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An analysis of the community relations activities of small business units in the suburban town of Wellesley, Mass.

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Thesis
AN ANALYSIS OF THE COMMUNITY RELATIONS ACTIVITIES OF SMALL BUSINESS UNITS IN THE SUBURBAN TOWN OF WELLESLEY, MASS.

BY
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Before beginning this work, it is only fitting and proper that I take a few minutes to express my thanks and appreciation to the many businessmen in the Town of Wellesley, Massachusetts for their cooperation and for giving me their valuable time. The spirit with which these men cooperated and their interest in my work was immensely gratifying.

A special note of thanks is in order to Mr. A. Edwin Larssen, editor of the Wellesley Townsman, the local paper. His help and guidance at the outset of this project was invaluable.

Finally, a vote of thanks to Professor Samuel G. Atkinson, whose encouragement and understanding gave me the fortitude to carry out this experiment, and to the members of the faculty at S.P.R. with whom I studied during my graduate work.

For the contents of this study and any statements made therein, I am, of course, entirely responsible.

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TABLE OF CONTENTS

PREFACE .................................................. iii
INTRODUCTION ........................................... v

Chapter
I. TO UNDERSTAND THE TOWN YOU MUST KNOW IT .................................................. 1
II. CASE HISTORIES - 25 BUSINESS UNITS ..................................................................... 8
III. THE SERVICE ORGANIZATIONS ................................................................. 51
IV. SUMMARY AND CONCLUSIONS ......................................................... 58

APPENDICES
A. SAMPLE WORKSHEET ........................................ 65
B. BUSINESS UNITS INTERVIEWED ...................... 66
C. H. A. HILLS DOLL CONTEST ......................... 67
D. NEWTON SAVINGS BANK LITERATURE .......... 68
E. FALLON'S PHARMACY: "MUTTERINGS FROM THE RX ROOM" ...................... 69
F. WELLESLEY TRUST COMPANY LITERATURE .......... 70
INTRODUCTION

Throughout his history man has been searching for new ways of doing things. Being a restless creature, man has never been satisfied with the way things were being done. There was always something to be improved. Old methods need revising, new methods had to be derived and put into use. This made for progress.

Now that public relations has come of age and reached professional status it must continue to improvise, to search for the "New" and to find ways of doing its job better. A great deal has been accomplished. A great deal has yet to be done.

Much has been said and written about good or bad Community Relations of large business units. Community Relations Counsellors work hand in hand with big business every day. From the results of their work, we have accumulated a vast store of information. Textbooks have been written on this subject and students can now benefit from the work of successful Community Relations Counsellors without leaving the classroom.

Big business has come to realize the value of the "personal" touch. From this realization has come the desire on the part of big business to be thought of as a good
neighbor and a worthwhile member of the community. To accomplish this end, big business now pours out thousands and thousands of dollars yearly.

But what about the "little fellow," the small businessman who must exist in the same community as the "big fellow?" He faces the same types of problems that the large corporation up the street faces. The small businessman must be known and understood if he is to survive. He must have favorable public opinion on his side just as his big brother in business. He, too, must be thought of as a good neighbor.

Where is the place of the small businessman in the public relations picture of today? How can we as public relations practitioners service the fellow who owns his own drugstore or specialty shop in a small town? Competition in a small community is keen.

The problem of the small businessman in the suburban town is unique. He can no longer depend wholly on his reputation or family name. He must spend a certain percentage of his time and money in selling his services and commodities to the townspeople. His store or shop is more than a coldly calculated business risk. It is his way of life.

Before beginning this survey on the community relations practices of a group of small business units in the Town of Wellesley, Massachusetts, I was impressed by several facts:

Very little had been written about and very little discussion had ever been directed toward the problems of the small businessman, the owner-manager, the employer of
less than fifty workers;
That public relations at the present time was out of
the price range of these small business units;
And a desire to know whether these small business
units would be receptive to the services of a Community
Relations Counsellor if it were made economically feasible.
Along with these thoughts came others of primary
importance. Do the small businessmen realize the value of
a sound community relations program? Are they familiar with
the term? Do they really desire to be known and understood?
Is the successful small businessman working for the good
of the community as well as for his own gain? These questions
became my goals and are capped by the final goal -- to
ascertain whether a knowledge of how the small businessman
goes about being thought of as a good neighbor is of value to the
community relations practitioner.

Method of Procedure
With the goals and questions in mind, that I have
already outlined in the introduction, I began my research.
There was no complete listing of all the local business units
available. A list had to be made up. This was done from
out of the local telephone directory.
Once the master list of all small business units in
the town was completed, the problem of selection arose.
This problem was solved in the following manner. Selection
depended upon four factors:
1. The split in the town's shopping areas. There are two main shopping centers, one in Wellesley Hills and the other and larger one being Wellesley Square itself.

2. Whether the business was strictly local, began in Wellesley or had only one store, that being in the Town of Wellesley.

3. Whether the business was successful, in operation for a period of at least three years.

4. Personal observation based on being a resident of the town for fourteen years and an active member in the community.

These criteria for selection were followed in all instances except three. Two of these cases will be handled as special cases and labeled as such. They have been included for two reasons: their public relations significance and to serve as basis of comparison. The third deviation was for strictly comparison purposes. A complete list of all business units included in this thesis will be found in the Appendix.

When there were a number of the same types of business units, i.e., drugstores, real estate agencies, the method of selection went one step further. Those in Wellesley Hills were placed in one hat and those in Wellesley in another. I then drew one name from each hat. That became the business that I contacted. In several cases there was only one of a certain type of business. So naturally I chose that if it fitted in with the other
criteria.

The next step was to draw up a questionnaire or work sheet to use in my interviews. (A sample of the work sheet is included in the Appendix.) Ninety percent or more of the information gathered was done through personal interviews. The interviews lasted anywhere from twenty minutes to one hour and thirty minutes, the vast majority being of over thirty minutes in length.

The files of the local paper were used whenever desirable and to fill in information given in the interviews. The local library was also used for historical background information but proved of little assistance except in that area.

Other sources of information that proved of value were interviews with the president of the Kiwanis Club of Wellesley and with the immediate past president of the Rotary Club. These two service organizations were included because of the work that they do and because of their community relations significance. All but two of the businessmen interviewed belonged to one club or the other.

Another source of information and area of investigation was the Board of Trade. Many of the cooperative community actions of the small business units are handled through this organization. This organization along with the service clubs plays important parts in the community relations activities of many of the small businessmen.

My final area of investigation was the local high
school. Here I received my information concerning "Youth In Government Day", a community-wide project sponsored by the Wellesley Exchange Club. This sponsoring organization is Wellesley's newest service club. The event is its most important Community Relations activity. This organization included many of the merchants I interviewed.
"Wellesley is not a typical town." This remark was made over and over again in the course of my interviews. It was a prevalent idea that governed the actions of many of the businessmen with whom I talked. They based their community relations activities or lack of them on this idea.

Now this thesis is not going to be concerned with what goes into the making of a "typical town." That isn't really important. Each town being different presents its own complexity of varying problems. The important aspect of the stated remark is not whether Wellesley is "typical" or "atypical," but rather how the businessmen go about solving their problems. No hard and fast rules concerning good community relations can be laid down.

The public relations significance of this work remains the same. Techniques and ideas which motivate the small businessman are of primary importance. These determine how he meets the demands of the community and of his business.
Why Wellesley is Not Typical

In the minds of the merchants in Wellesley, the town is not typical for several reasons:

First, it has two main shopping areas, and a very small one, more like a neighborhood group of stores than a shopping district. The largest of these shopping areas is Wellesley Square. Here the large retail stores are found and also a vast majority of the specialty shops. This shopping area is within easy walking distance of Wellesley College, Pine Manor, Dana Hall, and Tenacre Country Day School. So there is a natural styling of retailing to cater to this college atmosphere.

The Wellesley Hills Shopping area is located one mile to a mile and one-half from Wellesley Square. The only private school within easy walking distance is the Academy of the Assumption and its elementary school, St. Joseph's School for boys. This area caters less to the college people and more to the townspeople.

This second area has super-markets, department stores, and specialty shops also. Business here however, is on a smaller scale.

The third shopping district, Lower Falls, is almost entirely a neighborhood set-up and provides little competition for the two main shopping areas.

The Matter of Competition

Here again the businessmen feel that the town is
not typical. There is an underlying feeling of stress between the two main shopping areas within the town, rarely spoken of, but nevertheless existing as an underwater cross current. Cooperation between these two main areas is rare.

To add to this problem of competition is the location of the town. Wellesley is a scant seven miles from the Shopper's World in Framingham and only thirteen miles from Boston. With the Boston-Worcester Turnpike running through the whole town, both outside shopping areas are easily accessible in this automobile age.

Before the advent of Shopper's World, several years ago, Wellesley enjoyed the position of being the main suburban shopping center for twenty-five neighboring towns in a fifteen mile radius. Now, however, competition has increased.

Second Wealthiest Town in Massachusetts

Another factor to consider regarding the nature of the town and the problems it presents to the small business unit is its wealth. Second only to Brookline in wealth, it is the richest in state per capita value. Accordingly, the type of store and specialty shop found in Wellesley reflects these facts. The merchants gear their sales methods and their prices and merchandise appeal to two main publics, ie. the college people and the upper middle and wealthy class residents.

These are the factors that make Wellesley an atypical
town. They are also the factors, along with the individual business’s problems which determine the community relations activities of the local merchant. The public relations significance lies in how the merchant meets these problems.

The following three pages are reprints of material published in the Wellesley Townsmen of September 24, 1953. These two columns were part of a special supplement printed at the opening of the Fall Business Season and the re-opening of the schools. They will serve to fill in my material and perhaps lead to a better understanding of Wellesley and its business atmosphere.
HIGHLIGHTS ABOUT WELLESLEY

Town known as Wellesley the Beautiful
Settled in 1651
Incorporated in 1881
Altitude 144.3 above sea level
Second wealthiest town in Massachusetts
Richest in state per capita value
Tax rate, 1953: $40.50
Zoned for residence and business by Wellesley Planning Board
Limited Town Meeting form of government
Total population, 1953: 23,000 (Est.)
Student population (additional) 3,000
Distinguished as an educational center
Four Colleges: Wellesley College, Babson Institute, Pine Manor Junior College, Stigmatine Fathers
Four Private Schools: Dana Hall, Tenacre Country Day School, Academy of the Assumption, St. Joseph's School for Boys
Eleven public schools, including a million dollar senior high school and a new Junior High School that cost almost two million dollars; also two new school buildings now in the process of being built.
One Main Library, two branches and a bookmobile
Three Catholic churches and eight Protestant churches
Two private golf courses and a civic bathing beach
Two Hospitals: Newton-Wellesley Hospital, the Hospital and Convalescent Home for Children and the Mary MacArthur Memorial Respirator Center for polio patients.
Five Banks: Two national, one trust, one cooperative and one savings
Town known as New England's leading suburban shopping center
Three Wellesley shopping districts: Wellesley, Wellesley Hills and Wellesley Lower Falls
Wellesley Market Area: 25 neighboring towns in a 15 mile radius
Three organizations serving local business: Wellesley Board of Trade, Wellesley Hills Business Men's Association and Wellesley Credit Exchange
Three service organizations: Wellesley Kiwanis Club, Wellesley Rotary Club, and Wellesley Exchange Club
Places of interest to visitors include: Hunnewell Gardens, the treasure room at the Wellesley College Library, The Newton Room, transplanted from the home of Sir Isaac Newton in London to the Babson Institute Library; the largest relief map of the United States located on the Babson Institute Campus. (A great world globe is now under construction on the same campus.)

THE TOWN AND GOWN IDEA OF WELLESLEY
A combination of town and gown has worked together
harmoniously for well over a half of century to build Wellesley into one of the most beautiful suburban towns in the country. Wellesley is a town of beautiful homes and cultural. The town proudly boasts of such fine institutions of learning as Wellesley College, Pine Manor Junior College, Babson Institute, Dana Hall School, Tenacre, The Academy of the Assumption and St. Joseph's School for Boys. These educational institutions serve a combined student population of well over 3,000.

From all over the United States and from many foreign countries have come young men and women to study and live with us here. The growth of the private schools has kept pace with the healthy growth of the town.

Because of the schools and because of the extra fine type of citizenry the town has attracted the finest collection of stores and shops to be found anywhere outside of the large cities. The shopping center boasts of a number of branches of nationally known department and specialty shops of Boston and New York, together with dozens of individually-owned shops and stores of better than average quality.

The local stores are well stocked with nationally known and advertised merchandise which has kept time with the ever changing trend and styles. Keen buyers have studied the trends here for years past and are ever alert to the requirements of the student population as well as to the needs of the year round residents.
CHAPTER II

CASE HISTORIES - 25 BUSINESS UNITS

The material contained in each of these case histories was obtained mainly through the interview with the owner or manager. Each case history is a composite of background information and the owner or manager's remarks regarding community relations and his or her community relations activities.

Often I found that the small business owner seldom thought in terms of community relations. However, he did think in terms of "good business activities," and vaguely in terms of public relations. Many times his "good business" ideas fell into the community relations category. This is the area that we concentrated on in the interview.

The arrangement of the case histories to follow was chosen for purposes of comparison and clarity when there were two examples of the same type of business.

Lee Chevrolet Co., Inc.

One of my longest interviews was with Mr. James E. Lee, president of Lee Chevrolet Co., Inc. In business in Wellesley for thirty-one years, Mr. Lee has become one of
the town's leading citizens and small businessmen. His interests are wide and varied and his community relations activities and understanding is reflected in the success of his business.

Lee Chevrolet employs thirty-six workers both in the shop and in the sales department. The buildings and offices have been used as a meeting place for Wellesley's Little League Officers and for the Boosters Club, of which Mr. Lee was one of the founders. Both are organizations that the town is proud of.

Community projects that Mr. Lee has been engaged in are numerous. A few of these include: Vice-chairman of Civilian Defense, Vice-chairman of Blood Donors of the Red Cross (men in the company given time off to donate blood), Treasurer of Wellesley's Little League and Pony League, and one of the originators of the Wellesley Scholarship Foundation.

Lee Chevrolet was responsible for another good community relations activity when the company gave the Police Department a car. This car was for the purpose of driver education. Now, through the combined efforts of Lee Chevrolet, the Police Department and the High School, the Wellesley youngsters are being taught at the high school to drive safely. Not only is this car used for driver instruction at the high school's driving classes but also for teaching the elementary level children highway safety rules.

The guiding principles of Lee Chevrolet's community
relations program are a genuine interest in the community, in which the owner lives, and the desire for close cooperation between "existing organizations and service clubs with a special emphasis on youth activities."

In the case of Lee Chevrolet, as in almost all the other business units interviewed, the subject of donations to charities was a personal affair. There were few set policies regarding contributions. In many cases the owner or manager made contributions to the various drives as they came up as long as two conditions were met. These conditions are:

1. The charity had to be approved by the Board of Trade.
2. The charity had to be either a national appeal or a well known local drive.

Mr. Lee, like many other businessmen, made donations to various church organizations and helps support such activities as the school yearbook through paid advertising.

Clubs or business organizations that Mr. Lee belongs to are: The Boosters, Little League, and the Board of Trade. He reads and advertises in the Wellesley Townsman regularly.

Active participation, genuine interest, and the "golden rule" are the guide posts of Lee Chevrolet.

Wellesley Auto Sales, Inc.

Here is a company that has no regular advertising. Occasionally Wellesley Auto Sales does advertise in the
local paper. The emphasis is on good community relations. In a town where there are six other automobile dealers and in an area where there are many, many more, the absence of regular advertising is unusual.

Mr. Theodore Wegerdt, owner of Wellesley Auto Sales has been in business in Wellesley for twenty-one years. He lives in Wellesley and has always been active in local affairs. A few of the community activities that he has been engaged in are: his work as a Town Meeting Member, his tenure in office as the Commander of the Wellesley American Legion Post, Chairman of the Legion's Carnival Committee (the Carnival is an annual affair) and representative of the Worcester Area Automobile Dealers Association at the Detroit meetings.

He is a joiner, being an active member of the Rotary Club, American Legion, Wellesley Club, and the Country Club. A great deal of his community relations activities are carried on in connection with his work in these organizations.

Good community relations are Mr. Wegerdt's basis for his way of business. Having lived in the town of Wellesley all his life, he is working for the betterment of the community as well as to increase his sales. He has no set policy regarding contributions to charities but gives as the occasion arrives.

In his opinion, the most important aspect of good community relations is in the building of good customer
relations through integrity and dependability and working for a better community.

Wellesley Hills Market, Inc.

This market is the only local super-market in the town. It is located in Wellesley Hills but serves the whole town as well as several surrounding communities. It must compete with the large chain store super-markets such as First National Stores, the Atlantic and Pacific, a Stop and Shop and the Star Market. These competitors are located as follows: two in Wellesley Hills and two in Wellesley Square.

As a result, the Wellesley Hills Market carries on several fine activities of community relations value. The basis for this community relations program is the idea of "treating others well and they'll do the same for you."

The community relations program is as follows:
1. Local advertising in the local paper.
2. Donations to all recognized charities as well as to donations and loaning of equipment to various church and civic groups. The store's trucks have been used in the town paper drives and for the Annual Field Day at the Academy of the Assumption.
3. Cooperation with the P. T. A. and various church groups. Store space is set aside for one day a year for use by P. T. A. and other social or civic groups for cake sales or other money raising projects. Each group desiring to utilize this space may do so for a day by making an
appointment with either Mr. Joseph Dobis, the owner, or his son, Larry, who manages the store.

4. A working agreement with the high school, whereby members of the school's cooking classes are taken through the market and shown features of marketing, has been put into operation.

5. The market contributes to Little League and for the Christmas decorations for the Square.

6. All Boy Scout, Girl Scout, and church groups receive a 5 percent discount when buying for these organizations.

7. The Dobis men are also members of Kiwanis and the Board of Trade.

8. They work with the Welcome Wagon.

The Wellesley Hills Market has been in Wellesley since 1925. The store employs thirty-five men and women from Wellesley and surrounding towns. Two years ago, it was completely modernized and its facilities expanded. The store was brought up-to-date in every way.

The answer to my question, "What, in your opinion, constitutes good community relations," is worth quoting just as it was given. "Community Relations is the working together with other businesses and the helping of customers with their problems or activities."

Mr. Dobis went on to explain that he seldom thought in terms of community relations but rather in terms of good business. However, you could not separate the two.
To Mr. A. Fraser, the proprietor of Fraser's Florist, the importance of having good community relations lay in its value in helping to build business. This was of primary consideration. Other factors entered into the consideration of this subject. Of particular interest to Mr. Fraser was the belief that a sound community relations program, one of active participation in town affairs, led to a bettering of conditions within the whole town.

Being an integral part of the whole community is perhaps one way of summing up Mr. Fraser's views. His past record of public action verifies his remarks. In the past, Mr. Fraser was a town official, a member of the committee on finance, a member of the Town Coordinating Committee, a Town Meeting member, a member of the Planning Board and active in helping to solve the town's parking problems.

As a resident of Wellesley and a businessman for forty years, he has a genuine interest in the welfare of the whole town. He is a member of the American Legion, Kiwanis, and the Board of Trade.

Fraser's flowers have been donated frequently to add color to school affairs. He also sends booklets on the uses of flowers to all the schools.

On the subject of donations to charities, a simple formula is followed. Donations are made to all national charities sponsoring local drives and to local charities recognized or sanctioned by the Board of Trade. No dona-
tions are made to any church group.

Mr. Fraser's latest work of community relations importance was his setting up of a medical center for twenty doctors in a building he owns. This addition to the community shows a real interest in the town as a whole as well as being a sound financial investment.

"Being part of the town and working for the common goal - a better community." This is the most important aspect of community relations for Mr. Fraser.

Hales, Inc.

In this case, the recognition of the need for a sound public relations program was expressed. Exact details concerning how one was being carried out or had been in the past was not easy to ascertain. There seemed to be no consistent program in operation.

As in the case of several other of the businessmen interviewed, a recognition of the value of good community relations was expressed, but very little else had been done about the subject. This is not to say that the businessmen were completely lacking in actual practices designed to better their community relations. That seems almost impossible if they are to continue in business.

In this case of Hales, Inc. of Wellesley, no concentrated or continuing community relations program was reported or observed. The business was chosen because it was one of two radio and television and electrical appliance stores in the town. It is located in Wellesley Hills,
while the subject of the following case history, Paul's Radio and Television store, is located in Wellesley proper.

However, certain factors enter into consideration of this case. These are:

1. Hales has been in business in Wellesley for fifteen years.

2. The owner is a resident of the town.

3. He has been active in various Red Cross drives. He solicited for these drives.

4. He is at present a member of the Wellesley Amateur Radio Association, a group doing Civilian Defense Work.

5. In the past, he has loaned equipment to the schools when the need arose.

6. Window space has been donated for charity posters.

7. He expressed the idea that a small town calls for good community relations. "You can't exist without good Community relations."

Consideration of these factors led to several conclusions. He desired good community relations but had little knowledge of how to obtain them. There was little positive and continuing thinking done in terms of community relations. The appearance of his establishment and the neatness of his employees, etc., were important. But only in terms of good business practices.

He was not a joiner, no business men's organizations or social groups were listed.

Charitable contributions are governed by a set policy.
This policy is to limit company donations to only well established larger charities, i.e. Red Feather, Red Cross and the Salvation Army. Final judgement on which charities are to receive contributions lies with the owner, Mr. Hale.

**Paul's Radio and T. V.**

Like the preceding case, Paul's Radio and T. V., Mr. Paul Montale, owner, had no continuing program to better his community relations. In both instances, advertising and good workmanship were emphasized. Both owners thought in terms of "good business" practices and seldom in terms of public relations. Public relations and good community relations were naturally supposed to follow from the normal course of business.

There is another similarity with the preceding case. In the past, both businesses have cooperated with different segments of the community and both men believe in the value of cooperation with the various elements that make up any community.

Paul has loaned his loud speaker system to the town for use at the public bathing beach. He is a donor to the Little League and a supporter of the "Youth in Government Day," an annual affair each spring. Window space for advertising has been donated for both causes. His equipment, i.e. mikes, cable, etc., has also been donated to the schools, whenever he was asked to do so.

But perhaps his most important single activity, community relations wise, was carried on last Christmas. At
that time, Paul's Radio and T. V., Hale's, and the Music Box all got together and worked out a guide for buying radios and television sets. This guide was a warning to the townspeople about unethical practices in selling radios and television sets and what to watch out for. It was published in the **Wellesley Townsman** as a half page paid ad.

Paul has no continuing program with any church, social or civic group to help better his community relations. The dollar and cents value of good community relations is recognized and first in his thoughts on that subject.

There is no set policy regarding donations to charities; gives to any and all, churches, local charities and the large national drives.

**E. A. Davis and Co.**

This company is one of Wellesley's oldest. E. A. Davis and Co. have been in business in Wellesley for fifty years. The proprietor, Mr. C. N. Holman is a resident of Wellesley and has been active in town affairs for many years.

E. A. Davis and Co., the only locally owned department store in Wellesley Square employs seventeen full time employees. The company advertises in the **Wellesley Townsman** only.

The purpose of community relations was here stated as active participation to promote good will in Wellesley. Good will in this case and as the reader has long since discovered is tied in with an identification of the owner
or proprietor's own actions rather than the business itself. In many instances, the community activities of the owner reflect on his establishment. Both the owner and the business are thought to be one and the same.

In regarding Mr. Holman's activities in this line of thought, he has been, and is, an active member in the community. His business benefits by his actions. In the past, Mr. Holman has been a Town Meeting member, Member for five years of the Town Improvement Coordinating Committee, Advisory Board Member and Member of the Properties Committee of the Wellesley Congregational Church. He is at present a Dean in that church.

Mr. Holman is also active in Kiwanis, Board of Trade, The Wellesley Club, Country Club and Masons.

His entire attitude regarding public relations revolves around his own activities. The store itself stands on its reputation and name.

During the course of the interview, I was unable to ascertain any definite linking of the store's name as a business with any community project. There were no special programs with church, social or civic groups. Occasionally, merchandise had been loaned to schools or church groups.

Mr. Holman stated that he never thought in terms of community relations. The work he did in the community fell under the reference of public welfare. Mr. Holman seemed to regard good community relations as a personal matter and business as a separate category. True, the business bene-
fitted from his personal actions. But that was more of a carry-over or secondary effort.

**Community Playhouse**

Wellesley's only theatre enjoys far from a monopolistic position. There are seven other theatres within easy travel distance from almost any part of Wellesley. Yet, this theatre has been in operation for thirty-two years. Mr. Leslie Bensley, the present owner, took over the business from his father and continually worked to improve it.

Unlike the preceding case, the name of the business has been continually linked with community affairs. The theatre has sponsored in conjunction with the History and English Departments of the high school, two series of motion pictures of merit and educational value. A continuing series of Saturday morning movies sponsored by The Florence Critterton League and the Children's Museum of Boston are shown at the theatre. Each group receives a percentage of the morning's receipts and the children see good movies designed for the elementary school child's education and entertainment.

Other activities of sound community relations value are:

1. The use of the theatre as a meeting place for the Junior Service League of Wellesley.

2. Office space given for the use of the Community Chest.
3. The Avery lectures sponsored by the lecture committee originally of the Woman's Club.

4. The weekly publication of the Community Playhouse News, a four page mailing piece telling of coming attractions, town items, and containing advertising sent to a large list of the theatre's patrons.

Two charities are allowed to take up theatre audience collections, the Jimmy Fund and the March of Dimes. Mr. Benslev and the Chief of Police are co-chairmen annually for the Jimmy Fund. The theatrical industry is the motivating force for this drive.

In addition to these community projects of the business, Mr. Benslev has been an active member in the community as an individual. Community projects that he has been involved in are: co-chairman of the business division of the Red Cross and Community Chest drives, past president and, at present, a director of the Boosters Club, Member and, at present, treasurer of the Boy Scout Committee for Troop 2, a Town Meeting Member and a trustee for the Wellesley Scholarship Foundation.

Community relations is no idle term. It depends on being "a working member of and for the community."

This is an example of perhaps one of the best defined and organized community relations programs I encountered.

Talcoff's, Inc.

"Keeping your name before the public and giving good service and participating in community affairs."
This constitutes good community relations for Talcoff's, Inc. To enhance this remark's importance, it was added that living in the community gave you an additional responsibility.

Further investigation of these remarks revealed that the owner was concerned with making a profit, naturally, and with working for a better community. The idea was expressed that since most of the customers were from Wellesley, then anything that would benefit the town would benefit business also.

In talking to Bert Talcoff, the owner's son, several good community relations activities that the store carried on were discussed. These were:

1. The Christmas donations of shoes and rubbers to under-privileged children. Talcoff's buys old rubbers and shoes, takes care of any necessary repair and sees to it that they are distributed to under-privileged children in the Boston area.

2. Mr. Talcoff's work for the Red Cross and Community Chest drives. He usually handles the solicitation of funds from the town business interests.

3. The use of his limited window space for posters. He has given space to high school, college and other groups within the town.

4. His idea of sending individual invitations to visit his store and information on styles and charges to the incoming freshman class at Wellesley College and Pine
And finally, his practice of loaning shoes and other merchandise to various groups in and outside of Wellesley for fashion shows.

Mr. Talcoff is a member of Kiwanis and the Board of Trade. He has been in business in Wellesley for seventeen years and now has two branch stores, one in the Shopper's World in Framingham, Massachusetts and the other in Hyannis, Massachusetts. His stores are light, bright and well ventilated, attractively set up and create a pleasant atmosphere upon entry.

Talcoff's make contributions to all charities sanctioned by the Board of Trade as well as to the Boosters and Little League.

The guiding principle behind his public relations activities is "to build good will" for his business.

Fallon's Pharmacy

The necessity of being thought well of is of primary importance to business survival. It is impossible to exist without good community relations. These sentiments were put forth by Mr. M. J. Fallon, proprietor of Fallon's Pharmacy.

In this case, the owner believes that good community relations practices and good business practices go hand-in-hand. Cooperation with local churches, schools and civic organizations are not only good business but also good for the whole community.

Mr. Fallon is one of the few businessmen in the town
of Wellesley who actually thinks in terms of good public relations and carries on a continual public relations, or more specifically, community relations program.

Perhaps the most outstanding feature of his work in this area is his weekly column in the local paper, "Mutterings from the Rx Room." This column, written by the owner himself, is well worth comment.

The column is usually short but interesting and well written. It deals with anything or any subject that the author happens to be thinking of at the time. There is very little advertising in it. But it is timely, frank and often reflects the author's interest in the community.

One column dealt entirely with the death of a local church pastor. It was a salute to the great man who had passed on, and although written in a few short minutes was as moving and effective a memorial as could be desired. Other columns have dealt with new medical discoveries, little known facts about pharmacy and many local events.

To supplement this weekly column, periodic window displays are used. There displays have very little direct advertising value. Two of the most notable and which caused a great deal of discussion were:

1. A window made up entirely of old herbs and drugs used in the early days of pharmacy. These were labeled and arranged carefully to give the best effect. The window served to make clear the contrast between the old time medicine and today's wonder drugs.
2. The second window display to be discussed was one made up of nothing but old mortars and pestles. This was a follow-up to the previously discussed window display and served to make even clearer the rapid development of new drugs and medicines. The idea was to show the development from herbs and powders pounded in mortars to today's highly refined pills and powders.

Still other activities that warrant mention are Mr. Fallon's community projects: his work in organizing the local K. of C. chapter, his work on the St. James' Building Committee and for the Children's Hospital Drive for Kiwanis.

Fallon's Pharmacy is located in Wellesley Hills. Mr. Fallon has eight employees and has been in business for nine years. His window space is continually used by various town groups for poster and advertising purposes. He is a member of Kiwanis, K. of C., and the Elks. In the matter of contributions to charities, he donates to all national charities having local drives and others as he sees fit.

Fells Pharmacy, Inc.

This business unit is the only case included of a neighborhood store. The reason for its consideration is because of the fine open house that was held a short time ago. This is the only example of a business of this size carrying out an Open House that I found.

Fells Pharmacy, Inc. has been in business in the Wellesley Falls area of the town for nine years under its
present management. Neither owner lives in Wellesley.

The store has been very successful.

Last spring, in April, ground was broken for a new store. This was to be a new and modern Fells Pharmacy. The owners desired to enlarge their facilities and bring their store up-to-date. Late in August, the new building was completed and the new Fells Pharmacy opened its doors.

Naturally, there was a great deal of interest in the new store in the neighborhood. The owners were proud of their new store and pleased with the interest being shown in it. So they decided to hold an Open House and to celebrate the opening of their new store.

Invitations were sent out to every family in the neighborhood and to the other parts of the town within easy distance of the store where their customers came from. Notices and a general invitation were placed in the local paper the week before the Open House was scheduled. Each invitation included a chance for one of the prizes that were being given away. These prizes consisted of an electric broiler, an electric corn popper, a copper ice bucket and a valuable piece of luggage.

Theoretically each person in the general vicinity had two chances for these prizes, the one sent to their homes and the one in the paper. Everyone in town had at least one.

The Open House was scheduled for a Sunday evening from eight o'clock to ten o'clock. On Saturday, the day
before the Open House, all prices in the store were reduced and free ride tickets for the children (on a carousel donated by the Cott people) were given out with every purchase of ten cent value or more. On Saturday, also, drawings were held, one at 11:00 A. M., another at 3:00 P. M. and the third at 8:00 P. M., for the broiler, corn popper and ice bucket.

Sunday evening all business was suspended at 7:30 P. M. and the last minute preparations for the Open House were made. Sandwiches made by the owners' wives and friends were laid out on the soda fountain on trays. There was also a large bowl of punch. The Double Kay Nut people had set up a special display and passed out free samples all day Saturday. The Coty Co. was running a Trip to Paris contest and this was featured during Saturday and Sunday. It was not an exclusive idea of the store but it fitted in nicely with the two days events. To win this trip to Paris, you had to submit a name for a new Coty's perfume.

Sunday evening, all six of the new store's personnel were on hand and placed in strategic positions throughout the store. Two hundred to two hundred-fifty people visited the store between eight and ten o'clock. The affair was considered a huge success and caused a great deal of favorable comment.

The number of people visiting the store Sunday evening was considered especially good because of the bad weather encountered. It was cold and rainy. The turnout appears
even better when you consider that only 1500 invitations were sent out. Many who were unable to attend made it a point to drop into the store within a few days after the Open House and express their regret at not having been able to attend.

The Fells Pharmacy Open House was a community relations project that was very well planned and carried out in a short period of time. The only regret or slip that the owners expressed was that they didn't think of getting newspaper coverage. They are now considering this Open House idea as an annual affair.

The Wellesley Travel Agency

Another company with an extensive community relations program is the Wellesley Travel Agency. In my interview with Mr. C. F. Heartfield, the proprietor, he put great emphasis on the value of good public relations. This realization of the value of a sound program of community relations goes so far as to demand of his employees an active participation in the affairs of their communities whether they live in Wellesley or not.

In a town the size of Wellesley, public opinion is a thing to be watched closely. The same could be said of any town. But Mr. Heartfield felt that word of mouth opinion was extremely important in this case, and, the better people thought about you or your business the better off you were.

The community relations program of the Wellesley
Travel Agency takes in many groups: the churches, women's clubs, the schools, the Cub Scouts, and included Mr. Heartfield's work in his service club. This company has loaned decorations, posters, and model airplanes to many of the aforementioned groups.

Travel films and travel talks have been shown and given at the high school and junior high school and at some of the elementary schools. Mr. Heartfield and others in his organization have spoken at luncheon clubs and many social clubs.

Some of Mr. Heartfield's individual work in the community takes in such activities as: Chairman of the Heart Fund, Co-chairman of the Red Cross Drive, his work as Cub Master, and his escorting of groups of children from his church to Logan Airport, Boston Harbor, where he took them aboard ship, and to the Children's Museum. These trips have become annual affairs.

On the subject of donations to charities, his company has a set policy in writing. Each year a budget is drawn up and a certain amount is set aside for donation to charities. Each charity of community importance and national importance has a certain amount set aside for it. This list has been compounded on past experience.

"Participation in Community Affairs" is the keynote of Mr. Heartfield's community relations policy. He is a member of Kiwanis, the Country Club, Board of Trade, Masonic Lodge and a Village Churchman. The business has
been in Wellesley seven years and employs eighteen men and women.

Olken's (Sporting Goods Store)

The meaning of good community relations, in this case, all revolves around Mr. Olken's idea of friendliness. This was the term used several times throughout our interview in reference to the value of good community relations.

Community relations was important here because, "You succeed in direct proportion to the number of friends you have." Anything done to increase this number automatically increased your chances of success in business. Each time a store does something good for the community, it also benefits the store. The least it will do is to help create a favorable attitude.

To foster a favorable attitude toward itself, Olken's has donated props to the local summer theatre, and equipment to local church groups, worked for Christmas decorations for Wellesley Square, been a constant contributor to church organizations and veterans groups, and a sponsor of Little League and tennis groups.

Mr. Olken has also added to his business reputation by officiating at local track meets, his work on the Board of Trade and in his Service Club. He also was instrumental in instituting an annual prize in the high school's commercial department for an outstanding student each year.

At the present time, he is working on an Arts Festival idea for the local school children which would
give them a chance to display their ability in all the fine arts to the townspeople.

Olken's has been in Wellesley eight years and employs three people, plus the owner. Mr. Olken is treasurer of the Board of Trade and a member of Kiwanis. He advertises only in the local paper. Charitable donations are made as the owner sees fit so long as the charity is sanctioned by the Board of Trade.

Ara's, Inc.

Mr. Ara Yacobian, owner of Ara's, Inc., Men's Clothing Store is one of the most respected businessmen in the whole town. This respect stems from his friendly attitude and his participation in many community projects and is shared by his fellow businessmen and townspeople alike.

The atmosphere of Ara's is one of cordiality and cheerfulness. The store is attractively laid out, much care being given to interior design and attractive arrangement of all merchandise. One is impressed immediately upon entry by the pleasing use of color and decoration. Soft music is continually played and adds to the store's effect.

Mr. Yacobian, like many other of the town's merchants that I interviewed, believes whole-heartedly in the value of a sound and continuing program of public relations activities. He was honest enough to admit however, that he seldom thought in terms of public relations or community relations per se and added that he doubted if many of the
Having good community relations he thought was a must. It would be impossible to survive without them. A business can no longer exist without working for the improvement of the town as well as for its own gain.

Community relations for Ara, as he is known to all, consisted of being a member of a church, taking an active and positive part in town affairs, contributing to worthy charities, and being seen and thought of as part of the whole. These principles constituted not only his views on community relations but also his views on business. He carries on an active program to give those ideas real meaning.

Ara was the man mainly responsible for the fine Christmas decorations that heighten Wellesley Square's Shopping Center. This is a cooperative endeavor where all the merchants and large department stores, too, contribute to a fund to bring the evergreens and holly to Wellesley's main shopping area.

When disaster struck the Cuelett family of Wellesley, Ara immediately took it upon himself to help out. He organized the Cuelett Family Fund, which provided living quarters, clothes and other necessities when their home was burned and all their possessions lost on Easter Morning, 1954.

Ara's has given merchandise to church groups for raffles and shows. Clothing is frequently loaned to the local summer theatre and to local players groups within
the town.

**Ara's has also put on fashion shows for the Florence Critterton League and for the Bedford Airforce Base. His shop set aside room for a special display of knitting done by physically handicapped women which was a success.**

The business has been in Wellesley for seven years. It employs six fulltime sales personnel and four parttime clerks. Ara, himself, is a past president of the Board of Trade and on that group's board of governors. He has no set policy regarding donations to charities but seldom turns anyone down.

**Unselfishness is in his opinion the single most important aspect of good community relations.**

**Pond's Camera and Frame Store**

Community relations activities in this case were confined mainly to several definite areas. These areas were the owner's work in his Service Club, his work with the Board of Trade, and charitable donations. In only two cases were examples cited where community relations activities outside of these areas were carried on.

The two exceptions were the work done by Mr. Sanger, the owner, in bringing Santa to Wellesley, an annual affair, and his renting or loaning of a sound projector to various town groups. Both of these latter community relations efforts are worthy of note. But there was an apparent lack of inter-
est shown both in active participation in town affairs and in any small work.

Mr. Sanger is a resident of Wellesley and has been doing business in the town for eight years. The store employs three fulltime employees plus the owner. There was no settled policy regarding charities.

The store is located in Wellesley Square as is its only town competitor and appears to be doing well. It is attractively laid out. This was one of my shortest interviews.

The Wellesley Trust Co.

This bank, one of the two banks to be discussed, is located in Wellesley Hills. Having been in the town for thirty-one years, it has built up considerable local prestige and reputation. In considering the community relations and public relations activities of the two banks, the reader will become aware of each organization's attitude toward community relations and also the difference in each banker's program for building good will within the community.

The Wellesley Trust Co. is run by its president, Mr. Werner, a long time resident of Wellesley. He is a member of the Country Club, Bank Officers Association, American Institute of Banks and a Mason. The bank is represented in Kiwanis, Rotary, and on the Board of Trade. The Wellesley Trust employs twenty people and places ads in the Townsman only.

Community relations activities of note are
Werner's activities with the Wellesley Boosters and Little League. He has contributed a good deal of his own time and money to each organization. His solicitation for the Red Feather campaign is added to his work for the Heart Fund and the Cancer Fund. Bank time has been given in numerous charity drives for the solicitors to deposit the money they have collected. This has been done both during banking hours and after hours. The bank itself, makes donations to all large national charities sponsoring local drives and many local drives that come up.

This bank also has a conference room which is available to local groups for use and a display window available to any depositor. The bank's officers have spoken on financial matters to Women's Clubs, schools and other groups within the town.

The appearance of the bank, itself, is worth mentioning, being of a sturdy looking stone structure with nice grounds. This all lends to the prestige of the establishment and gives an outward manifestation of strength and dependability. Reputation means a great deal in this case.

Newton Savings Bank (Wellesley Branch)

In this instance, one of the three times I deviated from the criteria for selection, I did so for a specific reason. Personal experience out-weighed the purely local aspect of selection. The choice of this bank over several others within the town was primarily for contrast.
The basis for this institution's varied and continual program of community relations is the "building of good will and being well thought of." Since 1946 when the Newton Savings Bank opened its doors in Wellesley, it has carried on a continuous community relations program.

All public relations for the Wellesley Branch of Newton Savings are handled by the bank's Assistant Treasurer and Manager, Mr. H. Winston Mercer. He is not a resident of Wellesley. However, he does belong to the local Kiwanis Club and the Board of Trade and takes an active part in the town's affairs.

Highlights of this bank's community relations program may be summarized as follows:

1. An active program of school savings throughout the whole town. It is the only bank with this system in the town. Here is how this plan works. The teachers in all schools through high school collect the money which is in envelopes each week from the children. She puts these bank envelopes in a bag. All bags are collected at the principal's office and are placed in a larger locked bag. These are carried to the bank by a bonded messenger.

2. Continuous use of window space for display purposes. This is done by such groups as the high school, bowling league and other non-profit organizations throughout the town. This window is seldom without a display by one town group or another.

3. Excellent use of varied displays. A continuing
and rotating display within the bank of local artists' paintings which enhances the bank's interior. These paintings are hung on the walls of the bank and numbered. A master list of names and numbers in a prominent position gives credit to the local artist whose work is being displayed. There are also annual Boy and Girl Scout displays during their weeks of national recognition as well as other special displays of local and national importance, ie. a local woman's coin collection and "National Sight Week" displays.

4. Active participation in community projects.
Mr. Mercer has been treasurer for the local Heart Fund and treasurer of the March of Dimes. He also helped to organize the "Mother's March" during the latter campaign and held the bank open Sunday afternoon and evening for the mothers to deposit the money they had collected.

5. Local advertising. The bank takes ads in the local paper, buys time on a local radio station, WCRB of Newton and Waltham, and plans ads in the Community Playhouse News.

6. The bank's use of town Welcoming Committee.
Each new family in town receives a small gift from the bank and an invitation to come in and get acquainted with the bank and its facilities and programs. This is followed up by a personal letter from Mr. Mercer to all new families.

7. The Bank's use of printed material. Booklets and pamphlets on many subjects outside of the realm of banking
can be found in the bank. These are placed on a table near the main entrance and are free for the taking.

It is impossible to set down here all of the bank's community relations activities and programs. It is hoped that the topics covered will serve to illustrate the bank's well-rounded approach to bettering community relations. "Friendly Service" is the bank's aim.

Sharon's Cleaners, Inc.

Sharon's Cleaners, Inc. of Wellesley Hills believes that "personalizing to customers" is the most important single aspect of good community relations. Service and the personal touch does a great deal to better the community relations of a business. Mr. Arthur Williams, owner of Sharon's, believes whole-heartedly in the value of personal approach. In our talk, he emphasized this factor and set forth the idea that it was the basis of community participation and business success.

With these ideas of service and the personal touch as a basis, Sharon's has been involved in such community relations activities as donations of clothes to church clothing sales, bringing Santa to Wellesley, donations for Christmas decorations in Wellesley Hills, giving window space for poster displays by many local groups and cleaning all Little League uniforms free of charge. Another community relations activity of interest is Sharon's standing practice of cleaning free of charge any and all American
flags brought in.

The company makes standard donations to all accepted charities. These donations vary in amount according to the charity. The employees make their own donations. A standard procedure is followed.

Mr. Williams is not a resident of Wellesley. Still, he is a member of the local Board of Trade and Kiwanis. The business, under his management, has been in operation for eight years. He employs fourteen men and women as fulltime help.

Halvorson's Texaco Service Station

In business for only one year, Mr. H. P. Halvorson has carried on a program designed to better his community relations and increase business based on three main avenues of approach. These are a vigorous local advertising campaign, personal visits or house calls, for the purpose of getting acquainted in the neighborhood surrounding his station, and a continual insistence upon neatness, cleanliness and personal service.

Behind these good business practices, which are all of community relations value of varying degrees, is Mr. Halvorson's desire to "treat all customers fairly so they will have confidence in you."

As yet, Mr. Halvorson has joined none of the Service Clubs in the town nor has any special program with any group within the community designed to better the company's
community relations. If called upon, he is willing to help, but as yet he has not taken any positive steps to help solidify his position in the community by active participation in community affairs.

His "house calls" in the area surrounding his station have been very successful both in increasing business and in bettering his immediate community relations. This case was selected for several reasons: first, Mr. Halvorson's vigorous advertising campaign; secondly, my knowledge of his neighborhood house calls; and thirdly, the active, if not complete program of community relations carried on by this type of business.

Townsman Publishing Co.

The focal point of all community projects and activities is the Wellesley Townsman, the town's only newspaper. This is a weekly paper and enjoys a large circulation within the town. Every businessman interviewed reads this paper regularly and almost all use it for advertising and public relations purposes.

As the focal point of all community projects and activities, the paper is naturally community relations conscious. Mr. A. Edwin Larson, the editor is a long-time resident of Wellesley and an active participant in many town activities. The paper has been in business for forty-eight years and employs a working staff of four. It is published by the Wellesley Press, a subsidiary company.
Mr. Larson believes that good community relations for the paper lies in opening the pages of the paper to all. It is at the disposal of all the citizens. The keynote of the paper's public relations activities is impartiality. All group's rights are respected and can have space in the paper simply by asking for it. The paper is depending upon the good-will of the whole town.

National charities such as the Red Feather, Red Cross and the Salvation Army receive direct contributions from the paper. Local charities also receive donations and free publicity, whenever they desire it. Each donation is handled as the need arises.

The Townsman community relations activities are many and varied. The paper initiated the drive for a new and modern police station. The old one had long been far from adequate and not befitting a town like Wellesley.

When the Ouelett family of Wellesley was burned out of their home, the paper sponsored the drive to build a new home for the family. The paper also played a major role in bringing the Summer Theatre to Wellesley and pushed hard for more parking space within the town. This had been a long-standing town problem. Now the situation is fairly well cleared up.

In other areas of community relations, the paper encourages plant tours. Groups from the elementary schools as well as Boy Scout and Girl Scout groups go through the plant (both the paper and the Wellesley Press where the
printing is done) each year. Many other groups within the town have also been through the facilities of both offices.

In addition to the paper's many other community relations activities, Mr. Larson carries on an extensive program of speaking engagements. He has spoken at practically every group within the town and numerous times at the high school and junior high school.

H. A. Hills & Sons, Inc.

Wellesley's only local five and ten cent store is located in Wellesley Hills. The store's owner, Mr. Herbert F. Hills, Jr., is a young and enterprising businessman, who is definitely public relations conscious. He was the first G. I. in the country to receive a government loan for establishing a business. The store also has another "first" to its credit, being the first store of its kind to switch to a self-service system. There are branch stores in Randolph, Massachusetts and West Roxbury, Massachusetts.

Mr. Hills is active in town affairs. He is a member of the Board of Trade, a Town Meeting Member, a Mason, a Kiwanian, and a member of the Wellesley Hills Congregational Church and the Open Church Group.

Mr. Hills believes that good community relations equals good business practices. There is a definite inter-relationship between good business and sound community relations which has a dollar and cents reward. He also stated that business must continually strive to promote good-will.
within the community.

H. A. Hills & Sons goes about building good-will in the following manner:

1. An extensive program of cooperation with the churches in the town. This includes donations of toys to the Sunday schools, a 10 percent discount on purchases made for any church or church group, and special purchases at cost for churches or organizations.

2. Good use is made of the "Welcome Wagon" service. Mr. Hills, through the Welcome Wagon, gives each new family in town a small box of home town stationery with the name of the town on it and also a card, with the compliments of H. A. Hills on it, welcoming potential new customers to Wellesley.

3. H. A. Hills makes many purchases for the Park and Recreation Department of Wellesley and works hand in hand with this town organization.

4. Window space is available for use by any town group.

5. The store sponsors an annual Doll Contest once a year with prizes for the best dolls and a chance for all young children to display their pet dolls. All window space is used for this purpose.

Mr. Hills is now working on a program of cooperation with the local schools whereby the teachers and school authorities will keep him posted on the supplies needed by the children so he can stock them.
On the subject of charitable donations, H. A. Hills follows a set policy. This policy is not involved but quite successful.

1. All charities must be approved by the Board of Trade.

2. The drive must be town-wide in scope.


"Service to give satisfaction for the most people," is the most important aspect of H. A. Hills & Sons community relations program.

Clapp-Hill & Co.

Clapp-Hill & Co., one of Wellesley's oldest real estate agencies has been doing business in Wellesley and surrounding towns for twenty-five years. This business relies heavily on the prestige of its name and on its reputation.

In my interview with Mr. Carl A. Gurshin, manager of the real estate office, he pointed out an interesting fact. Real estate companies, such as Clapp-Hill & Co. function in a community relations capacity in their every-day work by bringing in new people to the community. This plays its part in developing new areas, helps in the tax problem and contributes to the growth of any community.

The main principle Clapp-Hill works on is the placing of the right people for the right house. By this I mean selling within the buyer's means, i.e. an $18,000
house to those who can afford to pay that amount rather than high pressure salesmanship to get them to buy a house beyond their means. Mr. Gurshin went on to say that "integrity was a must" and "that satisfied customers build good-will for the business."

Although the previously discussed views are sound and of importance in a community's life, little else in the area of community relations was actually done. Mr. Gurshin, who is not a resident of Wellesley, belongs to no civic, social or church groups within the town. Mr. Clapp, the owner, is seldom at his Wellesley office, spending most of his working time in the Boston office.

This company advertises in the local paper and donates to "most all" of the charities it is approached by in the town. Aside from these activities of some significance, very little else was learned during our meeting. Examples of participation in town affairs were non-existent.

The Village Realty Co.

Serving as a direct contrast to Clapp-Hill but by no means intentionally so, is the Village Realty Co. This company carries on an extensive community relations program. The business has been in Wellesley for three years and employs six people.

Mrs. Guthauser, owner of the Village Realty Co. and its sister organization, the Village Insurance Co., holds a degree in public relations. She is a member of the
Quota Club, a women's service organization which specializes in work with juvenile delinquents, and a member of the Republican Club of Wellesley.

Red Cross, Red Feather, Boy's Town and the Boy and Girl Scouts receive set donations each year. The rest of the charities which approach the Village Realty for donations receive a small amount. Very few are ever refused. This is the only policy the company follows in regard to donations.

Mrs. Guthauser believes that good community relations boils down to "being a good neighbor" and plain courtesy and good manners. To illustrate these ideas one must look at the community relations activities of the Village Realty Co. There is a great deal more than simply the "right house for the right people."

When the Village Realty sells a house certain procedures are followed:

1. A card is sent to all the new family's neighbors on their street telling a bit about them, i.e. whether they like golf or bowling, etc., which gives the neighbors a talking point as the basis of a new friendship.

2. A tea or coffee is frequently arranged to get the new woman acquainted and Mrs. Guthauser conducts these affairs to see that all runs smoothly.

3. Mrs. Guthauser finds the new family baby sitters if it is necessary and sends the new family flowers and a card the first Christmas.
4. The new family is also introduced to their priest or minister, conducted on a tour of the town and helped in establishing their credit at the bank of their choice.

5. Finally they are given a pamphlet on the town printed by the Village Realty Co. and with the company's name on it.

In addition to these activities with the new family in town, the Village Realty has donated the working time of its salesman to collect for the Community Fund. Window space is always available for special displays by any local organization. This fall the main office will be turned over for two days and nights to the Woman's Club for their flower display.

**Cabot-Hendrick -- Jewelers and Silver**

Here is a case where a business has been in successful operation for three years and has engaged in no community projects or done anything above normal business procedures to strengthen its community relations. Cabot-Hendrick's, which is one of Wellesley's four jewelry stores, is located in Wellesley Square as are two of its three local competitors.

Its owner, Mr. Fred Walker, is seldom in the store. His other business interests usually keep him away from the store except on Friday afternoons and Saturdays. He has no policy regarding donations to charities but gives to the larger ones and to others as he sees fit.

In our interview, he expressed an interest in good
public relations and a desire to do more in that area. He thinks in terms of good business rather than in terms of good community relations. In his thinking, good community relations is based on value and service within the business.

The store itself, is very pleasing to the eye and creates a good atmosphere. Mr. Walker expressed an interest in a survey to find out public opinion regarding his store but claimed that the cost of one under present methods was too high.

The community relations program of Cabot-Hendrick could be summed up as the carry-over value of regular business intercourse with the public at large and the intangible value of keeping the company's name before the public by ads in the local school yearbooks, several budget plans aimed at the town's large student population and ads in the local paper.

F. Diehl & Son, Inc.

This last case is also my final deviation from my standards of selection. F. Diehl & Son, Inc. was chosen because it is the oldest local business, having done business in Wellesley for eighty years. It is also Wellesley's largest business, employing 125 men and women in its offices, plant, store and in the lumber yard itself. Again Diehl's forms an exception to the general rule because it is the only industry of substantial size within the town limits.

F. Diehl & Son has no public relations department.
Any duties falling under the general area of public relations is handled by the head of its advertising department, Mr. Farrar. The company is represented in both Rotary and Kiwanis and advertises in the local paper as well as in the local papers of the surrounding towns.

The company has no set policy regarding donations but contributes some amount to almost all who approach it.

From a strictly community relations viewpoint, there is no planned program. However, the company has been very cooperative with the schools and other groups throughout the town. Lumber and building materials have been donated often in the past and the company's trucks are frequently used. A good example of the use of company trucks have been the many paper drives conducted in the town. Diehl's trucks have been evident in each drive.

Diehl's offers the free service of evaluating new families' heating units through its work with the "Welcome Wagon.

Another activity of community relations value sponsored by Diehl's is the periodic meetings the company holds for carpenters and home owners. The purpose of these meetings is to show the application of materials in all phases of building.

The most important aspect of good community relations, as far as Diehl's speaking through Mr. Farrar was concerned, was "personal contact with our own representative." Since Diehl's dealt primarily with the home owner,
all contacts between a representative of the company and the home owner were stressed.

In this chapter, little or no attempt was made to comment on or evaluate the twenty-five businesses interviewed. That will follow in the last chapter, "Summary and Conclusions." The major function of this chapter has been to set down, as accurately as possible, the information derived from my interviews with the local businessmen.
CHAPTER III

THE SERVICE ORGANIZATIONS

Board of Trade

The most effective organization of businessmen in the community is the Board of Trade. It is, of course, more than a service organization in the same sense as Kiwanis or Rotary. Still, it functions often in the same capacity as the other organizations in promoting community welfare and for that reason will be discussed in this chapter. It is an organization designed to promote business interests in Wellesley.

Meetings

The board holds regular meetings open to all its members every other week except during the months of July and August. These meetings are held at the Wellesley Inn.

Function

The function of this organization is to "promote business interests and interest in business in Wellesley."

Membership

Membership is open to any businessman in the town. Businessmen must be either an owner or a manager.
Administration

The board is run by a board of governors. This executive body has sixteen members and functions as the policy-making body for the whole group. A meeting of this executive body can be called only by the group's secretary or president.

Activities

A complete list of all the Board of Trade's activities would be impractical to render here. However, a few examples of the work of the board are in order. They are all of community relations value and called for a united effort of the merchants in town. Three of these activities are: Christmas decorations for the Wellesley Shopping Center, bringing Santa to Wellesley, and persuading the town government to purchase land for three new parking areas. The board often works quietly behind the scenes but accomplishes a great deal of valuable work.

Another aspect of this group's work, which is worth mentioning is that, through the Board, the merchants in Wellesley are able to take a positive stand on an issue as a concentrated body without fear of individual loss of business.

Kiwaniis

Wellesley's oldest service club is the Kiwanis Club of Wellesley. The work of this group is primarily in helping underprivileged children. This is an international
organization.

Membership

There are ninety-two members of Kiwanis. These members fall into classified groups, i.e. two druggists, two lawyers, two doctors. There classification can be still further broken down to include all phases of each business or profession.

Meetings

Luncheon meetings are held weekly.

Committees

The Kiwanis Club is set up on a functional committee basis. Each committee is responsible for carrying on a meeting during the year. There is a committee for every phase of work this group deals in.

Activities

The primary work of this group is helping underprivileged children as was stated before. Many cases of aid given are never published or receive publicity. The group works quietly but accomplishes a great deal of good work within the community. Christmas baskets, local scholarship aid and funds for sending young boys and girls to summer camp are only a few examples of Kiwanis's work.

The group also sponsors regular visits of high school boys and girls to their meetings and one of the high school musical groups puts on a program at a meeting once a year.
The Kiwanis committee on public relations is currently sponsoring the "Go to Church on Sunday" idea throughout the community.

The Rotary Club

Like Kiwanis, Rotary is a service club which is international in scope. It is made up of business and professional men. These men are grouped in broad classifications which can be broken down. Each member must represent a business or profession. There are at present forty-seven members of Rotary in Wellesley.

Meetings

Meetings are held once a week all year round. To retain membership, an attendance record of at least 60 percent must be maintained.

Organization

Rotary, like Kiwanis again, is organized on a functional committee basis, which stresses four things: 1. Community service, 2. International service, 3. Club service, and 4. Professional services.

Examples of Rotary's Work

Rotary has adopted the Hospital and Convalescent Home for Children and the Mary MacArthur Memorial Respirator Center for polio patients as their special projects. To facilitate its work with these two institutions, and their work in other areas, Rotary has set up its Rotary...
Charitable Foundation and created a fund with which to carry on its work.

Some examples of this club's work are the donation of a second-hand piano and a deep freeze to the Convalescent Home and "picture books" on the ceiling for iron lung patients at the Respirator center. Some of Rotary's other community activities include the annual spruce-up of the Girl Scout Camp, entertaining foreign students and a program of having selected high school seniors attend a meeting of Rotary.

The Exchange Club

This club is Wellesley's newest service organization. Like the other two service clubs discussed already, it is made up of business and professional men. In many instances, men belonging to either Kiwanis or Rotary also belong to the Exchange Club. At the present time, the club has eighty-four members who are joined together in "Unity for Service."

Perhaps, the Exchange Club's most ambitious community project, and the only one I will discuss, is its sponsorship of the annual "Youth in Government Day." This project is carried out in cooperation with the school department and with all phases of town government. It is an annual affair in which the whole community takes pride and which is viewed with considerable interest by both the high school students and all parents in Wellesley.

This "Youth in Government" program is carried out
in the following manner:

1. First, there is a general announcement concerning the program of "Youth in Government" made in the high school.

2. Students wishing to run for any of the listed town offices get nomination papers from the head of the history and government departments in the high school.

3. These papers must be filled out and filed again if a potential candidate is to seek office.

4. School time is given on a set date for the candidates to campaign in all homerooms.

5. A certain day in March is devoted to balloting in the high school. Members of the senior Modern Problems classes take turns throughout the whole school day acting as tellers at the voting places. These students also count the votes.

6. The winners for each town office are announced and they carry on the duties of their elected office for one day. This is "Youth in Government Day."

All winners must then write an essay entitled, "My Day in Office." The four winning essays are read at a dinner which the Exchange Club puts on for all candidates, winner and losers alike, and the four winning students get an all-expense paid trip to Washington.

This chapter has been devoted to the work of the three service organizations in Wellesley for two reasons: first, because of the community relations value of the three clubs' work and secondly, because many of the individual
businessmen interviewed considered their activities in these service clubs as a vital part of their community relations program.
CHAPTER IV

SUMMARY AND CONCLUSIONS

The purpose of this last chapter is not to rehash the information contained in the twenty-five case histories presented. Rather, it is to attempt to tie together certain loose ends, to point up tangible areas of agreement and discord, whenever possible, and to give the author's views regarding success or failure in reaching his goals. With these ideas in mind, I begin this final chapter.

My Frame of Reference

Each of the businesses reviewed in this thesis can be taken as successful small businesses when considered in my frame of reference. It is an impossible task to try to evaluate success. You cannot make any hard and fast definitions for the term. Success is a purely relative matter. What is success to one man is a dismal failure to another. For these reasons, my only criteria for success was that the business be in operation for a period of three years. Rarely will the capital of a small businessman keep him going longer than this period if he is losing money. In only one case did I deviate from this criteria for success. That instance was handled as a special case.
The term "small business unit" was another rather relative term that had to be dealt with. A small business can be anything from a one-man variety store to a company employing a thousand or more workers. Again, it depends on your frame of reference. I chose to think of a small business unit as one employing not more than fifty workers. Only F. Diehl and Son, Inc. falls out of this category. That company too, was handled as a special case. My frame of reference for both terms, although arbitrary in nature, was also set up in accordance with the size of the small businesses in Wellesley. Few fell outside of these categories.

Are Good Community Relations Important?

In every case, the answer to this question was, "Yes." When we explored the matter deeper and considered the "why" aspect of this question, the wording of the answers varied but once again there was basic agreement. This agreement was based on one idea, because good community relations has a dollar and cents value. This thought formed the foundation for every answer.

Sometimes, the profit motive was quickly and freely given. In other cases, it was given as an after-thought but it was still there. The small business unit appreciated this fact as clearly as the larger corporations do. Business survival, instilling favorable opinion or creating good-
will all boiled down to the black side of the ledger.

This is by no means a bad sign. Instead, it shows an awareness of the value of community relations that has many benefits. To succeed in their business endeavor, the small businessman realizes that he must do more than exist in a community. He must be an active part of it. A good deal of his final success depends on how much a part of the community he actually is.

**Are They Familiar With The Term?**

The term community relations, as a part of public relations was rarely considered by the businessmen interviewed. Often, they thought of only "good business" practices. Occasionally, they thought in terms of public relations. Community relations as a frame of reference for a large diversity of actions relating to their activities in the community was a subject that required some explanation to stimulate response.

This is not to say that they did not carry on sound community relations programs. Many of them did. It is merely to illustrate the general ignorance of the full meaning of the term until some explanation was given. Community relations, as the public relations practitioner thinks of it, was not an everyday term in their business vocabulary as were such terms as public welfare, public spirit, or even public relations.
Do They Really Desire to be Known and Understood?

The answer to this question is an overwhelming yes! In only two cases of the twenty-five recorded is there any doubt in my mind regarding this answer. Even in these two instances, there is a personal belief that the men in question desire to be known. They may not know the way of accomplishing this desire. Still, I believe that they feel it is important to be understood for success in business.

Competition is too keen for a "public be damned" attitude. The small businessman is cognizant of this fact. His way of meeting this challenge is as varied as the types of personalities involved. Still, there are constant efforts being made, many times only through personal contact made in normal business intercourse, when the owner-manager tries to impart a knowledge and understanding of himself and his business to his general public.

In one case, a businessman expressed his desire to know what the people entering his establishment and doing business with him thought about his shop. He went so far as to express his desire to have a survey conducted to find this information. Several other businessmen expressed similar attitudes but felt that such a survey would be way beyond their operating budget. The desire to be known and understood is strong.

Is the Successful Small Businessman Interested in Community Welfare?

I believe that the answer to this question can be
found in the great variety of community activities that have been recorded in this report. The community in which the business is located affects the business in no uncertain manner. If the community prospers, the business life of the community will prosper also. If the community declines, business will decline with it.

In only four instances did the owner or manager live outside of Wellesley. In two of these four cases, the businesses took an active part in the affairs of the town. The owner or manager belonged to either Kiwanis or Rotary and had participated in community affairs of one type or another.

In all the other cases, the owner or owner-manager lived in the town. Family ties, personal friendships, children in the family all lead to a greater interest in the welfare of the whole town. The small businessman is more liable to settle in the town in which his business is located than is the large corporation kind. In the latter case, this is often impossible.

Community welfare is of genuine interest to the small businessman, who lives in the same town as his business is located. His whole life revolves around his business and his family. He has a two-fold reason for working for a better community.

The Public Relations Value

If, for no other reason than the accumulating of new ideas, I believe that a knowledge of how the small
businessman in a suburban community goes about being thought of as a good neighbor, is of value to the public relations practitioner. However, there are other values to be derived from knowledge in this area of public relations. These might be summarized as:

1. The expansion of knowledge in a specialized area of public relations.

2. Examples of tried and successful techniques for bettering community relations in a suburban community. This might be deemed especially important in view of today's trend toward decentralizing large industries.

3. Stimulation of ideas and new approaches to the subject through accumulation and interpretation of the ideas of the small businessman.

4. And finally any study's potential capacity toward stimulating progress in the relatively new profession of Public Relations.

This concluding chapter has dealt with a discussion of the goals which I set up in the introduction, the reasons for this study. It has been an attempt to tie together any loose ends and to summarize briefly a subject that as yet calls for a great deal of further investigation and study. The small business unit does realize the value of good community relations. The methods for attaining this goal are many and varied.

It is an area that offers a direct challenge to the
Public Relations profession of today. The small business unit, I believe, is ready for the community relations practitioner. But the question of how to service these small units economically still remains. When public relations, as a profession, figures out how to deal with the "little" fellow as well as the "large," it will have moved from its present "specialty shop" position to that of the department store, an organization designed to serve the whole community.
**WORK SHEET**

**BACKGROUND INFORMATION**

1. Name of business ____________________________

2. Name of Prop. or manager ____________________________

3. No. of years that the business has been in Wellesley ____________

4. Does owner or manager live in Wellesley? ____________

5. How many employees does the business have? ____________

6. Are there other business establishments or branches under the same management? ______

7. Where are these other businesses located? ____________ and ____________ and ____________

8. What clubs or business organizations do you belong to? ____________ and ____________ and ____________

9. What newspapers do you read? ____________ and ____________ and ____________

10. What newspapers do you place ads in or use for public relations purposes? 
    ____________ and ____________ and ____________

11. What is your political affiliation? ____________

**ON THE SUBJECT OF GOOD COMMUNITY RELATIONS**

Do you feel that it is important to have good community relations? **If so why?**

What, in your opinion, constitutes good community relations?

To what charitable organizations do you or your business make donations?

Do you have a set policy, regarding donations to charities, that you follow?

What community projects have you or your business engaged in?
17. Do you ever loan equipment or merchandise to schools or church or civic groups?

18. Do you have any special programs with schools or other groups to promote better community relations?

19. What do you do to promote better community relations?

20. Do you consider such things as the following as part of your community relations activities?
   a. Appearance of employees
   b. Appearance of establishment
   c. Good morale
   d. Low labor turnover
   e. Special displays or days
   f. Participation in local events
   g. Ads in the local newspaper
   h. Hiring local help

21. What, in your opinion, is the most important aspect of good community relations?
APPENDIX B

BUSINESS UNITS INTERVIEWED
BUSINESS UNITS INTERVIEWED

1. Araf's Inc. (Men's Clothing) Mr. Ara Yacobian, owner
2. Cabot-Hendrick (Jewelers and Silver) Mr. F. Walker, owner
3. Clapp-Hill & Co. (Real Estate) Mr. Carl A. Gurshin, manager
4. Community Playhouse (Theatre) Mr. Leslie Benslev, owner
5. E. A. Davis & Co. (Department Store) Mr. C. N. Holman, owner
6. F. Diehl & Son, Inc. (Building Supplies) Mr. H. N. Farrar, Advertising Mgr.
7. Fallon's Pharmacy Mr. M. J. Fallon, owner
8. Fells Pharmacy Mr. J. D. Seigal, treasurer
9. Fraser's Florist Mr. A. Fraser, manager
10. Hale's Inc. (Radio and Television) Mr. Hale, owner
11. Halvorson's Texico Service Station Mr. H. P. Halvorson, proprietor
12. H. A. Hills & Sons, Inc. (Five and Dime Store) Mr. H. A. Hills, Jr., owner
13. Lee Chevrolet Co., Inc. Mr. James E. Lee, president
14. Newton Savings Bank Mr. H. Winston Mercer, assistant treasurer and manager
15. Olken's (Sporting Goods Store) Mr. Henry P. Olken, owner
16. Paul's Radio and Television Mr. Paul Montali, owner
17. Pond's Camera Store Mr. S. P. Sanger, owner
18. Sharon's Cleaners, Inc. Mr. A. Williams, owner
19. Talcoff's Inc. (Shoes) Mr. Irving Talcoff, owner
20. Townsman Publishing Co. (Local Paper) Mr. A. Edwin Larson, proprietor and editor
21. Village Realty Co. Mrs. Guthauser, owner
22. Wellesley Auto Sales, Inc. Mr. T. Wegerdt, owner
23. Wellesley Hills Market, Inc. Mr. Joseph Dobis, owner
24. Wellesley Travel Service Mr. C. F. Heartfield, owner
25. Wellesley Trust Co. (Banking) Mr. Werner, president
APPENDIX C

H. A. HILLS DOLL CONTEST
IT'S COMING AGAIN AT LAST

our SECOND ANNUAL DOLL BEAUTY CONTEST!

Get your favorite doll ready now.

The contest will open August 9 - and your doll may win one of our five big prizes.

Entry blanks and contest rules will be available at our store next week.

* Dolls will be entered from 9 A.M. Monday, Aug. 9, to 6 P.M. Saturday, Aug. 14

* All entries will be displayed in our window between Tuesday, Aug. 17 and Saturday, Aug. 21. Our customers will vote for their choice during that week.

The contest will be open to anyone under 15 years of age living in the normal trading area of this store. One doll may be entered by each contestant.

Get your entry blank next week!

H.A. HILLS & SONS

Wellesley Hills      West Roxbury      Randolph
APPENDIX D

NEWTON SAVINGS BANK LITERATURE
WHERE

DOES

THE MONEY

GO?

FOR MONTHS OF

__________________________

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NEWTON SAVINGS BANK
Newton—Wellesley—Needham
Deposits insured in full under Massachusetts Laws.
WHERE DOES THE MONEY GO?

A Guide for
Regular Saving —
BUDGET AND EXPENSE RECORD

— and for
Wise Spending

For Month of ...................................... 19...

Estimates for the Month $

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| TOTAL  |              |                       |                  |              |               |               |         |                   |      |           |                |          |             |          |

| BALANCE| Subtract total for each column from Estimate for Month (see above) |

| BALANCE OR RESERVE: The estimate made for certain items (for example: Clothing, Medical, Education) will not be spent each month. However, a definite sum should be allowed for these things, and the amount not spent can be added to the estimate for the next month—or, better yet, set aside as a Reserve Fund in your Savings Account. A record of the use to which this is put can be kept separately.

<table>
<thead>
<tr>
<th>MUST PAYMENTS—Savings and Fixed Expenses—</th>
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<tbody>
<tr>
<td>Each month set aside in a savings Account a definite amount as a Cash Reserve and Emergency Fund. Also, estimate Fixed Expenses for the year: Income Tax (Estimate of amount not withheld and State Tax)—Life Insurance—Payment and Taxes on home (if owned and not under Housing)—and any other fixed payments. Take 1/12 of the total and each month deposit this amount in a Special Savings Account so there will be money on hand to meet these payments as they come due.</td>
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Making the Budget "Work"

Planned Spending is important if you would get the most for your money.

This Budget and Expense Record will show you where — and how — the money goes —

1. Estimate the amounts you think you should spend for the various items and enter them at the top of each page.

2. Each day enter expenditures in the proper column.

3. At the end of the month, compare amounts actually spent with the estimates made.

After keeping such a record for a few months, you may find that you are spending too much for some things, and that you have not allowed enough for others. You can then make the necessary adjustments. Also, you may be surprised at some of your spending habits, and find that there are more ways of cutting expenses than you had thought possible.

Your Expense Record is not a formal account book. Your object is not to make it balance to the penny, but rather to know where and how you have been spending your money so that in the future you may use it to better advantage. Such a record will help you control current expenditures, and serve as a guide to wiser spending and saving in the future.

One of the basic purposes of Mutual Savings Banks is the encouragement of thrift. We hope this booklet will be of help to you in setting up a spending and saving plan to suit your individual needs.
APPENDIX E

FALLON'S PHARMACY

"MUTTERINGS FROM THE RX ROOM"
It has been estimated that the capital investment in the whole U.S. antibiotic industry is about 200 million dollars. In 1952 sales were 150 million dollars and showed a great increase in 1953 but you can see that it takes a very long time to show any returns for the owners. Here is an interesting fact. In 420 A.D. the Greeks used mold in open wounds. Mold is the source of today's antibiotics so you can see the length of time it takes sometimes to find out why and what. Medicine and Pharmacy thru research have been partners in increasing your life expectancy about 24 years. This brings up the question of what we will do with those extra years. We can all work to make our town, state, country and world a better place to live in. During the last week of July the store will close at 6 p.m. each nite. Emergency phone is answered at all hours for Rx.

**Fallon's Pharmacy**
WELLESLEY HILLS SQ.
Wellesley 5-2170

The next issue of the Saturday Evening Post contains a very important message from the N.A.R.D. It is called "It Can Save Your Life." Take time to read it. Narcotine will soon be making its appearance in cold preparations. It is the first non habit forming opium derivative found to have specific antitussive properties. This past week I received a circular on wallpaper especially designed for drug store walls. It is called "Apothecary Shop" and is a combination of old and new. Our store hours will remain 8 A.M. to 6 P.M. for the time being.

**Fallon's Pharmacy**
WELLESLEY HILLS SQ.
Wellesley 5-2170
APPENDIX F

WELLESLEY TRUST COMPANY LITERATURE
This card will

Introduce Your Friends

TO YOUR BANK