
Box 1514
Wewoka, OK 74884

Mr. John Marshall Hobbs
Ardmore Chamber of Commerce
P. O. Box 1585
Ardmore, OK 73401

Mr. Michael K. Hynes
Brantly-Hynes Helicopter
Box 697
Frederick, OK 73542

Mr. Doyle D. Jackson
Raven Company
3501 East Main
Weatherford, OK 73096

Dr. Robert Aitken Kemp
Phillips University
University Station
Enid, OK 73701

Mr. William Kennedy
P. O. Box 489
Muskogee, OK 74401

Mr. Jerry M. Lysinger
Kingly Business Forms
Box 50163
Tulsa, OK 74150

Mr. William E. Mabray
P.O. Box 309
Muldrow, OK 74948

Mr. Neal A. McCaleb
McCaleb-Nusbaum-Thomas
P. O. Box 111
Edmond, OK 73034

Mr. James E. Miller
4801 South Memorial
Tulsa, OK 74145

Mr. Tom Pate
Pate Construction Co.
P.O. Box 436
Wilburton, OK 74578

Mr. Alonzo L. Ponder
B & P Maintenance
5609 North Terry
Oklahoma City, OK 73111

Mr. Gary L. Royal
Royal Office Products
3719 Springlake Drive
Oklahoma City, OK 73111

Mr. Glen Stiles
Oklahoma Dept. of Industry
P.O. Box 53424
Oklahoma City, OK 73152

Mr. Marvin A. Yeager
M.T.L. Investments, Inc.
P.O. Box 247
Tulsa, OK 74101

OREGON

Mr. Bruce H. Anderson
Coons & Anderson
1001 East Broadway #303
Eugene, OR 97401

Mr. Ted Achilles
Morrow Electronics Inc.
18300 South Whitten Lane
West Linn, OR 97068

Mr. Robert W. Boyer
Lideo
4944 N. Williams Ave.
Portland, OR 97211

Mr. John R. Bradshaw
Portland Trans. Warehouse
1016 S.E. Hawthorne Blvd.
Portland, OR 97214

Mr. Herbert Broussard
Bruce Broussard & Assoc.
P.O. Box 11233
Portland, OR 97211

Mrs. Ruth L. Brownell
Brownell Electric, Inc.
P.O. Box 12308
Salem, OR 97309

Mr. John Durnett
Chinook Research Lab.
P.O. Box 1392
Corvallis, OR 97330

Mr. Edward B. Butcher
Triangle Milling Co.
P.O. Box 12407
Portland, OR 97212

Mr. Warren Y. Chung
Woodlawn Pharmacy
6728 N.E. Union Ave.
Portland, OR 97211

Mr. Alan L. Cole
Premier Gear & Machines Works
1700 Northwest Thurman St.
Portland, OR 97209

Mr. Alan M. Director
Director Furnituro Co.
804 S.W. 3rd Avenue
Portland, OR 97204

Mr. Elon E. Ellis
I-D, Inc.
2355 Northwest Quimby St.
Portland, OR 97201

Mr. Ron Fraedrick
Taco Time Internat'l
P.O. Box 2056
Eugene, OR 97402

Mr. Jack R. Gates
3-G Lumber Co.
Box 23-G, Route 1
Philomath, OR 97370

Mr. Glen G. Gibbons, Sr.
Blue Mountain Growers, Inc.
P.O. Box 156
Milton-Freewater, OR 97862

Mr. John C. Hampton
Willamina Lumber Co.
901 Terminal Sales Bldg.
Portland, OR 97205

Mr. Stanley E. Hartman
Bel Aire Pharmacy
12020 S. W. Allen Blvd.
Beaverton, OR 97005

Mrs. Maxine Ruth Hays
Ken Hays Insurance Ag'cy
620 Holly St.
Junction City, OR 97448

Mr. James R. Hellerman
Chemereta Comm Company
344 18th Northoast
Salem, OR 97301

Mr. Mike Hillis
Oregon Equipment Co.
1375 Northeast Forbes Road
Bend, OR 97701

Mr. Eugene Jackson
JEB Paint Co. & Distributor
10 Northeast Graham St.
Portland, OR 97212

Mr. Carl G. Kelley
First Nat'l Bank of OR
P.O. Box 11346
Portland, OR 97211

Mr. Ezna Koch
City Sanitary Service
P. O. Box 509
McMinnville, OR 97128

Mr. Robert E. Laughlin
Western Food Equipment Co.
5758 Emerson N.E.
Portland, OR 97218

Mr. Jerry James McReal
Media Research Assoc.
P.O. Box 12084
Salem, OR 97309

Mr. James W. Ogle
James Ogle Ranch
Box 180, Route 6
Lakeview, OR 97630

Mr. Walt H. Rohde
Walt Rohde Construction
P.O. Box F
La Grande, OR 97850

PENNSYLVANIA

Mr. Fred R. Albright
Lancaster Laboratories
2425 New Holland Pike
Lancaster, PA 17601

Mr. Harry G. Austin
James Austin Company
Drawer 1
Mars, PA 16046

Mr. Richard K. Barringer
Philadelphia Electric Co
2301 Market Street
Philadelphia, PA 19101

Mr. Robert L. Bauer
L. Bauer, Jr., Inc.
2135 Chew Avenue
Philadelphia, PA 19138

Mr. Carl A. Beck
Charles Beck Machine Corp.
Church Road
King of Prussia, PA 19406

Mr. Lee D. Behrhorst
H. P. Behrhorst & Son Inc
3115 Washington Pike
Bridgeville, PA 15017

Mr. Edward A. Blomstedt
General Business Services
406 Golf View Road
Wallingford, PA 19086

Mr. John S. Bogosian
The Camera Shop, Inc.
131 Charles Drive
Havertown, PA 19083

Mr. John A. Bowser
Philadelphia Urban Coalition
1315 Walnut Street
Philadelphia, PA 19107

Mrs. Doreen Boyce
Apartment 508
300 Fox Chapel Road
Pittsburgh, PA 15238

Mr. Edward F. Bradley
Alexander Grant & Co.
2000 Market Street
Philadelphia, PA 19103

Mr. George G. Britt, Jr.
Britt, Morales, Patterson
906 South 60th Street
Philadelphia, PA 19143

Mr. Burrell Brown
Gr Pitts Bus Dev Corp
429 Forbes Av Floor 16
Pittsburgh, PA 15219

PUERTO RICO

Mr. Willys K. J. Barreras
Willys K. Julia & Sons, Inc.
553 Waymouth St.
Santurce, PR 00907

Mr. Rafael Campos, Jr.
153 de Diego Avenue
Arecibo, PR 00512

Mr. Juan H. Cintron
Department of Commerce
Box 4275
San Juan, PR 00905

Mr. Alejandro Coll
Commercial Dev. Co. Of PR
GPO Box 4943
San Juan, PR 00936

Mr. Jorge Colon-Nevares
Wendco of PR, Inc.
P.O. Box 11662, Caparra Hgts.
San Juan, PR 00922

Mr. Victor M. Defillo
Calle Cinco, D-24
Colinas de Cupey
Rio Piedras, PR 00926

Mr. Jose A. Franceschini
PR Development Foundation
Banco Popular Center #815
Hato Rey, PR 00918

Mr. Manuel F. Iglesias
Electronics of PR
Box 6412
Santurce, PR 00914

Mrs. Ana Mendez
Mendez Educational Foundation
Box 2156
Hato Rey, PR 00919

Mr. Carlos F. Mendia
Chrysler-Plymouth de Ponce
Box 7145
Ponce, PR 00732

Ms. Doris Stadzeski
Centro Unido de Detallistas
P.O. Box 13541
Santurce, PR 00908

RHODE ISLAND

Mr. William B. Anderson
Matrix, Inc.
33 Matacomet Ave.
East Providence, RI 02916

Mr. F. Robert Black
Moran Transportation Ind., Inc
17 Exchange Street
Providence, RI 02903

Mr. Joseph L. Casinelli
Smith Hill Prescription Ct.
309 Smith St.
Providence, RI 02908

Mr. Richard D. Cesana
Lindberg Office Supply Co.
148 Main St.
East Greenwich, RI 02818

Mr. Earle F. Cohen, M.D.
Viking Hotel
1 Bellevue Avenue
Newport, RI 02840

Mr. Robert A. Comerford
University of RI
359 Ballentine Hall
Kingston, RI 02881

Mr. Stephen E. Crowley
Crowley, Weinberg & Co.
59 West Shore Road
Warwick, RI 02889

Mr. Charles R. Douglass
Capital Search Assoc.
42 Weybosset St.
Providence, RI 02903

Mr. Joseph G. E. Knight
875 Centerville Road
Warwick, RI 02886

Mr. Donald A. Lopes
Nerard, Inc.
22 Hazard Avenue
Providence, RI 02906

Mr. Michael R. Marra
Cowan Plastic Products
50 Aleppo St.
Providence, RI 02909

Mr. Clifton A. Moore
Bus Dev Co of Rhode Island
40 Westminster St.
Providence, RI 02903

Mr. Joseph H. O'Donnell, Jr.
Keough-Kirby Assoc., Inc.
1625 Diamond Hill Rd.
Woonsocket, RI 02895

Mr. Joseph E. Olean
Olean Motor Sales Inc.
Industrial Drive
Westerly, RI 02891

Mr. Thomas J. Riggs, Jr.
Lawson - Hemphill, Inc.
Box 759
Pawtucket, RI 02862

Mr. J. L. Schaefer, III
Ostby & Barton Co.
487 Jefferson Blvd.
Warwick, RI 02886

Mr. William T. Sisco
31 Crestview Drive
Westerly, RI 02891

Mr. Alfonse C. Votolato
Alfonse C. Votolato, Con.
494 Pleasant Valley Parkway
Providence, RI 02908

SOUTH CAROLINA

Mr. Rodney Albert
General Maintenance Inc.
P.O. Box 622
Orangeburg, SC 29115

Mr. H. F. Burris, Jr.
BB Enterprises, Inc.
1506 Ebenezer Road
Rock Hill, SC 29730

Mr. Sol Cohen
Coastal Institutional Dis.
Box 1157
Walterboro, SC 29488

Mr. Daniel W. DuBose
DuBose Jewelers
206 Barfield Rd.
Darlington, SC 29532

Mr. Mason K. Edwards
The Music Room
Greer Plaza
Greer, SC 29651

Mr. Herbert V. Fielding
343 Ashley
Charleston, SC 29403

Mr. Charles E. Fraser
Sea Pines Plantation Co.
Hilton Head Island, SC 29928

Mr. Richard E. Greer
Intex Products, Inc.
P.O. Box 6648
Greenville, SC 29606

Mr. H. S. Jarvis
Citizens & Southern Bank
1316 Glenhaven Drive
Columbia, SC 29205

Mr. Clarence R. Jolly, Jr.
C. R. Jolly Stores
101 Court House Square
Edgefield, SC 29824

Mr. Carl Lane Kilgus
Kilgus Printing Co.
P.O. Box 929
Bamberg, SC 29003

Mr. T. R. McConnell
Timothy R. McConnell, CPA
2611 Forest Dr. #115
Columbia, SC 29204

Mr. J. E. McKenney
Rent-All Shops, Inc.
P. O. Box 21872
Columbia, SC 29221

Mr. Benjamin L. Mims, III
B. L. Mims & Son Lumber Co.
Box 409
Edgefield, SC 29824

Mr. Theo Walker Mitchell
Mitchell & Jones, Attorneys
9 Bradshaw Street
Greenville, SC 29603

Mr. Elrid M. Moody
Carolina Investors, Inc.
P.O. Box 5399
Hilton Head Island, SC 29928

Mr. William H. Orders
Orders Tile & Distrib.
Box 6184
Greenville, SC 29606

Ms. Sandii Peterson
House of Ubiquity
P.O. Box 2002
Greenville, SC 29602

Mr. John C. Rhine, Jr.
Hunt, DuPrice, Rhine & Assoc.
Box 8307
Greenville, SC 29604

Mr. George M. Richardson
Gerdam, Inc.
P.O. Box 840
Kingstree, SC 29556

Mr. Harrison Rearden
212 Elmont Drive
Columbia, SC 29203

Mr. Jack M. Scoville
The R. L. Bryan Co.
P.O. Box 368
Columbia, SC 29202

Rev. Ivery Simmons, III
1609 Bradham Street, #B
Columbia, SC 29204

Mr. James E. Still, Sr.
Continental Textile Div.
5008 Maplewood Drive
Greenville, SC 29615

Mr. Robert M. Tallon, Jr.
Robin's Men's Clothing
2180 West Evans St.
Florence, SC 29501

Mr. John F. Trask, Jr.
First Carolina Bank
P. O. Box 1063
Beaufort, SC 29902

Mr. Carl M. Tucker, III
C. M. Tucker Lumber Corp.
P.O. Box 7
Pageland, SC 29728

Mr. Willie Williams
Willie Williams Enterprises
128 Meadow Lake Drive
Columbia, SC 29204

TEXAS

Mr. Bert Adams
Texas Sombe
2500 Rosewood
Austin, TX 78702

Ms. Ruby W. Addison
Safety Fence Ind. Co.
4222 Kelley Street
Houston, TX 77026

Ms. Kathleen B. Alexander
Don's Seafood Restaurants
P.O. Box 37255
Houston, TX 77036

Mr. Billy R. Allen
Minority Search, Inc.
777 S.R.L. Thornton
Dallas, TX 75203

Mr. Gerald B. Alley
Construction Services
3028 Mallick Tower
Fort Worth, TX 76102

Mr. Donald R. Atkins, Sr.
Anro Instrument Co.
6935 Stearns Street
Houston, TX 77021

Mr. Jerry G. Bartos
Bartos, Inc.
P.O. Box 20773
Dallas, TX 75220

Mr. William P. Boone
FrosTex Foods, Inc.
P.O. Box 6278
Austin, TX 78762

Mr. Palmer Bowser,Jr.
Brother-Law-Wholesale
3510 Leeland
Houston, TX 77003

Mr. Walter J. Boyer, Jr
Citizens Bk of Richardson
P.O. Box 308
Richardson, TX 75080

Mr. George E. Breckenridge
Kwik-Kopy Printing
4325 W. Pipeline Rd.
Euless, TX 76039

Mr. Charles L. Brunow
Innocept, Inc.
4230 LBJ Freeway
Dallas, TX 75234

Dr. Pat L. Burr
The Conference Center
4318 Woodcock, Suite 103
San Antonio, TX 78228

Ms. Betty J. Byram
Byram-Swain Co.
4550 Gladys Street
Beaumont, TX 77706

Mr. Herman L. Byrd
Walker Brothers Lumber Co.
P.O. Box 88
Huntsville, TX 77340

Mr. Frederick C. Caldwell
E.L. Caldwell & Sons, Inc.
P.O. Box 9316
Corpus Christi, TX 78403

Mr. Clarence M. Calloway
King State Bank
7425 Martin L. King Blvd.
Houston, TX 77033

Mr. Morton S. Carson
Hylo Co. Inc.
P.O. Box 1203
Houston. TX 77001

Mr. George T. Cates
Nat'l Ped. of Ind. Bus
P.O. Box 729
Manchaca, TX 78652

Mr. Raul R. Cisneros
Cisneros Pack. Co., Inc.
476 E. Harris
Raymondville, TX 78580

Mr. Clyde Clark, III
Commercial Truck & Trailer
11361 Emerald Street
Dallas, TX 75241

Mr. Bruce E. Collier
Texas Tech Univ.
P.O. Box 4320
Lubbock, TX 79409

Mr. Richard S. Contreras
Bus Dev Cntr, Amer GI Forum
1159 E. Seminary Dr.
Fort Worth, TX 76115

Mr. Alan Cook
Baylor University
Box 6278
Waco, TX 76706

Mr. Pete V. Cortez
Mi-Tierra-Cafe & Bakery
218 Produce Row
San Antonio, TX 78207

Mr. Ronnie L. Cox
John R. Cox & Sons, Inc.
Box 1268
Sweetwater, TX 79556

Mr. Charles Cross
Justin Dude Ranch, Inc.
1120 Wentwood Dr.
Irving, TX 75061

Mr. Jack P. Cunningham
Cunningham Blaning Co.
9 Creekside Circle
Houston, TX 77024

Mr. James D. Dannenbaum
Dannenbaum Eng. Corp.
4543 Post Oak Place
Houston, TX 77027

Ms. Deborah Deberry-Kershaw
Deberry-Kershaw Assoc.
5924 Burgundy Rd.
Dallas, TX 75230

Mr. Charles De Leon
Charles Super Market
1431 North Pine Street
San Antonio, TX 78208

Ms. Joy Dillon
Wisenberg Ins. Agency
P.O. Box 983
Houston, TX 77001

Mr. John W. Dodd
1305 Oak Cliff Bk Tower
Dallas, TX 75208

Ms. Vicki S. Downing
Inter. Venture & Equity Cap.
2800 Routh Suite 243
Dallas, TX 75201

Dr. George G. Eddy, Jr.
S.W. Mgt. Serv. Ltd.
809 Terrace Mount Dr.
Austin, TX 78746

Mr. Marcus P. Eubank
Eubank Man. Co.
P.O. Box 7576
Longview, TX 75602

Ms. Martha S. Failing
Martha Failing & Co.
3212 Smith #103
Houston, TX 77006

Mr. Jose Fernandez
Fernandez Engin. Serv.
7135 Office City Dr. #203
Houston, TX 77087

Mr. John Fonteno, Jr.
John Fonteno, Jr. & Asso.
2215 Cleburne Street
Houston, TX 77004

Mrs. Lillie Fontenot
Louis Fontenot Associates
5411 Blythewood
Houston, TX 77021

Mr. Gilbert D. Gaedcke
Gaedcke Equip. Co.
P.O. Box 99070
Houston, TX 77011

Mr. Ruben M. Garcia
Modern Machine Co. Inc.
Box 1969
Laredo, TX 78041

Dr. Jesse E. Gloster
Texas Southern Finance Corp.
3003 Holman Street
Houston, TX 77004

Mr. Art Greenhaw
McWhorter Greenhaw Hardware
105 Broad, Heritage Sq.
Mesquite, TX 75149

Mr. John L. Guess
John L. Guess & Assoc.
5627 Trafulgar
Houston, TX 77085

Mr. James W. Gustafson
The Gustafson Group, Inc.
2034 Houston Natural Gas Bld
Houston, TX 77002

Ms. Carol S. Hadnot
Austin Minority Bus Affairs
8204 Brettonwoods Lane
Austin, TX 78722

Ms. Page C. Haines
Houston Chronicle
801 Texas Ave.
Houston, TX 77002

Mr. Ernest L. Haywood Jr.
Dallas Black C. of C.
6805 Talbot Parkway
Dallas, TX 75232

Dr. Charles A. Homsy
Vitek, Inc.
P.O. Box 6893
Houston, TX 77005

Mr. Albert E. Hopkins
Hopkins Pharmacy
7808 W . Montgomery Rd.
Houston, TX 77088

Mr. T. A. Hudgins
DELTA-X Corp.
P.O. Box 36822
Houston, TX 77036

Mr. Harry H. Hurst, Sr.
Manufacturers Agency Inc.
Box 785
Houston, TX 77001

Mr. Roy D. Jackson, Jr.
SFE International
1878 Pennzoil Pl. South Tower
Houston, TX 77002

Mr. Rex V. Jobe
T.C.P. Industries, Inc.
135 Parkhouse Street
Dallas, TX 75207

Ms. Joannie Johnson
Johnson Textile & Plastics
1253 Roundtable
Dallas, TX 75247

Mr. John W. Jones
Wicks 'n' Sticks, Inc.
P.O. Box 40307
Houston, TX 77040

Ms. Vicki Keltner
6126 Meadow Lake
Houston, TX 77057

Mr. Joe W. Kirven
Office of the Governor
Box 12428, Capitol Sta.
Austin, TX 78711

Mr. L. R. LaRoche
Professional Beauty Prod
1381 W. 8th Street
Amarillo. TX 79101

Mr. Theodore H. Lawe
City of Dallas Mun. Govt.
1500 Marilla Ave. #1FN
Dallas, TX 75201

Mr. Albert N. N. Lee
ALCO Tool & Mfg. Co.
364 Castroville Road
San Antonio, TX 78207

Mr. John N. Leedom
Wholesale Elec. Supply, Inc.
Ross at Central
Dallas, TX 75201

Mr. Pat Legan
Legan Properties
4402 Vance Jackson
San Antonio, TX 78230

Mr. Kermit V. Lewis
Hahn & Clay
P.O. Box 15521
Houston, TX 77020

Ms. Mary E. Locke
Word Processing Enter.
3131 Briarpark Dr. #700
Houston, TX 70042

Mr. Joe Loe
Loe and Warren
1218 Commerce Building
Ft. Worth, TX 76102

Mr. James H. Lunz
McNamara-Lunz Vans & Ware.
1910 Shipman Dr.
San Antonio, TX 78219

Mr. Antonio P. Macias
AMCO Tool & Die Co, Inc.
110 W. Turbo Drive
San Antonio, TX 78216

Mr. James L. Marshall
James L. Marshall Assoc.
5711 Randon Rd.
Houston, TX 77091

Mr. C.Hay Massey
Massey Grinding Serv. Inc.
P.O. Box 9564
Houston, TX 77011

Mr. Marion L.Mayo
Mayo Manufac. Corp.
P.O. Box 5338
Texarkana, TX 75501

Mr. Arlington McRae
Arlington McRae & Co
1010 Jefferson #818
Houston, TX 77002

Mr. Thomas K. Mercer
Mercer Capital Plan. Serv.
8582 Katy Freeway #201
Houston, TX 77024

Ms. Chris Miller
Consultant
P.O. Box 9063
Fort Worth, TX 76107

VERMONT

Mr. Gar M. Anderson
Vermont Hotel-Motel Assoc
148 State Street
Montpelier, VT 05602

Mr. Michael H. Bernhardt
Qualitad Sales Corporation
Box 681
Rutland, VT 05701

Mr. Ralph DesLauriers
Bolton Valley Corporation
Bolton Valley Lodge
Bolton, VT 05477

Rep. Elizabeth M. Dunsmore
R. D. # 1
Swanton, VT 05488

Mr. Harry H. Holland
Clifford of Vermont, Inc.
Bethel, VT 05032

Mr. Harold John Howrigan
W. E. Howregan & Sons
Fairfield, VT 05455

Mr. Robert D. Ide
E T & H K Ide, Inc.
Box 364
St. Johnsbury, VT 05819

Ms. Karen E. Kent
Vermont Retail Assoc.
131 Main Street
Burlington, VT 05401

Mrs. Nancy E. Lang
Lang Realtors
360 Main Street
Burlington, VT 05401

Ms. Barbara Ann Mair
U of Vermont, Extension Ser
Morrill Hall
Burlington, VT 05405

Ms. Joanne McCrea
Consultant
16 Vine Street
Montpelier, VT 05602

Ms. Marion Milne
Milne Travel Agency, Inc.
325 North Main Street
Barre, VT 05641

Mr. William S. Preston III
F. J. Preston & Son
17 Church Street
Burlington, VT 05401

Mr. E. Frank Wall
E. F. Wall & Associates
Box 82
Montpelier, VT 05602

Mr. Gordon R. Wilkinson
Reddy Company, Inc.
Box 779
Montpelier, VT 05602

VIRGIN ISLANDS

Mr. Luther Benjamin
Box 1514
St. Thomas, VI 00801

Mr. Amadeo I. D. Francis
P.O. Box 1692
Charlotte Amalie
St. Thomas, VI 00801

VIRGINIA

Mr. Linton Beasley
Beasley Disposal Systems
Box 10105
Lynchburg, VA 24506

Mr. Joseph L. Cason
Roanoke Valley Bus. League
2318 Melrose Ave. N.W.
Roanoke, VA 24017

Mr. Michael Clark
Clark Insurance Agency
1202 Oak St.
Richmond, VA 2[illegible]

Mr. William E[illegible]
Fidelity Ameri[illegible]
P.O. Box 848
Halifax, VA 2455[illegible]

Mr. James Di Cicco
Tiernan Paint Contrac[illegible]
305 Hampstead Road
Williamsburg, VA 23185

Mr. Luther I. Dickens
Radva Plastics Corp.
310 Third St.
Radford, VA 24141

Mr. Wilbur S. Doyle
Doyle Lumber, Inc.
Route 4, Box 339A
Martinsville, VA 24112

Ms. Ann M. Duffer
Ann Duffer Personnel, Inc.
11 South 12th St.
Richmond, VA 23219

Mr. Tim Finnegan
Finnegan & Agee Adver.
5 East Franklin St.
Richmond, VA 22041

Mr. Richard A. Farrier
Farrier Paving Co.
P.O. Box 755
Staunton, VA 24401

Mr. Leroy S. Gaillard
Tide'r Business & C'tors Assoc
142 West York Street, Suite[illegible]
Norfolk, VA 23510

Mr. E. Richmond Harris, Jr.
Ted Harris, Inc.
P.O. Box 1541
Lynchburg, VA 24504

Mr. John B. Harris
Office of Minority Bus Ent
Box 00 Va State University
Petersburg, VA 23803

Mr. M. Ronald Helms
Roper Broth[illegible]umber Co.
P.O. Bo[illegible]
Pete[illegible]03

[illegible] shares

Mr. [illegible]ard, Jr.
Rich[illegible] Corporation
P.O. [illegible]75
Norfol[illegible], VA 23523

Mr. Allen Roots, Jr.
Metropolitan Bus. League
212 East Clay St.
Richmond, VA 23219

Mr. Arthur Rosenfeld
Peltz Brothers Inc.
3499 Inventors Road
Norfolk, VA 23502

Mr. Eric P. Schellin
2001 Jefferson Davis Hwy
Suite 301
Arlington, VA 22202

Prof. Charlotte H. Scott
Grad School of Business Admin
Univ of Virginia, Box 6550
Charlottesville, VA 22906

Mr. Baxter B. Taylor, Jr.
United Virginia Bankshares
P.O. Box 26665
Richmond, VA 23261

Mr. John E. Taylor
Alexandria Toyota
1707 Mt. Vernon Avenue
Alexandria, VA 22301

Mr. Herman E. Valentine
Systems Management Assoc
5700 Thurston Ave. #100
Virginia Beach, VA 23455

Mr. Francis T. West
West Window Corp.
P.O. Drawer 3071
Martinsville, VA 24112

Ms. Gail Williams
Fairleigh Dickenson Univ.
9451 Lee Highway # 803
Fairfax, VA 22031

Mr. J. B. Wisniewski, Jr.
Joe Smart's Radio & TV Svc.
5566 Backlick Road
[illegible]pringfield, VA 22150

[illegible]ichael J. Ziglar
[illegible]ied Public Accountant
[illegible]t Main Street #1235
[illegible], VA 23219

Mr. Harvey Boltwood
1st Commonwealth S & L
301 South Washington St
Alexandria, VA 22314

Mr. Stanley L. Krejci
Evermay Horticultural Ent.
3917 Wheeler Avenue
Alexandria, VA 22304

Mr. John E. White
Brentwood Services, Inc.
11920 Oakwood Drive
Woodbridge, VA 22191

Mr. Edwin B. Brooks, Jr.
Security Federal Savings & Loan
Fifth and Franklin Streets
Richmond, VA 23219

Mr. A. Neil Kirby
National Wholesalers Association
5205 Leesburg Pike, #505
Falls Church, VA 22041

Mrs. Bonnie N. Hoover
Neff Lumber Mills, Inc.
P. O. Box 457
Broadway, VA 22815

WASHINGTON

Mr. Willie J. Allen
JDA Consultant Group
P.O. Box 22030
Seattle, WA 98122

Ms. Ernett R. Altheimer
Sphere Management, Inc.
5812 South M Street
Tacoma, WA 98408

Mr. Ozzie L. Anderson
O. L. Anderson Realty
1400 14th Avenue
Seattle, WA 98122

Mr. Juan-Miguel Avena
Avena & Associates
10909 Northeast Fourth
Bellevue, WA 98004

Mr. Roy A. Avent
Jordan/Avent & Assoc.
920 2nd Ave. #1211
Seattle, WA 98104

Mr. Leo Mason Bowman
Leo's Lineup
837 1/2 Stevens Dr.
Richland, WA 99352

Mr. Darnell Boyd
P. O. Box 322
Richland, WA 99352

Mr. Gary Don Brackett
Tacoma Area C. Of C.
P.O. Box 1933
Tacoma, WA 98401

Mr. Alan Bradley
Washington Trust Equity Corp.
P. O. Box 2127
Spokane, WA 99210

Mr. Andrew Lee Branch
Branch, Richards, Anderson
216 First Avenue South
Seattle, WA 98104

Mr. Dale W. Bull
Grays Harbor Hardwood, Inc.
2502 Wedgewood Court
Olympia, WA 98501

Mr. Mel Carter
Tuland Sales Agency
2607 N. Monroe
Spokane, WA 99205

Mr. Michael Clanton
1104 Mercer Street
Seattle, WA 98109

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WISCONSIN

Mrs. Helen I. Barnhill
Barnhill-Hayes, Inc.
788 North Jefferson, Suite 205
Milwaukee, WI 53202

Mr. John S. Bell
Bell Steel Sales, Inc.
5455 N. 131st St.
Butler, WI 53007

Mr. Nelson E. Boon, Jr.
Joseph Stein & Co. Inc.
4501 96th St.
Franksville, WI 53126

Mr. Catharo P. Brown
S.I.A. Plastics Inc.
3870 N. Flatney St.
Milwaukee, WI 53212

Mr. Robert W. Brennan
Chamber of Commerce
P. O. Box 71
Madison, WI 53701

Mr. John F. Brush
Real Estate Broker
3718 N. 92nd St.
Milwaukee, WI 53222

Mr. William O. Casto, III
First Wisconsin Nat. Bk
2102 West Fond du Lac Ave.
Milwaukee, WI 53206

Mr. Felmers O. Chaney
Real Estate Owner
612 West Lloyd Street
Milwaukee, WI 53212

Ms. Adrienne E. Davis
Sight Center
1680 W. Courtland Avenue
Milwaukee, WI 53209

Mr. Frits G. Dinesen
Dinesen Furn. & Carpets
916 Milwaukee Ave.
South Milwaukee, WI 53172

Mr. William Duwe
Duwe Industries
P. O. Box 2068
Oshkosh, WI 54901

Mr. Alan D. Fabian
Rex Currier Ind.
15789 Reyerson Rd.
New Berlin, WI 53151

Mr. Edward J. Gaffney
Ortho-Kinetics, Inc.
P. O. Box 436
Waukesha, WI 53187

Mr. Jock Gardner
Arteraft Industries, Inc.
320 East Buffalo Street
Milwaukee, WI 53202

Mr. William J. Grady
Kimbrook Refrigeretion, Inc
21000 Enterprise Avenue
Brookfield, WI 53005

Mr. George F. Griffin
Amery Telephone Company
116 N. Harrimen Ave.
Amery, WI 54001

Mr. Len Griffith
Young Folks Shop
1323 Creston Park Drive
Janesville, WI 53545

Mr. Ted Grob, Jr.
Ted Grob Sales, Inc.
603 Beech Street
Grafron, WI 53024

Mr. Thomas P. Guszkowski
Malcahy & Wherry, S.C.
811 east Wisconsin Ave.
Milwaukee, WI 53202

Mr. Paul E. Hassett
Wis Assn of Mfgrs & Commerce
111 East Wisconsin #1600
Milwaukee, WI 53202

Ms. Saundra R. Herre
Schoolhouse Shoppes/Portfolio
3516 Rapids Ct.
Racine, WI 53404

Mrs. Emily J. Hill
Gettys Mfg. Co., Inc.
2700 Golf Avenue
Racine, WI 53404

Mr. Roger G. Hill
Gettys Mfg.
2700 Golf Ave.
Racine, WI 53404

Mr. C. Willard Howe
Mrs. Howe's Food Products Inc
6210 West Douglas Avenue
Milwaukee, WI 53218

Mr. Alfred H. Knief
Lincoln Contr. Supp. Inc.
2405 So. 80th Street
West Allis, WI 53227

Mr. John L. Komives
Lakeshore Group Limited
207 E Buffalo St, # 508
Milwaukee, WI 53202

Mr. Lewis G. Kranick
Krandex Corporation
P.O. Box 480, 1517 W. Pierce
Milwaukee, WI 53201

Mr. Werner H. Maahs
Alto Shaam Inc.
W164N9221 Water Street
Menomonee Falls, WI 53051

Ms. Mabel R. McClanahan
Crene Engineering Sales, Inc.
P. O. Box 2699
Appleton, WI 54913

Mr. Jay E. Meili
Molded Dimensions, Inc.
701 Sunset Rd.
Port Washington, WI 53066

Mr. Jerry W. Moody
Jermoo's, Inc.
Highway 12 and 16 East
Mauston, WI 53948

Mr. Fred Nelson
Nelson Mill & Agri-Center, Inc
217 North Center Street
Viroqua, WI 54665

Ms. Maxine D. O'Brien
Portage Area C. of C.
301 W. Wisconsin
Portage, WI 53901

Mr. Russell A. Olson
State of Wisconsin
22 East Capitol
Madison, WI 53702

Mr. Gordon I.Pearson
State Wide Lighting, Inc.
3050 S. Amor
New Berlin, WI 53151

Mr. Hamilton A. Pinkalla
American Bio-Synthetics Corp.
710 West National Avenue
Milwaukee, WI 53204

Mr. Robert M. Pratsch
Great Lakes Paving & Const Co
Box 147
Suamico, WI 54173

Mr. Frederick H. Rice
University of Wisconsin
1 South Park St # 753
Madison, WI 53706

Mr. Eldon H. Roesler
Wisconsin Feed & Seed Farm Assn
P. O. Box 90
Nashotah, WI 53050

Mr. Robert L. Rybarczyk
Action Realty, Inc.
P.O. Box 119
Schofield, WI 55476

Mr. Rudy E. Small
Paper Converting Mach Co
P.O. Box 889
Green Bay, WI 54305

Mr. George R. Stinson
General Converters Inc.
5021 Singing Tree Drive
Racine, WI 53406

Mr. William J. Tetzlaff
Intermark Associates
7603 West State Street
Wauwatosa, WI 53213

Ms. Patricia R. Thomas
Milwaukee Comm Journal
3612 North Green Day Av
Milwaukee, WI 53212

Mr. Dean A. Treptow
Brown Deer Bank
4200 West Brown Deer Rd.
Brown Deer, WI 53223

Mr. Kenneth P. Urso
Urso and Assoc.
2801 Fish Hatchery Road
Madison, WI 53713

Mr. Charles Walker
Walker & Walker, Inc.
5225 North Ironwood Rd #109
Milwaukee, WI 52317

Mr. Herman Williams
Williams Steel & Supply Co
Box 21900
Milwaukee, WI 53204

Ms. Rita D. Wlodarczk
Newport Galleries
3402 Monroe Street
Monona, WI 53716

Mr. Fred A. Ziegler
Ziugler Manufacturing Co.
21 West 12th Street
Fond du Lac, WI 54935

Mr. Charles C. Cnoulnard
Leisure Systems
30 N. 18th Ave. Unit 9
Sturgeon Bay, WI 54235

Mr. John Redgrave
Dolphin Machining Inc.
3709 Oak Lane Drive
Beloit, WI 53511

Mr. Elroy Percy Bennett, Jr.
411 East Mason Street
Milwaukee, WI 53202

Mr. Donald Gabowen
3263 East Danbury Drive
Janesville, WI 53545

WYOMING

Mr. Roger O. Courtney
Courtney Agency
P. O. Drawer 220
Torrington, WY 82240

Mr. Gus Fleischli
Fleischli Oil Company
Box 487
Cheyenne, WY 82001

Mr. Eldon Garver
Coast to Coast Stores
1913 Main Street
Torrington, WY 82240

Mr. Herbert K. Harris
First National Bank
Box 912
Greyball, WY 82426

Mr. Allan R. Haworth
LRC, Inc.
Technical Research Park
Riverton, WY 82501

Mr. Douglas Marquiss
VIP Realty, Inc.
Holiday Inn, 2009 Hy 59 South
Gillette, WY 82716

Mr. Kim I. Melrose
Melrose Trucking Co.
2671 South Robertson Road
Casper, WY 82601

Mrs. Mary Hoben Bohde
Aavon Moving & Storage Co
Box 503
Cheyenne, WY 82001

Mr. Charles Rossa
Anto Electric Service Inc.
Box 725
Sheridan, WY 82801

Mr. Thomas L. Staley
Meuer, Serafini & Meurer
350 West A Street
Casper, WY 82601

Mr. John Veta
Western Rauchmon Outfit'rs
Box 29
Cheyenne, WY 82001