

# Off-the-Cuff

A Publication of Prudential Overall Supply

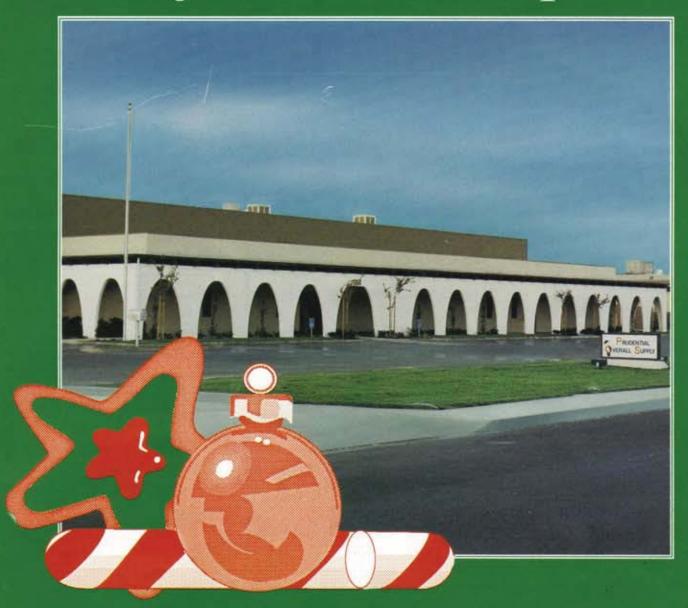
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P.O. Box 11210. Santa Ana. CA 92711

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Hoilday, 1988

# 'Twas the night before a holiday at the Fresno plant...



## Total Service Concept

## Part 6: Merchandise Replacement



otal Service
Concept is an
essential element
of Prudential's
guarantee to its
customers. Each
section of the TSC

is designed to provide the company's customers with quality products and an integrated system that helps them control their costs and remain competitive.

Part Six of Total Service Concept focuses on merchandise replacement. All non-personalized items are inspected each time they are processed. If they do not meet our quality standards, they are discarded and replaced with new merchandise. These items include wiping cloths, fender covers, continuous towels, walk-off mats and treated dust mops.

All personalized items, such as garments, are assigned a "grade," which is mutually agreed upon with the customer. Once the garment drops below this "grade," it is replaced by Prudential.

Most industrial laundries attempt to get 30 to 36 months service on garments before replacement, regardless of appearance. Prudential replaces them as they need it, so customers never have to wear garments that make a poor or shabby appearance.

Merchandise Replacement is an essential section of the Total Service Concept, and is rigidly followed by all Prudential employees. It's part of Prudential's total commitment to excellence and leadership in customer service.



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## OFF-THE-CUFF



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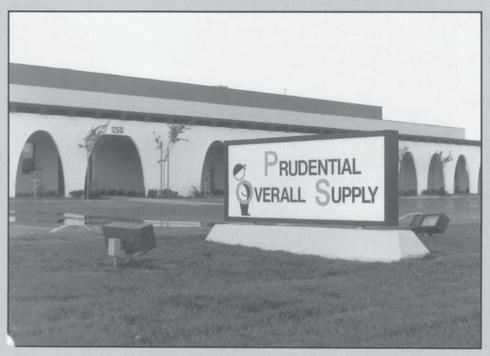
Dedicated to the improvement of employee morale and the broadening of customer relationships

Mary Kirkpatrick/Marketing Plus Editor

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# For employees and staff, Fresno plant is the . . .



best place



to be.

## Modern facilities and excellent service

or many visitors, the
Fresno plant is
indeed an impressive sight. It is quite
large (56,960
square feet) and
painted a sparkling

white on the outside. The atmosphere inside is friendly; the floors and walls are practically spotless. It's a place to be proud of, which is exactly how Fresno employees feel.

For several years, Prudential maintained a depot, or branch office, in Visalia. The growing market in the San Joaquin Valley, however, led to the current garment cleaning and service operation in Fresno. "I'm very happy with the progress of the plant," says General Manager Dean Karst.

Construction of the plant began in September of 1987 and was completed in the summer of this year. The Prudential Engineering Department was instrumental in obtaining the permits and developing the plans for the facility.

The plant was built by Central Coast Construction of San Leandro, California. Central Coast Construction has built 11 other plants for Prudential Overall Supply, and is currently working on another new plant. They have been involved with a total of 58 different Prudential construction projects during the 27 years they have been in business.

The Fresno plant has at least one thing which distinguishes it from all other Prudential plants: the logo on



the front of the building (see photo above). The Prudential logo on the wall near the entrance is engraved or etched into the wall. In addition, the logo is turned to face the entrance, which is the opposite direction of how the logo usually faces. This was an idea of an architect employed by Central Coast. Prudential plans to use this technique on future plants.

The Fresno plant is constructed of concrete and has a wood roof structure. The building features an employee lounge with vending machines and a large conference room.

Over 50 Fresno employees now service over 800 customers. The plant

does over \$30,000 per week in business, and will service areas as fall south as Bakersfield and north to Sacramento. They ultimately plan to triple the volume of business.

"I think part of the reason we are doing so well is that service always comes first," says Dean. "We have an extensive company training program, so our employees understand our commitment to good service," he said.

To help smooth the distribution process, the Fresno plant uses a colorcoordinated ID tape system on each garment. The color of the tape identifies the day of service (for example, Monday is blue) and helps ensure prompt and accurate delivery of customer goods.

For quality control, the Fresno plant uses the Eye-Opener Tag System to identify garments that are in need of repair. The Eye-Opener Tag Syster is section five of the Total Service Concept. "Everyone here is responsible for quality control," says Dean.

66

We do everything we can to make sure our customers are happy. That's what pays off in the long run.

"

## keep Fresno customers satisifed



't's not just one persons job," he explained.

The Fresno plant has some of the most modern equipment in the country. Take, for example, the Leonard Automatic Tunnel.

Prudential was the first company to purchase this innovative piece of equipment. The Leonard Tunnel uses steam to remove wrinkles from garments as they pass through the tunnel. With just this single piece of equipment, hundreds of garments

### Fast Facts about Fresno

Function: Provides uniforms, wiping towels, and dust control products to companies in surrouding area.

Size: 56,960 square feet

Date Opened: September 1.

1988

Staff Size: 50 employees

Built By: Central Coast Construction of San Leandro. can be processed each day without ever being touched by a human hand.

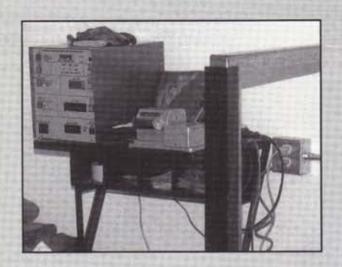
"Each new plant we build has some sort of improvement over past plants," says Blair Gallagher, Senior Vice President of Production and Engineering at Prudential. "We are always on the look-out for more advanced technology and better ways of doing things. Part of our job in this department is to keep informed of the latest methods and machinery," he explained.

The Spencer Mammoth dry cleaning machine at the Fresno plant is also a good example of the modern facilities. It is the largest dry cleaning machine in the entire city of Fresno. In fact, many uniform rental and service companies don't have any dry cleaning equipment at all. Dry cleaning helps insure that the garments are completely clean and free of wrinkles, which helps keep customers satisfied.

"We do everything we possibly can to make sure that all of our customers are happy and satisfied with the job we're doing," says Dean. "That's what pays off in the long run and that is what will lead us down the road to success."



# Fresno plant employees



1. An automatic electronic counter is used for all incoming wiping towels. Each piece passes through the scanner (the row of lights) and into a sling for delivery to the wash department. The counter prints the total for each customer.



2&3. On the left, Fresno has two large washing machines like this one. Each machine can hold up to 450 pounds of laundry.

At right, an ironic coincidence. Fresno employee Spencer Setty uses a Spencer Mammoth dry cleaning machine to get garments clean. Prudential owns and operates the largest dry cleaning machine in the city of Fresno.





4&5. Rosa Posada (left) mends a shirt that has an Eye-Opener Tag attached to it. Eye-Opener Tag is section five of Total Service Concept (see Fall issue for more details).

Estela DeGonzalez pressing pants.



## "take the dirt out"

6. Fresno handles. At right, Gloria Romero folds one of the hundreds of towels that are cleaned and processed each week at the Fresno plant.

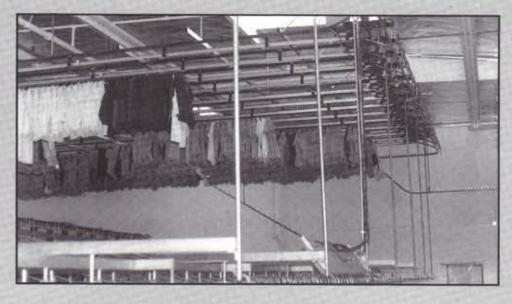




7&8. Look at those be a utiful smiles! At left, Dora Contreras puts ID tapes on shirts. At right, Louie Muro helps prepare a load for delivery.

9. Below - Racks and pants as they pass through the Fresno plant.





# Team effort important



he quality of our people is one of our most attractive features," says Fresno General Manager Dean Karst. "People are happy

here."

How many companies can honestly say that about their work force? Probably not many. The Prudential Fresno plant, however, can not only say it, they can also prove it.

"We train people for the future, and believe in promoting from within when we can. That's why we have such a low turnover rate," says Dean. "People come here and they stay."

For the people charged with the responsibility of making sure things stay this way, low turnover is proof positive that their effort is being rewarded. This management team includes (hire dates in parenthesis):

## Dean Karst, General Manager

Dean (2/17/76) was recently promoted to his new position of General Manager. Prior to that, he was Branch Manager at Visalia. "I love it here," says Dean. "The Company has been very good to me."

Dean was born and raised in California. He presently makes his home in Visalia, with Donna, his wife of 28 years. The couple has four grown children, and three grandchildren.

One of their favorite activities is to gather the entire Karst clan for a day of waterskiing. In his spare time, Dean also coaches a little league baseball team and a youth soccer team.

What is his goal for the coming year? "To become a successful General Manager."



The management team takes time out to pose for a photo in front of the plant. The Fresno plant was the first facility to have the Prudential logo etched into the outside of the building, as shown above.

## Al Rodriguez, Plant Superintendent

Al (2/23/87) was born in Fresno and has spent most of his life there. He joined the team at Fresno on September 9, 1988. He has over 17 years in the uniform and linen supply industry.

Al and his wife, Patty, live in Visalia with their two children and two dogs. When he has some free time, Al enjoys fishing. He also likes to watch his son, Bryan, play soccer.

## Pat Vanslype, Office Manager

Patricia (11/30/87) was promoted to Office Manager in July of this year. Pat says she enjoys her new role. "It is very challenging, and Dean is a great manager," she explains. "We all stick together and work together like a family."

To further enhance her on-the-job performance, Pat is planning to pursue a degree in Computer Science. Since joining Prudential, she has learned various word processing programs and accounting proce dures utilizing computers, which has sparked her interest in that field.

Pat has been married for 22 years to Richard, and has three children. She enjoys dancing and swimming, and walking their dog, Pepper.

## Jerry Manchester, Sales & Service Manager

Although retirement is still four years away, Jerry (1/2/74) seems to already have his planned. After spending nearly 20 years with Prudential, no one can argue that it is certainly well deserved. "I really enjoy working here, but it will be kinda nice not to get up in the morning," he says. "My wife and I are planning on traveling a lot."

Jerry is also having a retirement home built on the outskirts of Fresno, "out of the smog." He and wife, Donna, want to spend tim there with their three daughters and five grandchildren. Jerry also enjoys fishing and working in the yard.

# for Fresno management

## Jerry Shelton, Route Manager

Jerry, on the other hand, won't be thinking about retirement for a long, long time. In fact, he just recently celebrated his 24th birthday.

Jerry joined Prudential Overall Supply in February, 1986, as a Warehouseman. He was promoted to his current position in August.

Jerry and wife, Vikki, are the proud parents of an infant daughter, Ashleigh Danae. best I've ever worked with. And the job is challenging," he said. "We all help each other out."

Lin (4/1/83) has been married to Bonnie for 16 years, and has a 15-year-old daughter named Tracy. Although born in Long Beach, Lin moved to the Visalia area in the 1950's and "loves it." In his spare time, Lin likes to go on camping trips with his family, and also enjoys fishing.



Dean Karst, General Manager

Jerry enjoys waterskiing with his wife, and he also played second base on the Fresno softball team.

## Lin Tullos, Route Manager

Lin was promoted to his current position in March of this year. Prior to that, he was a Customer Sales Representative at the Visalia Branch. "The people here are the



Jerry Manchester, Sales & Service Manager



Al Rodriguez, Plant Superintendent



Lin Tullos (left) and Jerry Shelton (right)



Patricia Vanslype, Office Manager

## Fresno Customer Spotlight

## City of Visalia boasts a small town



estled in the gentle hills and valleys of the San Joaquin Valley, approximately 30 miles south of Fresno, is the town

of Visalia, California.

On pages eight and nine, you may have noticed that several of Fresno's management people live in Visalia. While the commute from Visalia to Fresno only takes an average of 30 to 40 minutes, it stands to reason that there must be a reason why employees are willing to make this commute.

"Visalia is a very young, very familyoriented community," says Leslie Caviglia, Community Relations Manager for the City. "We are also a very responsive city."

What does she mean by responsive? Leslie cites the following example. When the 1984 Olympics (held in Los Angeles) were over, a problem arose. An olympic-size swimming pool had been installed in an arena. It now needed to be removed, so that the arena could be used for other events.

The Olympic Committee offered the pool for sale, at a low price, to any city in the United States who wanted it. Within a matter of hours, the city of Visalia cut a check and several staff members flew to Los Angeles to purchase the pool. The swimming pool now rests in the local high school, and is open to both students and the public.

"Our city believes in making good business decisions. We encourage business to thrive here."



City of Visalia employee Pete Lincon signs for a delivery of uniforms from Customer Sales Representative John Monreal.



CSR John Monreal using the Garment Control List.

Visalia was called "America's Most Entrepreneurial City" by *Inc.* magazine. "Our city believes in making good business decisions. We operate like a business and, therefore, businesses can count on us making

good decisions that will benefit them," says Leslie. "We encourage business to thrive here," she said.

Visalia has a population of 65,000, which makes it small enough to

## warmth with big town conveniences



Some of the uniforms provided by the Fresno Plant are shown here. The city of Visalia has approximately 480 employees, 280 of which wear Prudential uniforms.

seem like a small town, yet large enough to offer people big town conveniences. The area is a mix of light industry, business, and agriculture. "We have good water and excellent sanitation facilities, which a lot of owns our size don't have," says Leslie.

Visalia is known as "Tree City USA," for the thousands of Valley Oak trees that grow in the area. "The trees lend a nice grace to the community," says Leslie. "It makes the area quite beautiful."

The Visalia city government employs 450 full-time workers. According to Purchasing Agent Sally Montejano, approximately 280 of these employees wear Prudential uniforms, serviced by the Fresno plant. "We are happy with our service from Prudential," says Sally.







## Engineering Department played key role in Fresno development



hen the idea of building a Prudential plant in Fresno first came up, the Engineering Department was there.

When the last nail was hammered and the first route delivery was made, the Engineering Department was there.

In fact, the Prudential Overall Supply Engineering Department was involved in the development of the Fresno plant every step of the way.

"We basically started from scratch," says Blair Gallagher, Senior Vice President of Production and Engineering. "We obtained all of the necessary building permits and sanitation permits. We helped determine the actual layout of the building and where each piece of equipment should go," he explained.

The entire process of building the plant, from start to finish, took approximately 16 months. "We hired all of the production people and trained them," says Harv Ortman, Staff Engineer.

Since the Fresno plant opened in September, the Engineering Department has continued to monitor its progress. Engineering staff members visit the plant on a regular basis to find out first-hand any problems or needs that have arisen. The information obtained from these visits is then used in the development of future Prudential plants.

"We are always looking for new ways to improve the plants. For instance, in the Fresno plant, we installed a Leonard Tunnel," Harv explained. "That is a brand new piece of technology and Prudential is the first company to try it out."

Although creating and building a new plant is a lot of hard work, it also has its rewards. The members of the Engineering Department have the satisfaction of knowing that they have built one of the finest garment facilities in the country.

There are 11 members of the Prudential Overall Supply Engineering Department. Those not show in photos are: Bill Dunn, Regional Maintenance Engineer; Carol Doernbrack, Staff Assistant;

Ed Eazor, S t a f f Engineer; Lee Terry, Staff Engineer; and Dave Parra, R e g i o n a l Maintenance Engineer.





Blair Gallagher, Senior Vice President



Ben Freze, Company Engineer (left), and Cal Chute, Staff Engineer.



From left, Regional Maintenance Engineer Jim Hernandez, Staff Engineer Harv Ortman, Blair Gallagher, and Secretary Anne Molinari.

## Management changes in the news

Hire dates are listed in parenthesis.

## Corporate Office, Irvine - 00

Randy Polen (11/05/86) was promoted to Operations Analyst in November.

#### Van Nuys - 01

Tom Smith (11/5/84) was promoted to Sales & Service Manager on November 14

Scot Belanger (5/27/80) was promoted to Sales & Service Manager on February

Don Silva (1/23/84) was promoted to Route Manager on December 5.

Guillermina Marron (1/21/82) was promoted to Towel Room Supervisor on December 5.

#### Riverside - 02

Darrell Kaufman (11/16/87) was promoted to Route Manager on June 6.

Lee Haines (7/24/81) transferred to Sales & Service Manager on July 11.

## Chula Vista - 03

Jason Lund (4/21/86) was promoted to

Sales & Service Manager on November 28.

#### Carson - 04

Louie Perez (7/18/83) transferred to Plant Superintendent on November 7.

Patrick Gallegos (10/17/88) was hired as Route Manager.

Bill Harris (12/16/85) was promoted to Route Manager on October 31.

Guy Walker (2/2/87) was promoted to Route Manager on August 1.

Larry Davidson (12/16/80) was promoted to Sales & Service Manager on May 9.

Bill Roth(11/30/87) was promoted to Sales Manager of Los Angeles and Carson on November 21.

### Irvine Plant - 06

Ron Wahl (5/12/86) was promoted to Route Manager on March 14.

Allen Hall (1/18/88) was promoted to Route Manager on July 11.

Rob Cesario (10/7/85) was promoted to

Sales & Service Manager on July 4.

Ginger Neff (9/8/87) was promoted to Office Manager on August 29.

#### Cerritos - 07

Donna Miner (12/8/86) was promoted to Office Manager on January 4.

David Wallace (1/13/86) was promoted to Route Manager on April 11.

Mark Bickel (10/8/86) was promoted to Route Manager on August 1.

James Wijnhamer (8/13/84) was promoted to Sales & Service Manager on July 11

#### Milpitas - 09

Gary Bissell was hired as Sales Manager on September 26.

Elden "Butch" Miller (2/23/81) was promoted to Sales & Service Manager on October 10.

Jeff Kurth (4/15/86) was promoted to Sales & Service Manager on January 4.

#### Escondido - 13

Gary Brooks (3/14/88) was promoted to Route Manager on October 24.

#### Burbank - 16

Lawrence Stark (11/3/80) was promoted to Route Manager on April 4.

#### Moorpark - 17

Jeff Title (10/12/87) was promoted to Route Manager on September 19.

### Tucson - 21

Gale Richardson (12/24/84) was promoted to Route Manager on June 20.

Howard Merner (9/28/87) was promoted to Sales & Service Manager on January 4.

#### Phoenix - 22

Mark Bauman (4/4/84) was promoted to Route Manager on September 12.

Kirk Henrichsen (6/5/84) was promoted to Route Manager on February 29.

Bob Hart (1/4/88) was promoted to Plant Superintendent on July 25.

## In Memoriam

Gerald May, from the Chula Vista Plant, passed away recently. He was with Prudential for 18 years and retired in 1977. The following letter was received from his wife, Virginia May:

"My darling Ger passed from our sight on November 4. He had been on oxygen for almost 3 years (50 years of smoking). We had celebrated our golden wedding anniversary this summer so we had many years together."

Dale Childers, a Head Washer at the Moorpark plant, passed away on November 22. He had been with Prudential for three years.

"His warmth and compassion will be sadly missed by us all."

The Moorpark Plant

Clete Hatrick, formerly of the Los Angeles plant, passed away in November. He joined the Company in June of 1960 and retired after 18 years of service in April of 1978.

# **Prudential Overall Supply**

		Job Title	Hire Date
Cota, Helen	os Angeles nula Vista eneral Office hula Vista eneral Office	Chairman Emeritus Supervisor Presser Purchasing Agent Forelady Chairman of the Board	07/01/57 10/02/57 01/05/59 07/07/59 01/25/60
Bullard, Dewey Tu Zarate, Rafael Ch Casas, Jesus Va Perez, Guadalupe Lo Gastelum, Eleuterio Ca	nuson	Personnel Director General Manager Foreman Presser Presser Presser	04/06/60 06/27/60 05/15/62 07/16/62
20 YEARS			04/00/00
Clark Dan G	os Angeles os Angeles scondido hula Vista A. Clean Room	AOE Distributing Sales & Service Manager Presser AOE	01/25/68 04/08/68 06/03/68 07/12/68 08/05/68 09/23/68
15 YEARS			
Todd, Mark	scondido	Customer Sales Representative	07/30/73 08/13/73 09/04/73 09/17/73 10/10/73
10 YEARS			
Lopez, Antonio T. In Banuelos, Maria H. C Kearin, Betty G. V. Eddleman, Edward H. V. Holloway, Ralph C. In Buckley, Ronald L. R	erritos an Nuys an Nuys vine iverside	AOE Office Manager Sales Manager Plant Superintendent Route Manager	. 02/02/78 . 03/09/78 . 03/13/78 . 03/20/78 . 03/27/78 . 04/10/78
Hart, Leslie D	os Angeles	Customer Sales Representative	. 05/01/78 . 05/09/78
Brent, Carletta	ucson ucson ucson ucson os Angeles	Presser	. 05/29/78 . 05/29/78 . 05/29/78 . 05/29/78 . 05/30/78
DeFelix, Roselena C Riggs, Rodney H. R Espinoza, Rosa M. V Chaidez, Teresa C. In Sneddon, Robert L. C	chula Vista liverside 'an Nuys vine Chula Vista	AOE Customer Sales Representative Supply Supervisor Lead Person Sales & Service Manager	. 06/19/78 . 06/26/78 . 06/27/78 . 06/28/78 . 07/03/78
Sandoval, Sebastiana L Salcedo, Maria M. C Heary, Douglas M. Zinn, Martha I. M. Garcia, Ermalinda C Gomez, Margarita V	Chula Vista	Forelady	. 07/31/78 . 08/21/78 . 09/11/78 . 09/12/78
Hernandez, Ďomingo J. V. Contreras, Guelda T. Martinez, Ramon R. R. Crane, Robert F. C.	/an Nuys 'ucson Riverside Perritos	Truck Unloader Supply Clerk Sup	. 10/19/78 . 10/23/78 . 10/26/78 . 10/30/78

# 1988 Service Anniversaries

IO YEARS (Cont.) Name	Location	Job Title	Hire Date
Sotolongo, Jorge L	.General Office	Program Analyst	11/13/7
avares. Gilbert J	.Milpitas	Customer Sales Representative	12/11/7
Sandoval, Carmen	Chula Vista	Distributing	12/18/7
YEARS			
Sper Douglas F	.Central Garage	Manager, Central Garage	02/01/8
Clark Douglas A	.Burbank	Customer Sales Representative	02/07/8
Treolo Donald B	Fremont Clean Room	Controlled Environment Service Technician	02/07/8
Concer Gan	.Chula Vista	Route Manager	
livon Thomas C	Burbank	Customer Sales Representative	
		Counter	
Peretta Maria O	Los Apoples	Head Distributor	03/23/8
Pelana, Maria O	.General Office	Controller	
	.Phoenix		
Tulles Lindson I	Fresno	Route Manager	
Milest Is Charles E	Phoneir	Arizona Sales Manager	04/04/8
Parala Cabadas C	Carson	Maiateanase Man	
Dickett Azel	. Mesa Clean Room	Maintenance Man  Controlled Environment Service Technician	
Tologoos Dovid M	Control Coroco	Body & Paint	
	Central Garage		04/18/8
	Mesa Clean Room	Washer	05/00/
	Los Angeles		
sessner, George A	Tucson	Customer Sales Representative	
ravis, Peter A	.Fremont Clean Room	General Manager	00/00/0
Settnius, Francis H	.Carson	Sales & Service Manager	
lealy, Michael F	Carson	Customer Sales Representative	
	.Irvine	Laundry Worker	06/08/3
	.Cerritos		06/13/
wegles, Jr., James T	Cerritos	Sales & Service Manager	
Robles, Mariano C	.Van Nuys	Washer	06/22/0
	Los Angeles	Route Manager	06/27/0
	Los Angeles		
	Phoenix		
	.Riverside		
	Van Nuys		
Jaramillo, Juana C	.Chula Vista	Presser	
	.Central Garage		
Perez, Louie M	.Carson	Plant Superintendent	
Araki, Kathleen	.Fremont Clean Room	Plant Superintendent	. 08/01/8
ofgren, George L	.Van Nuys	Sales & Service Manager	
Christopherson, Burneil J	.Mesa Clean Room	Lead Person	
Sanchez, Valentina	Los Angeles	Alterations	
Quintana, Esperanza	.Fremont Clean Room	Distributing	
Berruecos, Laura	.Carson	Supervisor	. 08/31/4
ragnito, Sachiko	Phoenix	Lead Person	08/31/
		Washer	. 09/08/
	.Riverside		
	.Chula Vista		
		Head Washer	
		Supply Supervisor	09/14/
egueros, Olga	.Fremont Clean Room	Supply Person	09/20/
levarez, Raquel C	.Riverside	Machine Operator	09/26/
ovell, F. Steve	.Van Nuys	Customer Sales Representative	09/28/
Valters, Tony R	.Tucson	Plant Superintendent	10/03/
followay, Myrna L	.Irvine	Laundry Worker	10/05/
laltazar, Juan N	.Chula Vista	Soil Sorter	10/05/
strada, Samuel	Lettering Mfg.	Silkscreen	10/10/
etty, Louis D.	Phoenix	General Manager	10/17/
Morris, Becky M	Mesa Clean Room	Supply Supervisor	10/18/
		Controlled Environment Manager	
		Controlled Environment General Manager	
Ramirez Catalina D	Chula Vista	Distributing	11/01/
Opon Maria	Fremont Clean Room	Folder	11/16/
		Distributing	
/iramontes Maria S	Los Angeles	AOE	11/30/
Colon Martha M	Milnitas	Lead Person	12/06/
		AOE	
			16/00/

## To our friends:

Prudential Overall Supply has experienced continuous growth during our 57 years, which we attribute to the integrity of our Company in our relationships with customers, employees and suppliers. Founder and Chairman Emeritus John D. Clark is particularly pleased that we are continuing our pursuit of excellence, a foundation of our Company.

Customers: We treasure every one of you, and many of you have been with us for a major portion of our history. We strive to provide you with the best products and services at the best value for the dollar, so that you may be competitive in your local and world markets.

Employees: We appreciate each member of the Prudential Team and are proud of your win/win spirit. We want Prudential Overall Supply to be known as a better place to work.

Suppliers: We respect our mutual trust. You have given us your best efforts so that we can do the best for our customers.

1988 has been an exciting year with the opening of our new Fresno Plant, and plans for two others are well underway. We continued financially healthy, but environmental and technological expenses have increased rapidly; and we have only been able to offset some of these costs through better productivity and efficiency. Our sales growth has been slower than in some previous years, and we need to build more teamwork among each member of our sales force for the benefit of all in the Company.

We are confident and optimistic about the fantastic opportunity we have in 1989, and the year 2000 is just ahead. We see our growth coming primarily in our market area of California and Arizona, where all of the projections are very positive. In 1988, many of our management people completed the Seven Basic Habits of Highly Effective People training program and learned that "The best way to predict our future is to create it!" Each of our Plants and Divisions: Garment Rental, Clean Room, Dust Control, Garment Manufacturing and Administration are committed to: Make 1989 our banner year of the 1980's.

At this time of the year, we cherish the privilege of expressing our sincere thanks to each of our employees, customers, suppliers and friends for the nice things they have done for us in 1988; and to extend our heartfelt best wishes for 1989. May God grant each of you joy, peace and happiness in this Holiday Season and in the forthcoming year.

John D. Clark

Chairman Emeritus

who D. Clark Don R. Clark

Don R. Clark Chairman of the Board Dan Clark President

San Clark