

Approved Monday, March 09, 1987  
Date

MINUTES OF THE SENATE COMMITTEE ON LABOR, INDUSTRY AND SMALL BUSINESS

The meeting was called to order by Senator Dan Thiessen at  
Chairperson

1:30 ~~xxx~~/p.m. on Tuesday, March 03, 1987 in room 527-S of the Capitol.

All members were present except:  
Senator Eric Yost

Committee staff present:  
Jerry Ann Donaldson, Research Department  
Gordon Self, Revisor's Office  
Marion Anzek, Committee Secretary

Conferees appearing before the committee:  
Bob Storey, Attorney - Topeka, KS  
Dr. David Persell - Job Stores, Inc.  
Jerry Powell, Chief Executive Officer - KS Wage Payment Act-Labor Management Relations  
Wayne Michael - KS Employment Security Advisory Council  
Bill Morrissey, Director - Workers Compensation, KS Department of Human Resources

Chairman Thiessen called the meeting to order at 1:30 p.m. and called attention to SB248.

SB248:an act concerning employment;relating to private job listing services;providing for the licensure thereof;amending K.S.A. 44-401 and repealing the existing section.

Bob Storey said he was not an expert in this area, and had brought Dr. David E. Persell with him to present their testimony in detail, which you have in front of you. I requested this committee introduce SB248 at your February 3, 1987 meeting, and I advised the committee of some problems we had in Wichita, with private job listing services.

What SB248 does, it clearly defines and adds to our employment agency law, the private job listing services, and we have written into the bill that it's a class C misdemeanor if you violate the act. I have also, met with the Attorney General and the District Attorney from Wichita, and am assured that the anti-trust laws, and the consumer protection laws, of the Attorney General's office, and the various district attorney's are always applicable to any violations to this act.

Dr. David E. Persell said he was in the Operations Department, Job Stores, Inc. All of our jobs are stored in a computer, and we are franchised, and we also have company owned stores. This is a growing service industry and aimed at the lower skilled, lower salaried classifications, somewhere in the area of \$20,000 and below, which also happens to represent the bulk of people in the country. Our franchises cost \$19,500 and employee cost is \$75.00

All of our offices are now connected with a National computer, where each of our 35 offices have access to the computer, and we can pull out in a matter of seconds, job openings from any of our offices, for that job seeker.

Our greatest success is the relationship that we have with the employees. We do not get our openings from the job newspaper ads, but from the employer contact. (Attachment 1)

Senator Werts asked Dr. Persell why we needed private employment agencies, because on page 1 line 37 of SB248 "Private employment agency" means any business which is operated for profit in this State.

Dr. Persell said the present law requires that a private employment agency may not except money.

Senator Morris said what concerned him the most was, not your operations, but basically in the State of Kansas, this is what the Job Services is supposed to be doing. Listing jobs, and matching applicants, and helping people find employment. Other than the fact that they don't collect the \$75.00 fee and perhaps you pursue the job openings better, I wonder how you would contribute your success and their failure?

Dr. Persell said job sources always maintain a working relationship with the public agencies, with regard to not working. One of the things that I envision is, if in fact our data basis openings can be used as a direct way to provide support to existing public agencies, I would

CONTINUATION SHEET

MINUTES OF THE SENATE COMMITTEE ON LABOR, INDUSTRY AND SMALL BUSINESS,  
room 527-S, Statehouse, at 1:30 ~~xxx~~ p.m. on Tuesday, March 03, 1987.

be very much in favor of that. Which we already have plans to do in Michigan, with the Governor's office. Our ability to be successful, we must generate results, we have to do this for our customers, and that is the greatest incentive the private sector certifies.

Senator Steineger said he understood the private sector sells franchises, and they are also going to be under our franchise laws, and under Federal, State and Local Governments, and asked if there are tests, etc. they have to meet to sell franchises.

Mr. Storey said under the Federal, I know they have to meet requirements to get a franchise and I would presume under the State, they would have to meet requirements, and I think this committee might want to draft rules and regulations, involving more specific areas and maybe add a fee of \$25.00

Jerry Powell said 3 years ago, we said we need to amend the bill, because of these things that have been happening in the Kansas City and Wichita areas, we did amend to preclude job services in the State of Kansas. At the time, I was not aware there were these legitimate services, that these folks provide, and I am not making a judgement in that area. I am here today to tell you that the KS Department of Human Resources does not oppose SB248.

I spent time with Hugh Horton, Director, personnel services, Department of Labor, North Carolina, and Hugh told me that North Carolina, at that time had this private job listing exemption for private employment agencies, and told me it is fulfilling the role in North Carolina. They are regulated by the Department of Labor and they have 10-15 registered job listing services, and they are regulated more closely. There have been no problems, and if folks come in saying things like what happened in Wichita and the Kansas City areas, they are on them immediately, and if they don't have a license, they can't operate.

Based upon my conversation with Hugh, and the concept that perhaps there is a need for this kind of service, we have decided in the Department of Human Resources, not to oppose this legislation, and would only ask that 44-402 be amended to provide that a fee of \$25.00, suggested earlier by Mr. Storey, would also be charged to the job listing services.

Wayne Michaels said we did not have a position on the bill, but after listening at this meeting, I do have some concerns with the KS Employers Act, with Jobs Services, and how they get their listings. Right now the KS Employers, pays the type of job listing services and when they do that, they list the kind of qualifications, they want for the employee and then the State sends the prospective employee out to interview with the employer. I think, if an employee spends \$75.00 to apply for something like this, and I point out that with the conferees today, they have no screening or counseling, so I'm not so sure that they could tie up employees with jobs too well. We don't really have a position on the bill, but I do have some reservations about it.

Chairman Thiessen asked Director Morrissey if he had some figures for us on the number of cases that were overturned or changed on SB341.

Director Morrissey said he did not have monetary figures at this time. The Workers Compensation report of the awards, and the directors report of the awards issued by our administrative law judges, were 60% last year, and we modified 15% of those awards. Those numbers are for the last several years. We have no numbers on what the district court does to our awards, nor do we have any numbers on the dollars involved.

Chairman Thiessen adjourned the meeting at 2:30 p.m.



TESTIMONY IN SUPPORT OF SENATE BILL 248  
BEFORE SENATE LABOR, INDUSTRY, AND SMALL BUSINESS COMMITTEE  
PRESENTED BY DR. DAVID E. PERSELL  
REPRESENTING JOB STORES, INC.

MR. CHAIRMAN AND MEMBERS OF THE COMMITTEE:

My testimony which follows is organized into three distinct sections:

- I. A vita' of Dr. David E. Persell, Operations Department, Job Stores, Inc.
- II. A discussion about what J.O.B.S. is and what it stands for.
- III. Generically, a discussion about the job listing service industry and how the industry serves to benefit those in the less skilled, lower salaried classifications, i.e., blue-collar career people.

I. Dr. David E. Persell

David Persell has a Ph.D from Michigan State University in Labor and Industrial Relations. He has a strong background in both automation and employment relations. David Persell served on the faculty of Michigan State University for eight years. Currently he serves on the graduate faculty of Central Michigan University and Aquinas College. David Persell served as President of Educational Marketers and has an ongoing, full-time Operations Department relationship with Job Stores, Inc. Doctor Persell is former President of Computer Automation Training Center, a licensed school that taught 5800 state service General

Motors employees to use computers. He has 18 years of technical training experience, primarily with adult education and people making career transitions. His Ph.D deals with career development of people making transitions to a more healthy labor market.

II. A discussion about what J.O.B.S. is and what it stands for.

Let's start talking about Job Stores. Job Stores is a public company. Job Stores is the largest privately held provider of job information in the country (both franchise and company-owned stores). A copy of all of J.O.B.S. franchise locations has been handed out. This is a growing service industry. J.O.B.S. aims at the lower-skilled, lower-salaried classifications, somewhere in the area of \$20,000 to \$22,000 and below, which also happens to represent the bulk of people in the country. In the attached written package there are four pieces of information:

No. 1. An article dated 1/12/87 from Forbes Magazine. That article details the quality of what a well-run job information service business, like J.O.B.S., is able to achieve.

No. 2. In Insight, a tabloid of The Washington Times, dated 2/9/87, the article details the massive growth of the job industry and further justifies what makes the service aspect well received from people.

No. 3. Dated 2/25/87, two attached press releases, detailing how Job Stores, Inc. works.

No. 4. In Nation's Business, dated 3/87, an article authored by Bob Gatty. The article details the power of accurate job information service provided to people now able to help the community, help themselves and those around them.

III. Institutional aspects of the job listing service industry.

The number one attribute that we bestow on all of our offices is that each and every office must have a bona fide job order from the employer: defined as having direct written or oral approval from the employer to list the position in our data base of job openings. J.O.B.S. serves as an information broker. The single biggest problem in the job information industry is when charlatan agencies, looking to make the fast buck (certainly not public companies), simply clip ads out of the newspaper, i.e., did not have a bona fide job order from the employer, and put people out on wild goose chases. This results in making people unhappy. Job Stores, like any other professional job information service, maintains a bona fide job order from each employer!

Additional: Job Stores does not set up interviews, nor provide people with counseling. Again, J.O.B.S. provides people with accurate job-opening information obtained directly from the employer. Employers now call J.O.B.S. to refer people whom they did not hire, in hopes that those people can find work with other job providers. Again, the key is the direct contact with the employer. Job Stores does not charge a placement fee. In other words, J.O.B.S. does not take the percentage of an individual's

wage based on his/her getting a job. J.O.B.S. provides people with information. Again, we serve as information brokers. Seventy-five percent of all of the positions obtained by Job Stores are not to be found in the newspaper, thereby keeping our customers from having to compete with the masses who use the paper. Ninety percent of our customers find what they are looking for the first week on the service. Again, the concept is: We do hunting and finding of jobs and the customer does the choosing and the selecting. At this point, I want to draw attention to the poster provided to the members of the Committee.

Some particular points on J.O.B.S:

No. 1. J.O.B.S. is a public company. When you have as much at stake as J.O.B.S., corners cannot be cut!

No. 2. J.O.B.S. provides three layers of training:

First, each and every franchise owner goes through a very detailed selection process, including meeting with a committee, before they are approved for a franchise.

Secondly, once approved, the owner and manager, if different people, must go through Initial Franchise Training, currently held in Clear Water, Florida, J.O.B.S. headquarter location. People receive an Operations Manual, a document nearly 300 pages in length, They also get a set of workbooks. When they open their store, members of the Operations Department are there to help them set up their office.

Third, Job Stores provides on-going training to each and every franchise owner/manager, including calling and shopping each and every store to maintain a level of quality assurance.

If being regulated adds to the respect and credibility in the great state of Kansas, Job Stores is one hundred percent in support of being under that umbrella of regulation.

Job opening information is a direct extension of what John Naisbitt, author of Megatrends and the Year Ahead, speaks toward, the issue of the United States going from an industrial age to an Information age. Job Stores, like all reputable job information service industry numbers, uses the tools of automation, i.e., the computer to list positions and to provide accurate data directly to the customer. Job openings are verified and updated weekly. A new project Job Stores program was a national computer system, linking all offices together, providing the capability to obtain job opening information by state, by region and by job index number. We look forward to providing a quality product, a quality service and seeing people make the most of their talents and professional contributions. Job information does help but must be accurate and maintained.

Thank you very much.

Respectfully submitted,

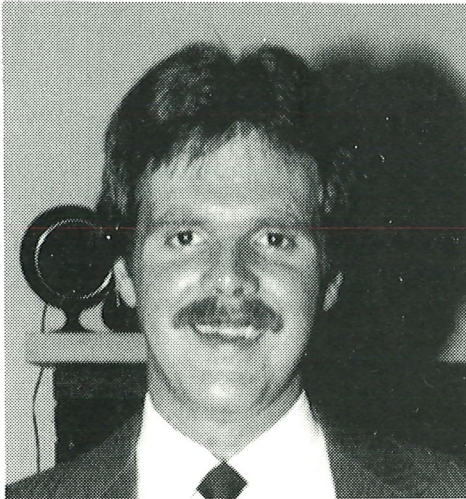
Dr. David E. Persell  
JOB STORES, INC.



THE NATIONAL INFORMATIONAL LISTING SERVICE - JANUARY/FEBRUARY 1987

## JOB STORE PLACES 300

John Riccio (31) and partner, Ed Santry (32), both former Gulf Corporation employees in Houston, opened their store in Pittsburgh, PA, last August. Just recently had their 300th customer!



John Riccio, Franchise Owner, in Pittsburgh

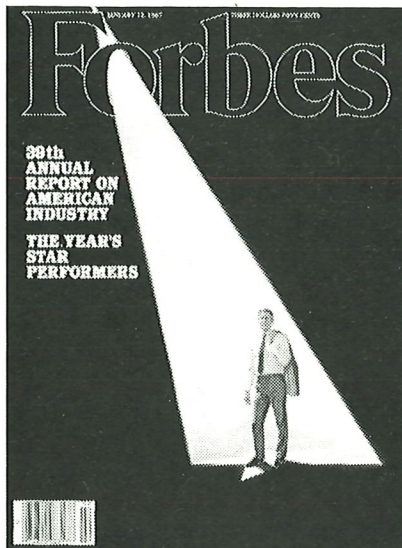
Riccio says the business is developing well and is already in the process of franchising out to surrounding counties. He said the plan is to subfranchise J.O.B.S. stores covering his franchise area of Allegheny, Beaver, Washington, Fayette, Westmoreland, Butler and Armstrong Counties.

Pittsburgh is a good area for J.O.B.S. stores because of the high level of job displacement in basic industries meshed with growth in new companies, said John. He further remarked that most jobs available are in secretarial/clerical, maintenance, retail sales and construction.

John was recently written up in the *Pittsburgh Times Business Section and Journal* on the front page. Articles like this are most favorable to all franchise operators and should be encouraged as much as possible. John is presently turning his store over to one of his employees so that he can open his second.

## WE'RE IN FORBES!

In our newsletter, we are delighted to share the variety of articles nationally being written about us. We are proud of one of our newest articles in the January 12, 1987, issue of *FORBES*.



(Editor's Note: While it is true that each state has its own regulatory requirements, we recently concluded all of the requirements for the state of California (which is said to be among the most difficult),

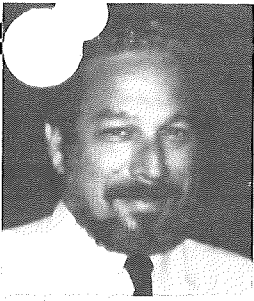
## Trends

### Stop-and-shop jobs

Over the next ten years, the Labor Department predicts, 90% of new jobs created in the U.S. will be in the service sector—restaurants, fast-food chains, retail and grocery stores, etc. Small employment services have been popping up to handle such jobs, and now a new franchise chain, Florida-based J.O.B.S. stores, has set up shop in 20 malls and plazas in nine states, including Florida, Pennsylvania, Oklahoma and Missouri and expects to have 60 more by the end of 1987. They list mostly blue-collar jobs, all paying less than \$25,000 a year. Unlike traditional employment agencies, the J.O.B.S. stores charge employers nothing. Job seekers, for a one-time fee of \$75, get 90-day access to listings of local openings in a given field. If a job hunter is dissatisfied, the chain will refund the fee. Service companies, such as General Telephone, K-Mart, Sears and T.J. Maxx, are using J.O.B.S. now. One manufacturer, General Motors, is considering the service to help some of its laid-off workers relocate to new jobs. While expanding quickly now, the new service may have trouble catching on in states like New York and Indiana, with tough employment agency regulations.



Recent planning session with franchisees John Kamy, Washington, DC, and Walter Davenport of Orange County, California.



## FROM THE PRESIDENT

Robert A. Norins, President

### STARTING THE YEAR OFF RIGHT!

1986 was a most exciting year for Job Stores, Inc. The growth has been tremendous for which we want to thank each and every one of you. Since going public, our stock has been moving nicely. But growth does not measure total success. While we will be reaching for new and greater tools this coming year, we are also looking forward to establishing additional avenues of revenue for our most important customer, YOU!

We are proud to have companies like Bass and Company, S & S Public Relations, M & N Advertising and COM/CEPT on board working on furthering our goals and creating new projects for us. As you will be reading throughout this edition of *J.O.B.S. EXPRESS*, many projects are in the works. We will be telling you about them in the near future.

One project that I have been involved with over the last several months is the pilot for our new weekly television show. That's right, J.O.B.S. will be on the air weekly with a half hour of information about employment opportunities across the country as well as introducing many people to the J.O.B.S. franchise program. Our pilot will be seen nationally on the LIFETIME CABLE NETWORK as well as others in the month of January.

We presently are working on an edition that will be made available to the local stores for their own cable market. In some areas of the country, cable time can be bought very reasonably. For instance, in Clearwater, FL, where our headquarters is located, we can air the show at three different times of the week for as little as \$150.00. The cost of a 30-second commercial on the smallest UHF station in the area is \$65 for early morning. Therefore, for the amount of exposure, it really will be cost effective for many. Additional information will be made available shortly on this project.

We are also producing two additional newsletters this month. One titled *JOB INSIGHTS*, designed for the franchise owner and/or manager to further increase their business in their store. In addition to marketing tips, it will have two work assignments to help your staff further understand the J.O.B.S. procedures. We encourage you to follow this monthly. The other newsletter is entitled *JOB TRENDS* and will be made available through our television show.

We are presently publishing an interesting pamphlet that will be available to the stores in addition to the viewers of our television shows. *GIANT STEP Toward A Better Future* is designed to increase the chances of our customer in getting a job. Some of the topics covered will be dress, calling for an interview and follow through, and the best way of handling an interview.

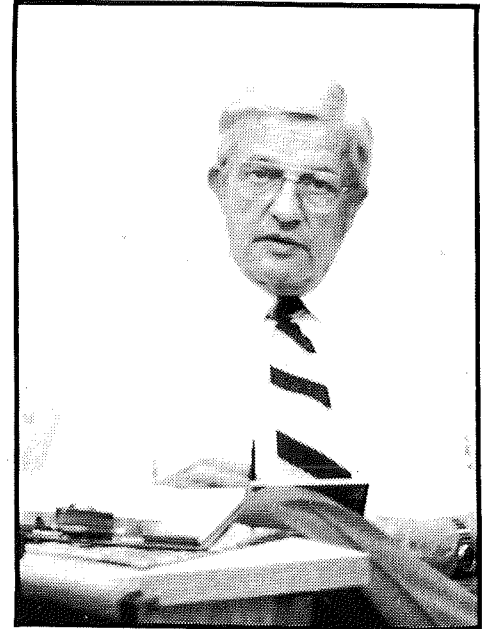
As you can see, we are working hard at headquarters to make this the best year ever. We encourage you to write our editor, Michael Pahl, with ideas and stories of the success of your store. This will help us all.

The best to all of you and let us make this a record breaking year!

## THAT EXTRA N

By Arthur Brandeberry

A gentleman called recently asking for a resume that he needed completed in a couple of days. The problem was that he was in a Naples hospital recovering from an operation on his foot. Therefore, he could not come into the office.



Arthur Brandeberry

Not wanting to lose a sale, I went over to the hospital to meet with him at his bedside. Even allowing the time for the nurse to service his bed pan, it took less than a hour. That evening I finished the draft of the resume at home.

The next day I went back to the hospital with the printed proof for his approval. As I came in the room, a Priest was there with my customer. I thought, "Oh my gosh, he's giving my customer his last rites, here goes my sale." But thank goodness that was not the case. He approved the copy and a day later had his completed resume. He thought it was great and appreciated all the service.

But we are here to give J.O.B.S. service and sales, no one else in town does this.

### SARASOTA, FL

Chuck Love updates his job orders often. He finds by getting new orders frequently, he creates many satisfied customers. "Many employers no longer advertise job openings but call us to do it for them" says Chuck. Chuck feels that a very successful tactic used in his store is to tape record some of his sales phone calls and play them back for critique. It makes

a big difference in training others and re-training yourself.

The store has recently analyzed their past advertising budget and projected a future advertising budget with a predictable increase in business. Even though they have only been open since November, they have had great success and expect the new year to be great.

### TALLAHASSEE, FL

"Even though the holiday season was slow, our business has picked up considerably with increased advertising," said Marm Harris recently. Marm is also looking to increase his resume service and is currently advertising more to let the public know of that additional service.





## OPERATIONAL TIPS

By Jeff Campbell, Vice President, Operations

### NEW PROJECTS FOR 1987 FIRST QUARTER!

1987 will prove to be a busy year for Operations. We wasted no time in preparing several new projects that will be released shortly. We would like to tell you about them now.

**CAREER SEARCH** will be an automated career development tool that will allow each office to match applicants interests, work area preferences, educational levels and temperaments to suitable jobs. CAREER SEARCH is designed to work directly with the J.O.B.S. computer software.

**JOBS RESUME-MAKER** is a complete resume preparation tool. It is being designed to prepare professional resumes in fifteen minutes or less. By using your computer, RESUME-MAKER will automatically provide headings and other formats. Included are guides and other hints to help you prepare the resume.

**PHOTO BOARDS** J.O.B.S. is preparing several formats of 3 by 4 foot photo boards that can be used for applicant testimonials in the local stores. The boards will provide space for local photos and related office information.

A series of regional seminar/meetings will be scheduled in the near future to explain our new programs to you.

#### NEWS FLASH.....

Two new training videos are ready for distribution that include the subjects of Recruiting and Service. Please let us know how useful they are!

**NEW RECORD!** Oklahoma City had two consecutive weeks of sales over \$7,000.

## NEW PR FIRM SITS OUR PRAISES

J.O.B.S. has just hired S&S Public Relations, a Chicago based 8 year old agency which specializes in franchise companies to enhance our corporate image. S & S clients consist mainly of franchise companies as well as a variety of financial and business services, retail chains and food companies. In addition, S & S represents *Entrepreneur*, a leading national magazine and Canfield's Beverages, makers of the famous Diet Chocolate Fudge Soda.

Public relations is often confused with advertising but they are quite different. When you advertise, you are in total control of your message, where it goes, how it looks, and what it says. You pay for it. Public relations is a technique in which the media (newspaper, magazines, radio and television) devote a story or airtime to a product or service, it's news. S & S attempts to present our story to the media as news. The end result is a story about J.O.B.S. which will appear in local newspapers and radio and TV interviews with corporate spokespeople.

Stories about J.O.B.S. have already appeared in the *Ft. Lauderdale Sun Sentinel* and the *Pittsburgh Business Times*. Paul Elieff was interviewed by three radio stations in Houston, Texas, during his recent visit there. St. Louis and Tom Emerson are being kept busy with radio and newspaper interviews. Melody Vickman of Oklahoma City, has been enlightening the *Oklahoman Journal Record* on J.O.B.S. strong points. Other selected cities are also being covered.

On the national level, J.O.B.S. has completed interviews with *Venture Magazine*, *Nation's Business*, *Franchise Magazine*, and *USA Today*. These articles are scheduled to appear over the next several months due to editorial calendars for each publication. S & S is continuing to secure local and national interest for a J.O.B.S. story.

Media coverage is crucial at a national and a local level in order to establish high credibility and name recognition in the market. Media coverage will also reach your potential customers, employers and franchisees.



Everyone worked hard for the filming of our new pilot for network cable television. Shown here is Eileen Gerrity hanging the J.O.B.S. logo. More on the show next month.



## FRANCHISE UPDATE

By Paul Elieff, Director of Franchising

### GOOD FOR ECONOMY

Investors seem to agree that J.O.B.S. is not only a good idea, but also good for the US economy. As the franchise fee, currently at \$19,500, will be going up sometime between May and June of 1987, all of our franchisees will enjoy gaining that extra franchise value.

While the figures are not completely compiled, our quarter ending November 31, 1986, looks very good. In fact, it's the best quarter ever. \$475,000 in franchise sales were made compared to last year's \$8,000. That's a half a million sales. In the previous quarter, our sales were \$275,000 compared to a year ago of only \$130,000.

With an increased sales staff and the response from our public relations and advertising campaigns, we have met many interested and diverse people interested in J.O.B.S. John Kamyra is our new franchise owner in Washington, D.C. This is John's first venture in his own business, being a CPA previously. He heard about J.O.B.S. through *USA Today*.

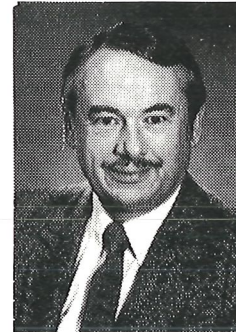
Gene Barker, is the owner of two hair salons in Memphis, Tennessee and heard about J.O.B.S. when we were on the cable TV show, *Franchise America*. He recently bought two franchises in Memphis and hopes to open his first store this month.

J.O.B.S. has a lot of business pending all over the country, for this is a very transitional time for us. We are happy to have people like Walter Davenport in California and Sam Barclift and Frances Eckel as our Marketing Reps in North and South Carolina. Be sure to read the story about Walter in this month's issue.

While we have been projecting a tremendous increase in franchise growth for the next two years, our projection of 200 stores opening within the next two years easily will become a reality. Several positive moves in the last quarter of 1985 included retaining the services of S & S Public Relations and the pilot of our weekly television show for cable. With these additional benefits, the network of J.O.B.S. stores across the United States will increase tremendously. With the franchises going up shortly to \$19,500, and possibly higher, we suggest that you also consider additional stores for you.

California...Here we c

Walter Davenport comes to J.O.B.S. with prior franchise sales experience and also has owned a franchised business in direct-mail advertising. His first store will be in Costa Mesa, California opening in early February. This store will be the first of three stores Walter will be opening in Orange County, California. The anticipated openings of the other two stores will be in Huntington Beach or Westminster, and Santa Ana sometime this year.



WALTER DAVENPORT

Walter is married and has two children. His daughter lives in Texas and his son is attending school at UCSB. His interest in J.O.B.S. started with a desire to become a franchise owner and as his conversations with the company progressed, the idea evolved to have Mr. Davenport handle the franchise sales for the whole state of California.

Walter will be working with prospective franchisees to help provide information to them about the franchise and at the same time providing information to the J.O.B.S. management staff about the candidates. He is highly optimistic and is looking forward to this first store being the pilot store for many more to come.



### JUST LOOK AT US GROW!

Allentown, PA	Greensboro, NC	Memphis, TN	St. Louis (South), MO
Ann Arbor, MI	Indianapolis, IN	Naples, FL	San Diego, CA
Erie, PA	Lansing, MI	Norfolk, VA	Sarasota, FL
Fayetteville, NC	Livonia, MI	Oklahoma City, OK	Stuart, FL
Ft. Myers, FL	Los Angeles, CA	Pittsburgh, FL	Tampa, FL
Ft. Pierce, FL	Marietta, GA	St. Louis (North), MO	Tallahassee, FL
			Tulsa, OK
			Washington, DC
			Wilmington, NC

### OPENING WITHIN 90 DAYS

Denver, CO  
 Dallas, TX (2)  
 Jackson, MS  
 Kansas City, MO  
 Orlando, FL  
 Raleigh, NC  
 St. Louis, MO

J.O.B.S. EXPRESS is a publication of Job Stores, Inc.

Executive Offices, 2535 Landmark Drive, Suite 201, Clearwater, FL 33519

Franchising information can be obtained by calling Paul Elieff, Director of Franchising at (813) 797-2806



## EXPERT JOINS STAFF

We are delighted to introduce and welcome Dr. David E. Persell. He will be providing training and operational support to our growing number of new franchises as well as supporting the growth of our existing franchises. Dr. Persell has 17 years of technical training experience including teaching over 5500 adult workers to use computers. The best thing about working with J.O.B.S. according to

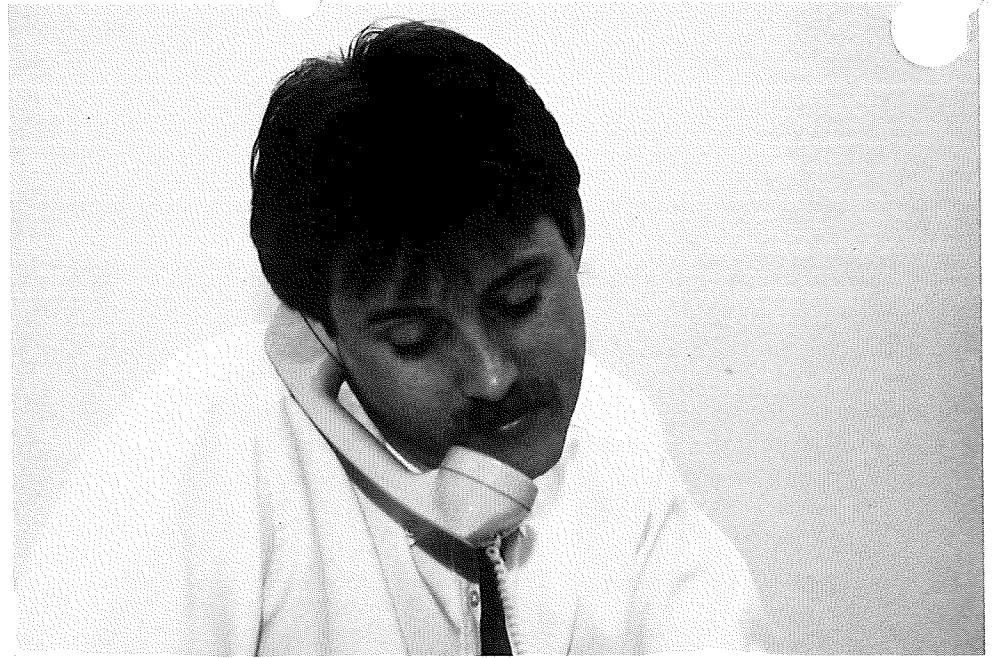


David Persell, Ph.D.

Dr. Persell is that our service fills a huge personnel void and is far more important than just giving people employment information. Providing people with a combination of effective business tools and the creative variety showing how to use these tools will be Dr. Persell's number one priority.

Dr. Persell holds a Ph.D. in Labor and Industrial Relations and Adult Education from Michigan State University and Aquinas College. He and his wife Kaye live in Lansing, Michigan. We look forward to working with Dr. Persell, for he promises to bring outstanding experience in business, training and overall support to keep pace with our exploding growth.

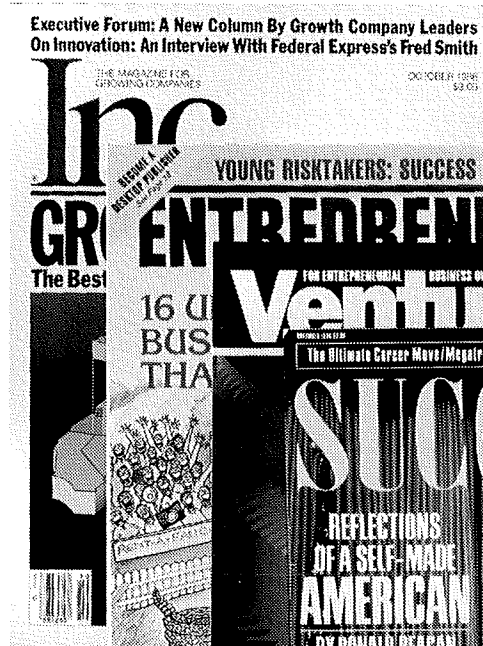
We're looking forward to seeing his many ideas and vast training experience put to immediate use!



TAMPA, FL

Thomas Martin, Manager of the store, always keeps an eye open for qualified people for his store's sales staff and service positions. Tom says that you never know when you're going to lose someone.

When asked for a tip for other managers, Tom said, "Always keep in mind that if your sales people are not producing within the first three or four days, act on that problem immediately or get yourself additional help. Continuous training of your sales staff is essential to the store's success."



Recent national advertising



# JobSearch

## Nationwide Computer Network

### JOBSEARCH GOES LIVE

JOBSEARCH, scheduled to *go live* on January 5, is in its final stages of development. In preparation for implementation of the new computer system, each store has ordered its modem, and should be set hardware-wise for the kickoff date.

Within the next two weeks, each store will receive a communications disk containing the software needed to allow the computer and modem to dial into the host computer. This communications software is actually a program called *Red Ryder*, which has been customized for J.O.B.S. by Mr. Tom Spears (Tom has done all programming for the data base the stores use locally on the Mac Plus). Just as we designed the JOBSEARCH program to require as little typing as possible, Tom made getting to JOBSEARCH extra simple by placing *command boxes* at the top of the communications screen.

A user accesses JOBSEARCH by clicking his *mouse* button on a box labeled

JOBSEARCH. This command tells the computer to activate the modem. The modem then dials a local phone number and, when connected to the host computer, enters the user's access code up to the point where the user is asked to enter his confidential password. Once the password is entered, the user is presented with the JOBSEARCH menu from which any of the functions listed may be performed by typing a single number or letter.

For example, each night after all backups have been made, the store will dial into JOBSEARCH to load its new or updated listings. After the menu displays, the user will enter the letter "S", which is the command to send listings to JOBSEARCH. The user then clicks the SEND LISTINGS command box at the top of his screen, and the updated job listings from that day will be entered to JOBSEARCH. As the listings are being added to the national data base, an

automatic counter will keep track of all new listings added. This counter will be used at the end of each month to determine how much each store will be credited.

Of course, the stores also have the capability to search for job listings nationally, regionally, or by state and city. If they need additional information from another store, or communicate with Corporate, they can by utilizing the ELECTRONIC MAIL system.

Stores will also be able to gather travel information, airline flights and fares, hotels, and rental cars, for customers who may wish to follow up on a national lead.

Along with their new communications disk, each store will also receive a user manual covering all phases of the system. In addition, we will be contacting each store shortly after implementation to help with any trouble spots that may be encountered.

### MARKETING NEWSLETTER AVAILABLE

Our present newsletter *J.O.B.S. EXPRESS* was created to give our franchisees information about the company, but also is used as a vehicle to suggest marketing ideas and techniques that could be used at the individual store. As you can see, we have increased the size and still can't find enough room for all the information every month.

We, therefore, are pleased to announce *J.O.B.S. INSIGHTS*. Each month, marketing ideas will be suggested from both corporate and you, the store franchisees. We hope that each one of you will contribute ideas in the future.

Another interesting feature of this newsletter will be a bi-weekly workshop. During each workshop, the franchise owner and/or manager will conduct a question and answer session that will encourage the store employees to think about the subject matter and then review it over a period of time. This type of involvement will encourage each store employee to follow the correct procedures set forth in the procedure manuals.

This publication is meant for the management and marketing of the store. Promotions will be suggested that can be used yearly, so it should be retained for reference. We will be anxious to hear your reaction, so please send them to Michael Pahl, Editor.



NAPLES, FL

JANUARY 12, 1987

THREE DOLLARS FIFTY CENTS

# Forbes

## Trends

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### Stop-and-shop jobs

**O**ver the next ten years, the Labor Department predicts, 90% of new jobs created in the U.S. will be in the service sector—restaurants, fast-food chains, retail and grocery stores, etc. Small employment services have been popping up to handle such jobs, and now a new franchise chain, Florida-based J.O.B. Stores, has set up shop in 20 malls and plazas in nine states, including Florida, Pennsylvania, Oklahoma and Missouri and expects to have 60 more by the end of 1987. They list mostly blue-collar jobs, all paying less than \$25,000 a year. Unlike traditional employment agencies, the J.O.B. Stores charge employers nothing. Job seekers, for a one-time fee of \$75, get 90-day access to listings of local openings in a given field. If a job hunter is dissatisfied, the chain will refund the fee. Service companies, such as General Telephone, K mart, Sears and T.J. Maxx, are using J.O.B. now. One manufacturer, General Motors, is considering the service to help some of its laid-off workers relocate to new jobs. While expanding quickly now, the new service may have trouble catching on in states like New York and Indiana, with tough employment agency regulations.

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## Service Jobs Grow

As a sign of the service industries' expansion, temporary and full-time employment agencies are increasingly steering workers to those fields.

Kelly Services, one of the nation's larger temporary-help companies, two years ago stepped up its light-industrial operations, through which it supplies employers with temporary food service, health care and factory workers. Kelly now offers light-industrial temporaries in almost all of its 650 U.S. offices.

Full-time job opportunities in the service sector are being handled by small employment services and at least one national franchise. Just Our Business Systems provides employment information for bartenders, truck drivers, retail salespeople and other service industry workers. The Florida-based franchise operates 24 offices in a dozen



Agency lists openings nationwide.

states and expects to open 60 more by the end of the year.

Unlike most employment services, J.O.B.S. lists only positions that pay less than \$25,000 a year and charges nothing to the employer. Job seekers pay \$75 for three months' access to its listings of local and national openings in their chosen field.



**BUSINESS**  
**BRIEFING**

February 9, 1987 - \$2.00



# Franchising: Business Services

# Nation's Business<sup>®</sup>

MARCH 1987

By Bob Gatty

**W**hen David Caple moved to Naples, Fla., last year, the first thing he had to do was find a job.

Searching the newspaper, he spotted this ad: "Jobs for top dollar." So he called. It was the Naples franchise of Just Our Business Systems (J.O.B.S.), established two years ago to help blue-collar workers find jobs.

He went to the firm's office, paid a \$75 fee and received a list of phone numbers and contacts of companies looking for workers. Within a day he had a job as crew leader at Gater Landscaping, a firm with about 15 employees.

Gater's boss, Andrew Campbell, says the J.O.B.S. service saves him time and money. "If I put an ad in the paper, I get all the bums," he explains. "Forty million idiots show up, and I have to screen out the one or two good ones."

But the people at J.O.B.S. do the screening, and the service is free. "All I have to do is let them know what I need, and they have someone here in a day or two."

Robert Norins, president of J.O.B.S., began selling franchises in 1985. Today, there are 34 J.O.B.S. franchises in 13 states with commitments for another 21. The franchise fee is \$19,500, and Franchising Director Paul Elieff says up to \$15,000 more is needed for start-up costs.

*Andrew Campbell (center), owner of Gater Landscaping in Naples, Fla., supervises Joe Gentile (left) and Dave Caple, the two employees Campbell*

*hired from the J.O.B.S. employment agency. The franchise specializes in placing workers in blue collar jobs.*



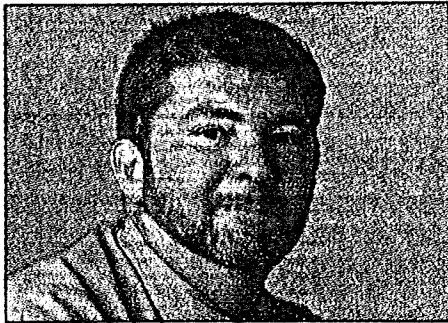
PHOTO: THOMAS A. PRICE

# Sun-Sentinel

November 23, 1986

## BUSINESS

MIKE BILLINGTON  
Staff Columnist



### J.O.B.S. available to average worker

**R**obert Norins has spent a lot of time in malls and shopping centers. He helped develop them for years and later helped fill them with stores. It's not surprising, then, that he was in a mall when he got the idea for his newest business, J.O.B.S. Stores Inc.

"It hit me that developers are now attracting service businesses and not just retailers," he said.

That started him thinking about the personnel needs of retailers who complain constantly of a shortage of quality employees.

(Need proof of that? Wander through the Town Center mall in Boca Raton and check out all the help-wanted signs.)

He also noticed there were no national employment agencies catering to the janitors, clerks, cashiers and salespeople those retailers need, and he moved quickly to create J.O.B.S. and fill that void.

Five years old, J.O.B.S. is a rapidly growing company with a network of 24 mall-based employment stores catering to the needs of the average wage earner. It also has franchise agreements to open more than 20 additional outlets around the nation.

J.O.B.S. has been successful because, said franchise director Paul Elieff, it is mining a huge and relatively untapped market.

### Little guy neglected

"We found that employment agencies around the country catered almost exclusively to the higher wage earners because they either got commissions based on salaries or two weeks pay for finding them jobs. Obviously, that way, you can't make as much money from the guy earning \$12,000 a year as you can from the guy making \$150,000 a year, so the little guy gets neglected," Elieff said.

State employment agencies, he said, are an option but are primarily geared toward finding jobs for the chronically unemployed.

"That's not who we're attracting," he said. "We're attracting people with good work histories."

J.O.B.S. applicants pay a flat \$75 fee to gain access to the company's computerized job listings for three months. (Usually the company places applicants within 48 hours, Elieff claims). And if an applicant loses a job before his three months are up, for any reason, the company will help him find another.

In addition to its success, what makes J.O.B.S. interesting is the way it has fit into the nation's increasingly service-based economy and addresses Florida's unique growth needs and opportunities.

The plain fact is, a resource-poor state such as Florida must attract service companies such as J.O.B.S. to continue growing.

At a recent Palm Beach meeting of the state's top business leaders and government officials, in fact, there seemed to be a consensus that the state's fragile environment just will not support the kinds of heavy industrial developments that have traditionally anchored the Northeastern economy.

### J.O.B.S. good for economy

Investors seem to agree that J.O.B.S. is not only a good idea but also good for the Florida economy. When the Clearwater-based company went public last summer, it raised \$1.2 million for expansion.

And it shouldn't come as a surprise to anyone that the company plans to dump some of that expansion money into the Fort Lauderdale area.

"We think the Lauderdale-Miami area could easily hold 10-15 stores, and, with the exception of Los Angeles, it is our biggest target area right now," he said.

For retailers looking down the barrel of their busiest season of the year, Norins can't move to town fast enough.

"It's going to be busy this year, and we need people," one store manager said.

"The sooner, the better."

# PERSONNEL JOURNAL®

IS YOUR  
RECRUITMENT  
ALL IT CAN  
BE?

**Shopping centers.** If Robert Norins' concept catches on, finding new employees may become as easy as a visit to the local shopping mall.

Norins, president of Job Stores Inc., has created a franchise business to develop a chain of "stop and shop" employment centers located in select, highly trafficked shopping malls around the country.

For a nominal \$75 fee, the job seeker has 90-day access to Job Stores' daily computer printouts and job openings in the area and on the Job Stores network.

Local businesses can list job openings for free and "save money that would have been spent in classified ads," says Leslie A. Ohler, vice president of Bass and Company, Inc., the financial public relations firm representing Job Stores.

There are currently about 20 stores in operation, and Norins' goal is to expand to 500 stores within the next five years.

The focus is on the \$11,000-\$22,000-a-year jobs — those listings not lucrative enough for private employment agencies, says Ohler.

Norins sees a bright future for this concept. According to the US Department of Labor, nine out of 10 jobs in the next decade will be in the lower-paying service industries, such as restaurants, hotels, grocery stores, fast-food chains and retail companies — those areas often ignored by conventional placement agencies, says Ohler.

The key is employer participation and constant updating of the job openings. Ohler stressed that Job Stores works to make sure all job openings are current, and that Job Store franchisees hustle to encourage the participation of the business community.

In addition, she says, the computerized network of job openings throughout the country allows job seekers who are trying to relocate get a fix on job opportunities in other areas.

DATE: February 25, 1987

FROM:  
S & S Public Relations, Inc.  
40 Skokie Boulevard, Ste. 430  
Northbrook, IL 60062  
Lynne Auerbach - 312/291-1616

FOR:  
J.O.B.S.  
2535 Landmark Dr., Suite 201  
Clearwater, FL 33519

FOR IMMEDIATE RELEASE

J.O.B.S. LESSENS THE BURDEN  
FOR UNEMPLOYED WORKERS

CLEARWATER, FL--While the U.S. races towards becoming a more service-oriented economy, businesses in search of semi-skilled workers increasingly are having difficulty finding help

A Clearwater, Florida franchise called J.O.B.S. is bridging the gap between employers in search of semi-skilled labor and workers trying to find jobs that pay less than \$25,000 a year.

While workers in this income category make up 90 percent of the labor force, this group of workers has traditionally been ignored by private employment search firms.

Compounding the problem is the fact that the workers, often on unemployment or welfare, are forced to rely on newspaper ads or government agencies to find jobs. They compete unsuccessfully with hundreds of applicants, often applying for a single job. Government programs have failed to serve employers in search of qualified applicants or job seekers.

A recent study by the General Accounting Office in Washington found that private employment firms were placing a significantly higher number of low-skilled workers in jobs than the federally funded State Employment Services (ES).

J.O.B.S., founded in January, 1982, by Robert Norins, solicits local employers daily and lists available jobs on its computer system. Applicants seeking positions paying under \$25,000 pay a \$75 fee and can use J.O.B.S.'s listings for up to three months.

Semi-skilled workers using the government-funded ES offices around the country remain unemployed in record numbers while employers are unable to find janitors or housekeepers.

"Ours is an aggressive effort to remember the forgotten men and women when it comes to job referral. Far nobler and more public-spirited than welfare and social services are services like ours that can give able-bodied men and women productive employment," according to Robert Norins, president.

Opening its doors in 1982, J.O.B.S. stores are linked by computer. For an additional fee, an applicant in one area can survey available positions in another area of the country on a daily basis. In addition, J.O.B.S. applicants do not compete with others seeking advertised jobs and they can conduct a systematic search for employment in much the same way as higher skilled workers and executives look for new positions.

Employers, who traditionally will not pay a search firm to find semi-skilled laborers, often have openings that remain unfilled for months. Through J.O.B.S., however, an employer can select from a large pool of qualified applicants without the expense of advertising. The service is free to employers.

"Eighty percent of our applicants find jobs within 48 hours," says Paul Elieff, director of franchising for J.O.B.S. "When an employer runs a newspaper ad, 200 people apply and have to be interviewed for one position. We are saving them time and money."

The U.S. Department of Labor predicts that in the next 10 years, nine out of 10 new jobs created will be in the service industry. Private employment agencies still cater to professional job seekers, a mere 10 percent of the labor force. And, according to recent press reports, ES is increasingly trying to place more higher paid, more skilled professionals too.

As our economy is fueled more and more with service businesses, the demand for more unskilled labor grows.

"Almost no one is trying to place these workers," says Norins, who worked in the development and management of shopping malls for 20 years. "Employees in the under \$25,000 a year jobs are always looking for better jobs. Our service will help them and help employers who are desperately trying to find qualified employees!"

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FOR IMMEDIATE RELEASE

NEW SERVICE FOR SEMI-SKILLED WORKERS  
BECOMES FAST-GROWING FRANCHISE

CLEARWATER, FL--J.O.B.S. -- Just Our Business Systems -- a Clearwater, Florida based franchise of employment services for semi-skilled workers, went public just two months ago and raised \$1.2 million in the first public offering.

In the past six months, J.O.B.S. has grown from 4 franchises to 22 and expects to double that in the next six months. Projections for the next five years are aimed at 500 stores nationwide.

Franchise opportunities are abundant across the country because J.O.B.S. caters to the largest segment of the U.S. labor force without any formidable competition. Unless you consider government-run employment services competition, J.O.B.S. is the only known national franchise currently finding positions for construction, labor, maintenance, cooks, etc., labor that makes less than \$25,000 with the exception of clerical search firms.

Workers earning less than \$25,000 are largely ignored by private search firms and government employment services. J.O.B.S. is the fastest growing franchise to meet the needs of lower salaried blue and white collar workers through job

referral centers, daily soliciting local employers to locate available jobs.

Applicants pay a \$75 fee for a three month period and can use listings to find work. Employers who do not use traditional employment services to find semi-skilled workers, avoid the expense of running newspaper ads by listing their positions with J.O.B.S. Workers can choose those jobs for which they are best suited without competing with hundreds of applicants who apply for advertised positions.

The franchise was founded by Robert Norins in January, 1982. A single franchise costs a total \$30,000, including a \$19,500 franchise fee with 7 percent monthly royalties.

Norins, 43, spent more than 20 years in the development and management of shopping centers. While in that field, he noted that stores and other shopping mall employers continuously had difficulty finding suitable employees. Government services failed to fill jobs while private search firms only handled jobs paying salaries of \$20,000 or more.

"Those agencies gererally charge the employer a fee, usually a percentage of annual salary. No employer is going to pay a fee to hire a floor sweeper. A floor sweeper can't afford to pay that kind of fee either, so they've traditionally had to find jobs on their own."

Each franchise is linked by computer, allowing job seekers in one city to scan prospects in other cities for an additional



fee. Norins and a small group of investors, including former football quarterback Joe Namath, own 51 percent of the company stock. Through J.O.B.S., unemployed workers can conduct a systematic job search in the same way an executive using a head hunter can survey the market and choose the most suitable position.

The U.S. is rapidly becoming a service economy, increasing the demand for more cooks, waiters, dishwashers, drivers and maintenance people. Employers are using the service and 80 percent of J.O.B.S. applicants find work within 48 hours, according to Paul Elieff, director of franchising.

# # # # #

Fire With Care—  
Or Else

The Lure  
Of Leasing

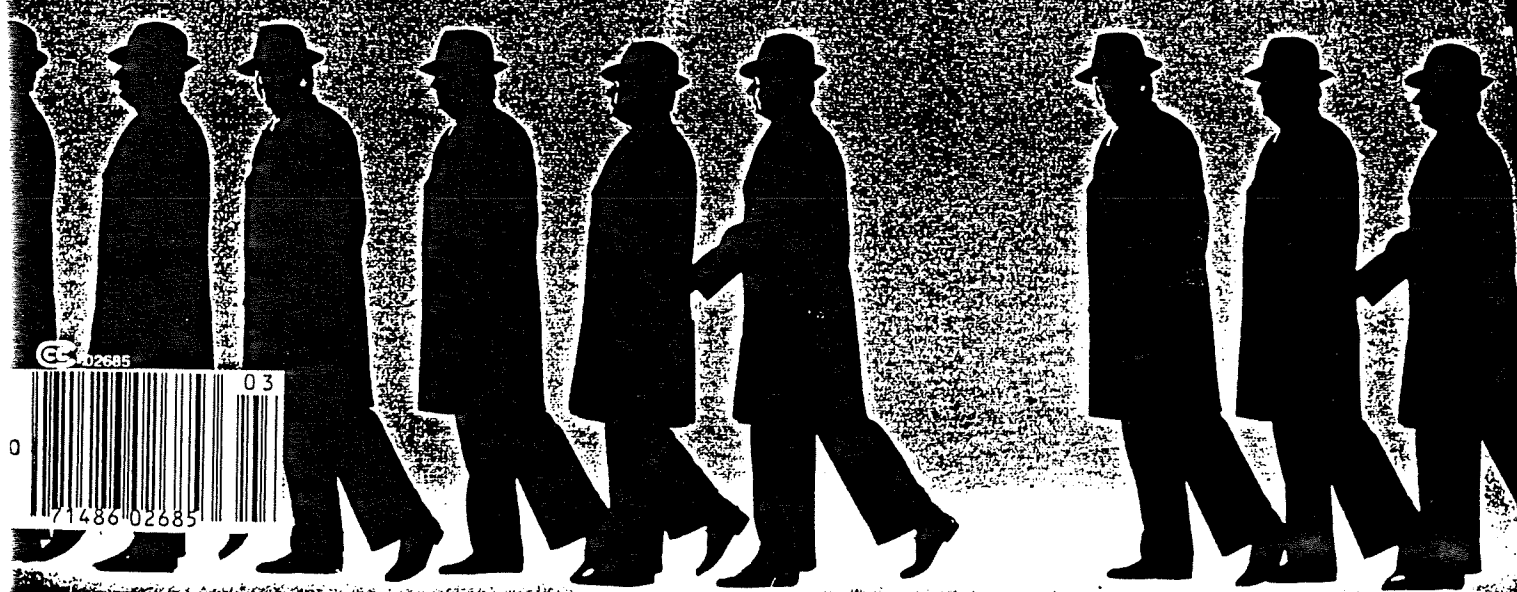
Business TV: Here's  
Looking At You

# Nation's Business®



## Leaving The Corporate Nest

*Scratch A Corporate Manager,  
And You Often Find A  
Fledgling Entrepreneur About  
To Fly Off. Here's How To  
Tell If You Should Follow.*



# Franchising: Business Services

By Bob Gatty

**W**hen David Caple moved to Naples, Fla., last year, the first thing he had to do was find a job.

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Head-hunting for blue-collar workers is just one of dozens of successful franchise ideas that make business services the third fastest growing segment of franchising, according to the International Franchise Association (IFA).

They include financial services, communications systems, printing and copying, mailing services, employment and temporary placement agencies, legal services, computer consultants—even companies that shred office papers and documents.

IFA says this segment of franchising grew an average 37 percent annually from 1975 to 1980, then leveled off at an average 12 percent annually over the next five years. Total revenues from sales exceeded \$12 billion in 1985 and are projected to top \$21 billion by 1990.

There are two reasons for this growth, IFA explains. The expansion of office automation has created greater

Andrew Campbell (center), owner of Gater Landscaping in Naples, Fla., supervises Joe Gentile (left) and Dave Caple, the two employees Campbell

hired from the J.O.B.S. employment agency. The franchise specializes in placing workers in blue collar jobs.



PHOTO: THOMAS A. PRICE

demand for temporary workers with specialized skills. And an increasingly complex tax system has boosted franchises offering accounting, financial planning, tax preparation and legal services to small businesses.

Just as important is the growing desire of many Americans to become entrepreneurs. Business service franchises often offer the chance to do that

without much money. For example, it costs \$17,500 to purchase a franchise from Mail Boxes Etc. USA, originally established to rent mailboxes mostly to small businesses. The firm, which began franchising in 1980, now has 470 franchises and offers secretarial services as well as telephone answering, copying, printing, post office boxes and business supplies.

Mail Boxes has found its niche in serving "primarily the small business person, often operating out of his or her home," says Tony DeSio, president and cofounder of the San Diego firm. "This is the person who does not have the resources to establish a full-service office. It's a substantial market."

Small business consulting is the foundation for many other franchise firms, including General Business Services, Rockville, Md., launched in 1962 by former small businessman Bernard Browning. Today there are 750 GBS franchises nationwide, in Puerto Rico and in the Virgin Islands. Company officials say they are adding about 10 percent more franchises each year.

GBS provides tax consulting and gen-

## New Franchise Guide Available

The latest version of the Commerce Department's *Franchise Opportunities Handbook* is available for \$15, including postage and handling.

The handbook can be ordered from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

When ordering, refer to stock number S/N 003-008-00201-3.

*Where do small firms go when they can't afford full-time accountants, personnel departments or other services? Increasingly, to a franchise.*

ral accounting support services. Financial planning is a service increasingly in demand, says Ronald Snow, vice president for field operations.

"We are working with new tax laws almost every year," Snow says. "The government says it is simplifying the tax system, but on the business side, things are getting more complex."

GBS franchises cost about \$22,000. "We're starting to get a younger group," says Snow. "More young people are saying they want to be their own bosses, but they don't want to do it alone."

**M**arcoin Business Services, Atlanta, with 137 franchise operations nationwide and 16 company-owned locations, provides business services for smaller businesses. Says Joan Shuminski, a Marcoin franchisee in Omaha: "We do financial reports for small businesses, tax preparation for businesses and individuals, develop business plans and particularly help a small business decide on an accounting system. We try to guide them into a better operation."

But Marcoin got its start in 1979 by providing accounting services to the retail petroleum industry, and still works in that industry. Recently, the firm organized a financial management seminar for one of the large oil companies. "Our phone is ringing off the hook with others asking for the same kind of thing," says Thomas Rhodes, vice president of franchise operations.

It costs \$30,000-\$40,000 for a Marcoin franchise, says Chief Executive Officer Robert Talmage—\$20,000 for the franchise fee, and the rest for equipment, furniture and operating capital.

Management Reports & Services, Seattle, is a franchise company established to provide small businesses with strategic planning information. MR&S takes its clients' records of key indicators—such as profits and losses, inventory and new sales—and produces graphs giving those clients analyses of their performances each month.

"It's like a gas gauge for the driver of a small business," says Milo D. Smith, head of the firm's franchising division. "You can drive without the gas gauge, but it's easier if you can see how much fuel is left."

Advantage Business Services in Auburn, Me., provides payroll services to small businesses—the average number of checks it sends out per client is 20. Advantage writes the checks on its own account, then debits its fee from the deposit put down by the client. It also handles federal and state tax deposits and reporting, and supplies reports on

such items as sick and vacation time accruals and balances, salary review reminders, federal job cost affidavits, union dues and employee loans.

President David Friedrich says Advantage is inexpensive—a total investment of \$15,000 per office—which allows the franchisee to work with small businesses in rural markets that other

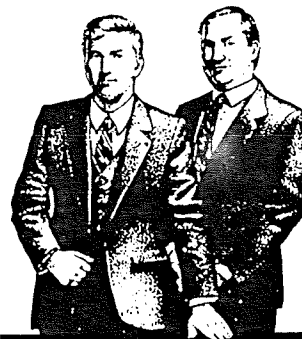
## Franchise Investment

### Harvard MBA's agree...

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**Proven High Technology!** Only AlphaGraphics Printshops Of The Future Franchises utilize lasers, computers, presses, electronic duplicators and a satellite network to make it faster and easier for customers to make their work look great on paper. With over 190 stores nationally and internationally, AlphaGraphics Printshops Of The Future is the world's first and, at this point in time, the world's only electronic printing and graphics franchise. Tomorrow others will follow.

**Total franchise investment** of \$264,000 is up to 80% financeable and includes working capital. For franchise information, complete with newsclippings and a list of all stores and owners, call toll-free 1-800-528-4885 or write to AlphaGraphics Printshops Of The Future, Franchise Division, 845 E. Broadway, Tucson, AZ 85719



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SAN MARCOS, CA 92069

OWNER/MGR. DON SHARP

---

#3 12 SHERIDAN (303)934-2190  
DENVER, CO 80226

OWNER/MGR. VERGI LASATER

---

#4 3420 CLEVELAND AVE. (813)936-6122  
FT. MYERS, FL 33907

OWNER/MGR. PHIL SCALA

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#5 4909 S. U.S. 1 (305)466-8366  
FT. FIERCE, FL 33482

OWNER/MGR. THERESA BETRO

---

#6 2039 1/2 9TH STR. N. (813)649-5707  
NAPLES, FL 33940

OWNER/MGR. ART BRANDEBERRY

---

#7 5746 14TH STREET W. #410 (813)753-4695  
BRADENTON, FL 33507

OWNER/MGR. BOB LUDWIG

---

#8 2357 S.E. FEDERAL HWY (305)288-3131  
STUART, FL 33497

OWNER/MGR. THERESA DIPIETRO

---

#9 1024 S. MAGNOLIA (904)656-0198  
TALLHASSEE, FL 32301

OWNER/MGR. MARM HARRIS

---

#10 1010 E. BUSCH BLVD., #103 (813)933-1202  
TAMPA, FL 33612

OWNER/MGR. TOM MARTIN

---

#11 955 S. ORLANDO AVE. (305)740-7435  
WINTER PARK, FL 32789 (305)740-7469

OWNER/MGR. TIM WILSON

---

#12 1033 FRANKLIN RD., #2  
MARIETTA,GA 30067

(404)859-0155

OWNER/MGR. DEBBIE COOPER

#13 358 CARMELAIRE CT.  
CARMEL,IN 46032

(317)844-5250

\* HOME

OWNER/MGR. RICHARD AND ELE WENTZEL

#14 613 PINE FOREST AV. EAST  
MINDEN,LA 71055

(318)377-7427

\* HOME

OWNER/MGR. PAUL BROWN

#15 3807 EVANS TRAIL CT.  
BELTSVILLE,MD 20705

(301)937-8668

\* HOME

OWNER/MGR. JOHN KAMYA

#16 5025 W. SAGINAW, #8  
LANSING,MI 48817

(517)321-9335

OWNER/MGR. SARALEE BLOESE

#17 15580 MIDDLEBELT ROAD  
LIVONIA,MI 48154

(313)522-5750

OWNER/MGR. TOM SNYDER

#18 7115 N. LINDERGH  
ST. LOUIS,MO 63042

(314)731-7162

OWNER/MGR. TOM EMERSON

*MR. Rich Liebold*

#19 500 SOUTH COUNTY CTR. WAY  
ST. LOUIS S.,MO 63129

(314)487-7777

OWNER/MGR. JOHN ARGENT

#20 3535 D BROADWAY  
KANSAS CITY,MO 64111

(816)561-5552

(913)381-5172

OWNER/MGR. DON WHITE

#21 5489 YADKIN ROAD  
FAYETTEVILLE,NC 28303

(919)864-0348

OWNER/MGR. DEL TINDALE

#22 2827 B SPRING GARDEN STR.  
GREENSBORO,NC 27403

(919)854-5630

OWNER/MGR. BETTY JO BARCLIFT / *Kelly McCarroll*

..23 4209 OLEANDER DR.  
WILMINGTON, NC 28403

(919) 392-3652

*Handwritten notes:*  
L...  
R...

OWNER/MGR. JOHN ECKEL

#24 8101 S. WESTERN, SUITE 'F'  
OKLAHOMA CITY, OK 73139

(405) 631-1228

OWNER/MGR. MELODY VICKMAN

#25 940 HAMILTON MALL  
ALLENTOWN, PA 18101

(215) 820-5212

OWNER/MGR. MARY BETH PIERGA

#26 4500 EAST LAKE ROAD  
ERIE, PA 16511

(814) 899-0636

OWNER/MGR. LESLIE SIWIECKI

#27 5996 STUEBENVILLE PIKE, SUITE "K"  
MCKEES ROCK, PA 15136

(412) 788-4300

OWNER/MGR. RICHARD/CHRISTINE KRIZAN

#28 6063 MT. MORIAH, #9  
MEMPHIS, TN 38115

(901) 366-9195

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CARROLLTON, TX 75006

(214) 221-1288

OWNER/MGR. JOE MONTECALVO

#30 204 W. HOLLAND  
MT. PLEASANT, TX 75455

(214) 572-5372

*\*HPME*

OWNER/MGR. DALE STODGHILL

#31 5847 D POPLAR HALL  
NORFOLK, VA 23502

(804) 461-7975

OWNER/MGR. LLOYD BARCLIFT

*John Conroy 5205 N. ...*  
*12/1/00*  
*1/1/01*  
*2/1/01*