

# THE VOICE

of Domino's Franchisees



## FEATURES:

Franchisees:  
Randy Easter  
Tom Reynolds  
Larry Vigil

## An Exceptional Year

**DFA National Meeting Recap pg. 7**



**DFA Working for Franchisees**  
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Issue 4 2017



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## 10 Randy Easter

"I have been fortunate with this company to be surrounded by very intelligent, hard working individuals that I constantly strive to emulate. Thank you all from the bottom of my heart for this wonderful ride."

## 22 Tom Reynolds

"Growing up, my parents taught me to never quit. That developed into the resilience I needed to make it through the tough times."

## 36 Larry Vigil

"We came up with an idea to have all of our above store management do one self OER per week on a rotating schedule. Each store gets at least one self OER per week by upper management this way. I believe this has helped our OER scores tremendously. "

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# Ken's Korner

**A**nother exceptional year in the books! A lot of great things made 2017 an exceptional year for the DFA as well as Franchisees. The Brand continues to perform at record levels and our Franchisees continue to be the main driving force. The DFA is no exception to hitting record levels. We are finishing 2017 with our highest Membership ever. Our Members have contributed to the best financial wellbeing in THEIR DFA's history. The DFA will be posting the final results on Jostle at the end of the year.

The feedback from our recent National Meeting is extremely positive with almost a perfect score from attendees who took our post meeting survey. They thought the overall meeting was exceptional (4.9 out of possible 5) and they strongly recommended attendance to all future DFA meetings for all Franchisees.

As great as the feedback was on the actual content of the meeting, Franchisees keep commending the DFA for making the event specifically for Franchisees and their upper management teams. This meeting format allowed Franchisees greater ability to socialize and network with decision makers to learn how other organizations were handling various issues Franchisees deal with on a day-to-day basis.

In addition to favorable comments about the meeting content and networking, our second day keynote speaker Scott Stratten was also very popular. His ability to bring the right balance of laughter, learning and leadership development with his presentation on the millennial workforce was very well received. We have received permission to showcase Scott's full presentation on Jostle, the DFA's secure intranet and communication tool. If you would like to see his presentation again or would like to share it with your team, just head to Jostle!

Speaking of Jostle, the DFA is in the process of converting all of our communication methods over to this incredible tool. It has proven in a short amount of time to be very valuable in allowing Franchisees to easily network with each other on a daily basis in order to share best practices, ask for organizational & operational support, and provide timely real-life solutions.

It has been a tremendous help for the DFA to gather real time feedback from the Franchisee community on issues impacting their ability to be successful. On many occasions, I get a phone call from one or a few Franchisees on an issue. In many circumstances, I am faced with trying to determine if the issue is isolated or if it is something impacting a larger section of Franchisees. In the last few weeks, the DFA has been able to uncover larger scopes of concern on three separate issues that were Franchisee discussion topics on Jostle.

After the DFA was made aware of a few Franchisees receiving phone calls regarding extending some of their stores' hours of operation, we needed a frame of reference to gauge the number of people affected and if Corporation's expectation to extend store hours was optional or required. With the help of Jostle, I was able to gain a clear understanding of what was being communicated to a larger sample size of Franchisees in order to have a factual discussion with Corporate Leadership. Shortly after our conversation, DPZ decided to postpone any extension of hours initiated by them. This outcome would not have been possible without the ability of knowing if this issue was an isolated one or something that impacted a larger group of Franchisees. Thank you, Jostle!

Jostle was also instrumental in helping the DFA gain a complete understanding about recent quality level concerns on a couple of key products provided by our Supply Chain Centers. The concerns had nothing to do with the health or safety of the products, but instead, completely focused on making sure our stores were receiving the highest quality level products possible.

When the DFA initially reached out to Corporate Leadership on both of these issues, we were able to share the extent of the concerns. In both cases, we were able to provide a clear understanding of which Centers and Franchisees were involved and help expedite solutions to both problems. This would not be possible without Jostle providing vital wide scope feedback about what is happening in "real time" from all areas of the country.

I hope my message with this issue of Ken's Korner convinces anyone not currently using the DFA's Jostle Intranet tool to start immediately. Having a collaborative vehicle which allows Franchisees to network on a daily basis with such large scale of fellow Franchisees is just awesome. Plus, being able to quickly find "trends" can only help the DFA overcome the uncertainty of "you're the first or only one" to be experiencing a problem. For those of you that are already on Jostle, THANK YOU!

2017 was a year of Celebrating... Collaborating... and Dominating for the DFA, our Brand, and most importantly, our Franchisees. The DFA will strive to make 2018 as great as 2017! As always, thank you for your support!



**Ken Peebles**  
Chief Executive Officer  
Ken@dominosdfa.com





# DFA National Meeting Recap

We can't end 2017 without recognizing a very successful DFA National Meeting. We would like to start by thanking everyone who participated in composing such an amazing event from fellow DFA staff members to the DFA Board of Directors, as well as Franchisees, Vendors and professionals from across the country.



Celebrate, Collaborate and DOMINATE was the theme of this year's meeting and it was held at The Mirage on the Las Vegas Strip. The agenda was packed full of powerful presentations on topics selected by Franchisees deemed as important and highly relevant to improving their businesses. I strongly believe that Franchise involvement at this level is a key reason for the meeting's success. Feedback received on the conference has been overwhelmingly positive!

The great topics of each keynote address and breakout were highly diversified and impactful. On day 1, our Chairman of the Board, Jim Gerety, welcomed everyone and kicked off the event by introducing our 1st guest speaker, Patrick Doyle. Patrick gave a keynote on the DPZ State of the Union and dug deep into one

of our main competitor's current struggles and some of the tactics they are beginning to employ. Patrick also discussed the rise of 3rd party delivery aggregators. Patrick shared that a key concern of his wasn't necessarily delivery aggregation but that he was closely monitoring order aggregation as many restaurants begin to deliver or capture orders through new digital channels for the 1st time. After his address, Patrick opened up for questions. Some of the questions and issues brought to him were store growth, ATS and staffing, wage pressures, employee retention and updating our Team Member image standards.

Before leaving the stage, Patrick was joined by the DFA Board of Directors who awarded Patrick for his service, drive and commitment to our Brand's success with the DFA's Corporate Person of the Year Award. Steve Gfell gave a stirring recap of some of the many accomplishments and milestones that have been achieved during Patrick's tenure, including our rise to the #1 pizza company in the nation and soon the world!



Next on the agenda, we had Franchisee and DFA Board Member Brent Medders discuss a new communications tool he has introduced to his organization called Jostle. Brent revealed how he was using Jostle to keep his team connected, informed and energized. The DFA also now uses Jostle as our own secure intranet and access is available to any DFA Member. In fact, videos and PowerPoints from each presenter at the National Meeting are available to view on Jostle right now!



Attorney Hagood Tighe and Franchisee Tareq Hishmeh led the next presentation which was an update on the ever-changing climate of legal topics Franchisees must navigate daily along with best practices to help protect your organizations. During their presentation, Hagood and Tareq gave updates on a variety of employment law issues that have been popping up across the country, litigation trends plus mileage and tip credit. While the Legal Update presentation was comprehensive, it just wasn't enough time to discuss all of the topics at hand. To address this, Tareq and Hagood led 2 additional breakout sessions called "Ask the Lawyer". These breakouts were designed to be 100% interactive and allow the Franchisees to ask any questions they may have had and get the perspective of not only Hagood and Tareq, but also other Franchisees who may have had similar experiences.



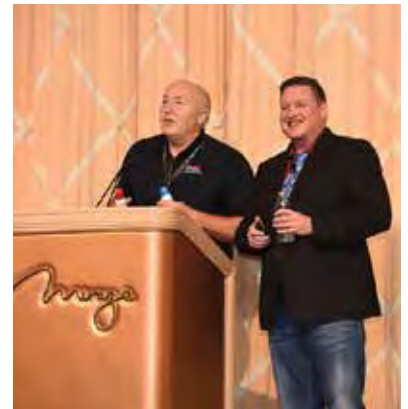
We hosted 2 other breakouts on day 1. "Maximizing Profits with Rising Costs" by Mike Brown and "Adjusting to the New Normal" by Robert Gavitt. In the Maximizing Profits presentation, Mike, supported by Pat Farmer, dug deep into a strategic approach when working with high minimum wage, as well as, mandatory sick and family leave. Mike and Pat shared their best practices and detailed how they are working to protect their profitability in a challenging environment. One such key tactic is utilizing a sales per man hour matrix. In Adjusting to the New



Normal, Robert gave an update on what G4 has learned over the last few years in sales and how service has affected their stores. Robert also spoke about his approach to recruiting and retaining people, his company culture, equipment modifications and profitability. One topic Robert spoke very passionately about was the impact smart store splits or "carve-outs" has had on his service, profitability and how they have radically reduced stress on his team. The breakout ended with Robert's recommendations and an open Q&A session with attending Franchisees.

To wrap up the 1st evening of our meeting, Franchisees, their families, Team Members and many of our national vendors met outdoors for a poolside party and dinner. The atmosphere reflected our amazing culture and Brand family. Here, everyone was able to relax, listen to a live band, and have fun. Overall, it was a great way to end the day.

Day 2 kicked off with our own Ken Peebles at the lead as he hosted the day's events. First on the agenda was a Franchisee Spotlight of Allan Erwin. Allan gave an excellent overview of his history with Domino's and how he grew his organization, sales and great results.



Our next guest speaker was author Scott Stratten who gave a very insightful pre-

sensation regarding the Millennial Workforce. In his presentation, Scott touched on issues and solutions in dealing with today's workforce and added new understandings regarding how to properly manage, motivate and inspire exceptional performance from our teams. During lunch, Scott joined Mairin Watson at the Partners Foundation table and signed his new book release for Franchisees to help raise money for Partners! Scott's presentation is now available to view on Jostle.



Reece Arroyave then gave an impactful talk about Safety and Security where he highlighted a heartbreaking story and critical experience his organization had to face.

As the day 2 General Session came to a close, Ken Peebles took





some time to recognize Franchisees who have gone above and beyond in supporting the DFA over the past year. Tareq Hishmeh, Reece Arroyave, Glenn Mueller and Jim Gerety received awards for their outstanding support of the DFA and its goals.



DFA Board Representative, Mack Patterson, closed the 2nd day General Session with thanks to the DFA staff, BODs and attendees for making the meeting so successful. Mack also drove home that there never been a better time to be a part of the DFA and we have never had a stronger DFA than we do today. "You can't afford to stand out by yourself and the relationship between the DFA and the corporation, led by Ken Peebles, has never been stronger."



After each General Session, the Franchisees were able to enjoy lunch and a Vendor Show. Vendors from across the country set up displays and were able to talk, sample products and answer questions one on one with the Franchisees. The Vendor Show ended with an auction of ovens donated by meeting sponsor XLT. MaryLynne Carraway of Team Washington won the ovens after a very intense and competitive round of bids! Thank you, MaryLynn!

With lunch and the Vendor Show concluded, activities continued with a Franchisee only meeting led by Ken and the DFA Board of Directors. In this forum, Franchisees had an open mic to discuss the issues that matter most to them and helped set the DFA agenda for the coming year. Meanwhile, in the General Session room, Dominic Benvenuti led a Director of Operations Workshop. The workshop included topics and guest speakers such as Ray Wageman on upcoming OER Food Safety Changes, JillShannon Douglas on Boston Pie's Training Structures and Cozette Halonen & Anna Schachner of Allan Erwin's organization discussed their focus on Hiring and Retention.



Overall, the 2017 DFA National Meeting was the best one ever. The feedback was loud and clear that Franchisees are motivated to protect their organizations and learn how to make them better and more profitable. These meetings would not be possible without the hard work of the DFA Board, key Franchisees who help organize and present, as well as our Members and Vendor Partners who financially support our efforts to provide high quality meetings. A huge THANK YOU goes out to all of these folks and to the Franchisees who took the time to attend, participate, and network with their fellow Franchisees in order to help drive the overall success of the Domino's Franchisee community. Based on the feedback from our Franchisees, the DFA will continue to host Franchisee driven national and regional meetings in the future.



Lois &amp; Randy Easter

### Domino's Career Path:

I met Dan Shefte, who was the local franchisee in Chapel Hill, in February of 1979. I was the Fire Marshall for the town and was reviewing his plans for his second store, 5502. During the construction of his store, we became close friends and eventually roommates for a couple of years. Dan tried to recruit me right away, but I had seen several restaurants come and go and decided I should keep my job. I did help him open several stores throughout the triangle and worked with him in the stores during Carolina Football games. I found this to be a lot of fun. Time passed and in February 1985, Dan called me from a Domino's meeting in Hawaii and insisted I come to work for him. He was expanding to Georgia and California. He said he would be home in a couple of days and wanted my decision by then. I considered advice from my family, friends, and my boss at the time, Fire Chief, Everette Lloyd, and decided, after 16 years at the Fire Department, it was time to take a chance. I started my journey at the Duke store, which was one of the highest volume stores in the company at that time. Needless to say, I had some second thoughts as we all do, but I pushed forward. My wife Lois had our first child, Lauren in August of that year.

Within two years, I was Dan's Operations Director. Lois and had our son Tyler in 1987. Three years later, I bought two of Dan's stores and became a franchisee. I kept the manager in one store and I managed the other. Lois worked with me part time in the store I was managing as well as taking care of two little ones at home. We set up an office at home where it has remained (with some additional construction in 2000) from the beginning.

We built four more stores over the next couple of years. We were in five different cities with six stores by 2002. Three of the stores were in very rural areas and there was quite a distance between them. I concentrated on the business and its growth. Lois did the accounting and we promoted two managers to supervisors. We tried to overcome the challenge of rural locations and distance between stores. We struggled with this structure for a couple of years. Unfortunately, because of the economy we had to pull the supervisors back into stores as managers in 2006 and I stepped up my role as supervisor. My son in law, who was just out of the Marines, joined the company in 2009. He was managing a store within one year and became a supervisor in 2011. He is now on pace to become a Franchisee in 2018.

In June of 2013, I received a call from the landlord at one of my stores (4495) telling me they wanted me out in 60 days. We didn't get out in sixty days as my lease protected me, but it wasn't much longer. It was a store inside a convenience store that had opened two weeks before the attack on 911 and had never really reached our expectations. I quickly found a new location and built the first full theatre store in North Carolina. We opened November 18, 2013. It was quite stressful but

**Franchisee Name:** Randy Easter

**Title:** Franchisee

**Company:** Tylaur, Inc

**Age:** 67

**Family:** Wife Lois, Son Tyler, Daughter Lauren Soignet, Son in law Michael Soignet, Granddaughter Riley, Grandson Remi.

**Years with DP:** 32

**Years as Franchisee:** 27

**# Stores:** 4

**Store Locations:** North Carolina

**#Team Members:** 55+

**Boards:** National Commissary Board of Advisors

**Awards/Accolades:** Silver Franny, DMA president/vice president, Perfect score OER, certified trainer



as they say, “a blessing in disguise”. Before the move the year to date AWUS in that store was \$11,300. The current AWUS is \$23,400. It rose steadily and rapidly and continues to do so. We only moved two miles away and a Little Caesars opened in our place in the convenience store. Based on our sales, their coup was unsuccessful.

Three years ago, I sold two of the outlying stores to concentrate on the four core stores. This turned out to be a very good decision. Sales have gone up over 40 percent in remaining stores since the scale down. I give a lot of credit to my Operations Director/ son in law for this achievement. His hard work and the great team we have built resulted in this steady increase.

#### **Key Accomplishments:**

My wonderful family, a perfect 100 OER score, Silver Franny, opening the first franchise theater store in North Carolina, earning my first Rolex, and many sales awards over the years.

#### **Biggest Mistakes:**

Not taking the job offer from Shefte earlier.

#### **Formative Influence/Event:**

Having my boss in my prior job encouraging me to take the chance and never look back. Besides my wife, he was the only person I reached out to that said if I didn't take this chance, I would always wonder “what if”? Chief Lloyd has been like a father to me and I count on his advice to this day.

#### **Local Organizations Involved In:**

MADD, Sertoma, Elementary Schools

#### **Three Highest Priorities in your Life:**

Faith, Family, and our team members

#### **Best memory while running a store?**

The day after Hurricane Fran in 1996, people from the coast came to our area in anticipation of the storm in their area. Many of them woke up in hotels with water up to their beds. The storm surprised us all. We were the only business open in my area. That included all fast food and most convenience and grocery stores. We had a wonderful, not to mention stressful day. We were open the whole day. You couldn't even walk in the lobby it was so full of carryout customers. We carried food from our

other stores that were without power and couldn't open. We had to go and find the commissary trucks that were stranded in different places in order to get more food. The people in the lobby cheered as we brought in more supplies to make more pizzas. Still the record day for this store! We were without power at home for 8 days and many areas in our city were out longer. There was a citywide curfew, but we were given an exemption.

#### **Is there a Franchisee mentor who has attributed to your success as a Franchisee? What is the best advice given to you?**

I have been fortunate to have many friends within the Franchise family. I met Mack Patterson when he was a bartender in Chapel Hill. He was an excellent bartender and we all know what kind of franchisee and person he is! I have many times asked his opinion on different scenarios and he is always there when I need him. Another Franchisee I respect and lean on occasionally is Allen Lyle. Allen is a stand up guy everyone wants on their team. There are many wonderful people within our Domino's Pizza family and I have been fortunate to call a lot of them friends.

#### **How would your childhood friends describe you during your “early days”? Would they be surprised by your success as a Franchisee?**

Quiet and shy. When I graduated from high school, I was 5' 2" tall and weighed 125 pounds. I see some of my old classmates occasionally and I guess I am more surprised at their success than they are at mine. At my age, I am just glad to see them.

#### **During the years you have been with Domino's, what experience/event has made the greatest impact on your life?**

Losing a team member during an in store robbery. I was Operations Director and I hired and trained this young man. He was working in the store that I would later purchase. My wife and his wife were both pregnant and were due about the same time. My wife went into labor several weeks early and almost immediately after, I got a page with 911. I called and was given the bad news. My wife was not yet awake from her surgery and I had to meet his wife in the emergency room and give her the devastating news. Nineteen years later during my son, Tyler was in college he met a young man during a meet and greet who was telling the story of how he

Tom Monaghan and Randy



Isaac Bennett, Randy, and Michael Soignet at the WWR



Tevi Bennett delivers on foot in the rare snow event in NC



never met his father because he was murdered in a robbery before his birth. Needless to say, my son made the connection. They had some interesting and meaningful conversations.

**In all your years with Domino's, what is the funniest thing that ever happened while you were in a store?**

Having a competitor's driver come in to my store and ask us to show him how to get to an address. And you know we gave him good directions.

**Extremely tough call that everyone has an opinion on, but who is on your Domino's Mount Rushmore?**

Tom Monaghan, Patrick Doyle, Russell Weiner, and Lois Easter

**Over the years, who in the Domino's family has been the biggest influence on you? Personally? Professionally?**

Personally, I would say my wife, Lois Easter, who has helped guide me through the good times as well as the not so good. Professionally, I would say Mike Soignet who has since retired from Domino's, and who is a very good friend. He always had the right answers whether you liked them or not.

**Best Advice you have ever received was from whom and what was it?**

Fire chief Everette Lloyd, former boss and father figure. Do not waste time and energy worrying about something when you can channel that same energy into resolving the issue.

## REIMAGING

**How many stores do you have with the new Pizza Theater image?** 4

**How many are reimaged?** 4

**How many relocated?** 1

**How many new?** 1

**If you had to do it all over again, what would you do differently?**

I would be way more proactive and not wait for something to be successful before giving it a shot.

**Any tricks you can pass on to help your fellow Franchisee?**

Stay within yourself and do not be afraid to take chances.

## MANAGEMENT

**As an operator, what are the two most important things you rely on from DPLLC?**

Pulse and marketing

**What is your management method/style?**

Hands on and team work.

**What has been your greatest challenge?**

Staffing, mainly drivers. We go through phases when you get to what we think is the correct number and suddenly you need five more. This has been an issue for as long as I can remember.

**How do you find capital for expansion?**

Compare what is out there. Consider the different rates. Companies as well as their representatives. Having a great relationship with the right representative makes all the difference in the world as far as getting things done quickly

**Is there a specific best practice you have implemented you would like to share with fellow Franchisees?**

Do not recycle employees, unless they leave because of school or the military. Typically, they leave for a reason that is not in your best interest.



Top: Banner in car pool lane at local elementary school

Middle: Randy in the early days



Bottom: Randy delivers as The Jolly Old Man





### **Are there any new safety procedures you have recently implemented in your stores?**

We reference safety and security at all times, whether in a meeting or in the stores. We keep the cameras and alarm systems up to date at all times.

### **How does your Membership with the DFA benefit you?**

Being able to share experiences, whether good or bad with the best franchisees on the planet. Having a voice to represent us on issues. Having a resource for most any issue that arises.

## **TEAM MEMBERS**

### **With business growing across the country, what are you seeing in your market? What tools are you using for recruiting, hiring, and retention?**

I am seeing several reimages by our competitors. I feel like they have been following us for quite a while and I am sure we plan to keep it this way. We use ATS, Indeed, Craigslist, box toppers, as well as recruiting bonuses for employees. We also use the on boarding at all times and monitor training progress.

### **How active is your DMA? Are there any specific areas you are networking on together?**

We have a very cooperative DMA. A core group of us meet monthly to make sure we are ahead of the game on upcoming events. We value training and make sure we are on top of the latest available materials. We also recently initiated a competitor-blunting program within our group. We identified qualified competitors. When they are building in our area, our local marketing fund will match up to a certain amount of money spent by the affected franchisee. It's a little "Welcome to the neighborhood" for the competitor. So far, we are seeing good results.

### **What impact has the connections with other Franchisees in your region made on your organization?**

We share success as well as failures and strive as a group to continue to improve on our number one spot in our market.

### **What do you consider when recruiting?**

Image, communication skills, and high energy. Any history of coaching or military service is always a plus to me. These people tend to have leadership skills and are responsible.

### **How have you handled rising employee costs?**

We are still grappling with this since we are so offer-driven for sales. We up-sell as much as possible to increase ticket. We reorganize coupons frequently to make sure the best costs are seen and used more often. We also try to have the right person in each position at all times.

## **BOTTOM LINE**

**2017 has been a very good year for the Domino's Brand. Are there any obstacles you have overcome? Are there**

### **any you are facing going into 2018?**

Employee mandate still a question. Employee health insurance is still a question increasing overall costs.

### **How do you measure your growth?**

EBITA is obvious, but we are constantly trying to increase sales by increasing order count.

### **What is your current greatest need from DPLLC?**

To reign in some of the ever increasing cost for our point of sale system. I love where the system has taken us, but with the sheer volume we generate, can't we see a price break somewhere along the way rather than another email invoice?

### **Where do you want to be in 5 years?**

I may attempt to open one or two more stores before gradually transitioning my business to my son-in-law, Michael Soignet. I hope to be spending more time at the beach in five years.

### **Remaining top three things still left on your bucket list?**

I would like to break 40k in one store at least once. My father, as a member of the 101st airborne, jumped into Normandy on D-Day. I would like to visit Normandy and I would like to get a ride in a fighter jet.

### **Interesting Fact:**

Many people probably recognize the name of my son-in-law. Mike Soignet and I became friends through Domino's Pizza. Our sons went to Military school in Virginia at the same time. Our family often gave Michael rides to the airport on school breaks. My daughter and Michael became friends on these long rides. The rest is history.

### **Is there anything else you want others to know about you, either personally or professionally?**

I have been fortunate within this company to be surrounded by very intelligent, hard working individuals that I constantly strive to emulate. Thank you all from the bottom of my heart for this wonderful ride.



Top: Riley Quinn and Remi Michael Soignet, Randy and Lois' grandchildren  
Bottom: Tyler, Randy and Lois, Riley, Remi, Lauren and Michael.



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**Mike Brown, Four Our Families, Washington**

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**Brian Dennis, BKD Pizza, Texas**



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Sue Garey, Volunteer Pizza, Tennessee  
Mike Brown, Four Our Families, Washington  
Pam Tobie, Slammed Pizza, California

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# Happy Holidays

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wish you and your  
family a safe Happy  
Holiday and a New Year  
filled with Prosperity  
and Success!



# Chairman's Update

## Jim Gerety | DFA Chairman

### Brief DFA National Meeting Recap

In October, several hundred Franchisees and several hundred of their key people came to Las Vegas to collaborate and celebrate. This meeting came one week after the terrible shooting in Las Vegas at the Mandalay Bay Hotel. As only Dominoids know, nothing will stop us from moving forward because that is our culture. The DFA volunteered to feed lunch to 400 out of town first responders the Friday before our meeting started, because that is what we do. Our Team USA partners supported this endeavor as they had been doing all that week. It is estimated that thousands of pizzas were distributed to the site of the attack, command centers, evacuation centers, and hospitals throughout the area.

As for our National Meeting, we had a great update from Patrick Doyle and we celebrated by naming him our Corporate Person of the year for leading our Brand to the #1 Pizza Company in the USA. We heard about aggregators and Domino's position on them. A great keynote speaker, Scott Stratten, spoke about his perspective on millennials. He had us nodding our heads in agreement, made us laugh, and pointed out that we may have too critical of an eye. There was a great response from the crowd to his words of wisdom. Breakouts on improving profitability in the face of higher operating costs from Seattle Franchisees Mike Brown and Pat Farmer, Jostle Communication seminar with Brent Medders, as well as legal updates from our wise counselors Tareq Hishmeh and Hagood Tighe. The Legal Update breakout got us all caught up on the challenges from lawsuits over wages, mileage reimbursement and changes in the laws around operating a business. After a great Monday night pool party, we got started Tuesday with a state of the DFA update from Ken Peebles followed by a Franchisee only session to discuss the struggles and successes we are having operating our businesses. During the Franchisee only session, of the other attendees participated in an operational workshop focusing on idea sharing and problem solving led by Dominic Benvenuti. A special thanks to all of our vendors who financially supported the DFA's highly successful meeting. We look forward to seeing you all in 2018 at WWR and then in 2019 at our next great DFA National Meeting.



### Question of the Day

Usually when I use the above statement to my team, it is not a good thing for them. As I was visiting with Franchisees at the National Meeting, a few folks asked me the same question... "What does the DFA do for me?" As a Board Member since 2007, I have witnessed the low points, Pulse fight, and the high points, in addition to working with DPZ to approve the half percent advertising roll up. A decision decided by a vote of our Membership for the DFA to support.

The DFA has never been stronger. We represent almost 4,200 stores and a significant majority of Franchisees. This fact alone gives us better standing with Domino's than ever before. I recall a time when the Franchisor would not even discuss issues with the DFA and today that is not the case. At that time, we represented a little more than ¼ of the stores owned by Franchisees. Today, there is an open door policy between the DFA and DPZ when it comes to issues that arise. As the Board Chairman, Ken and I meet regularly with Russell and sometimes Patrick to discuss Franchisee's issues and concerns and to work on how we can help improve these situations.

In the spring, I wrote about headwinds our businesses were starting to face. That article was born out of conversations with Franchisees who were concerned about the rising costs of doing business. Then, through Ken's leadership, we put together a profitability summit meeting of Franchisees with 30 stores or more and



some local Franchisees in the Dallas area. We discussed labor costs rising, expansion of fees charged by DPZ, rising overhead costs, and the uncertainty of future profit sharing money. The VP of Franchise Relations, Tom Curtis, came at the end of the meeting to hear Franchisees needs and concerns to take back and share with Corporate Leadership. Out of that summit, DPZ has acknowledged that Franchisee issues are serious and have decided to follow-up with their own economic summit this December. Many of those who attended the DFA summit during the summer as well as key DMA representatives and Advisory Board Members, including yours truly, have been invited. I look forward to seeing the issues raised at the DFA meeting and others addressed. I also look forward to sharing ideas on improving margins, driving sales and maintaining order counts with my fellow Franchisees and Corporate Leadership. It is important to understand that our Franchisor has started to acknowledge there are indeed headwinds facing Franchisees and our Brand.

Lastly, my answer to the question that started this segment, the DFA brings value to your business through legal support, providing direction to resources and to make sure Franchisee concerns are not viewed as separate individual issues and instead are taken seriously

as systemwide concerns that need to be addressed. The DFA provides information on the challenges we all face as business owners... contractual, governmental, legal or educational. The Franchisor will not provide resources to us on employee or legal issues due to joint employer concerns, but the DFA believes there is Franchisor support needed regardless of joint employee concerns.

The DFA has only one objective and that is to focus on Franchisee success and wellbeing. Because of your support as well as vendor support, the DFA will continue to fulfill its mission, to educate and provide support to the Franchisee community. We cannot do so without the support of each other. We are a large family of approximately 775 of the best operators. The DFA is you!



Jim Gerety  
Chairman of DFA Board

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# Open LETTER

to All Franchisees From:



John Glass



Brent Medders



Osman Qasim



Brian Edler



Peter D'Andrea



Larry Vigil

Dear **Fellow Franchisees**,

We highly recommend that every franchisee **talk with Jason Upton and MyDominosInsurance.com** about your insurance and risk management needs.

Jason's **experience as a franchisee and lifelong member of the Domino's family** has proven to be **invaluable in addressing our insurance needs and risk management programs**.

As our **sales grow** not only does our **time become even more valuable** our team members are handling the rush longer every day. MDI's Driver Management Program frees up our team members to focus on operations. At the same time **we have confidence that our drivers are being vetted properly**.

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We invite you to **reach out** to any of us with questions you may have. We invite you to **call Jason and begin discussing how MDI can help you and your organization**.

Sincerely,

John Glass – Brent Medders – Osman Qasim – Brian Edler – Peter D'Andrea – Larry Vigil

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# franchisee | Tom Reynolds

**Franchisee Name:** Tom Reynolds

**Title:** Franchisee

**Company:** Triple Crown Pizza, Inc.

**Age:** 56

**Family:** Wife Ann, Tommy 30 (Meghan), Amanda Lipp 27 (Bryant), Rebecca 27

**Years with DP:** 36

**Years as Franchisee:** 28

**# Stores:** 10

**Store Locations:** Kentucky

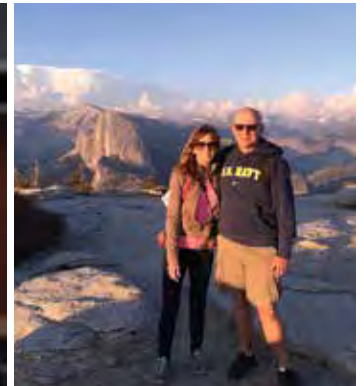
**#Team Members:** 180

**Boards:** Midwest Advisory Board, Louisville DMA President, previously served on People First Advisory Board

**Awards/Accolades:** 4 Gold Frannys, Champions Award



Tom Reynolds



Tom & Ann Reynolds at Yosemite

**Domino's Career Path:** I started with Domino's as a Driver in Erlanger, KY while in college. In 1984, I began managing stores in Northern KY and Akron, OH. Then, I held positions of Supervisor and Senior Supervisor in MD and VA, Corporate Operations Director in CO and Franchise Consultant in KY. I became a franchisee in 1989 when my wife and I purchased 2 underperforming corporate stores in Louisville, KY. My parents were also partners. The first 5 years were the toughest as we were in Papa John's hometown when they were still new and growing across the country. In 1995, we built 2 stores and added #5 in 1997. From 2004 to 2008, we owned 3 stores in MI. In 2010-11 we purchased 3 more stores in KY. We built a store in 2016 and split a store in 2017.



Tom as the GM ribbon cutting in 1985

## Key Accomplishments:

Surviving the first 5 years and the Domino's recession 2004-2008. In 2016, I had a GM Eric Schlickemeyer win the US Manager of the year. That was a pinnacle moment for my company and myself.

**Biggest Mistakes:** Buying stores in another state during some tough years (2004-2008). It was the wrong place at the wrong time. I spread myself as well as my supervisor, Tim Thompson, too thin. It was an expensive lesson. However, we did hire Eric Schlickemeyer, so it was not a total loss.

**Formative Influence/Event:** Growing up, my parents taught me to never quit. That developed into the resilience I needed to make it through the tough times.

**Local Organizations Involved In:** I am active in my church through the men's ministry and serve on the Strategic Planning Committee. I also volunteer with Habitat for Humanity.

**Three Highest Priorities in your Life:** Faith, Family, Domino's.

**Best memory while running a store?** My first assignment as a GM was to take over the lowest volume store in the region. During my first week, we had a Cincinnati citywide GM meeting and Domino's announced a 6-week contest to see who could raise their sales the most. I door hung



my tail off and after 5 weeks, I was in 2nd place. On the final weekend, we had a convention show up at one of my hotels and needless to say, I won the contest and a trip to Disney. Some people say I was lucky. I remind them of the quote "Luck is when preparation meets opportunity". That hotel was one of the places I door hung in the first 5 weeks.

**Is there a Franchisee mentor who has attributed to your success as a Franchisee? What is the best advice given to you?** I have not had a mentor, but have gotten great advice from many franchisees. The most notable advice came from Richard Mueller. At a franchise meeting in 2009 after 4 years of declining sales, we had finally leveled out and Richard said that flat felt like being up 10% after that decline. He reminded us to celebrate the successes and proceeded to dance in front of the room. There has been plenty of success in Domino's since then. I remind my team as well as myself to "remember to dance".

**How would your childhood friends describe you during your "early days"? Would they be surprised by your success as a Franchisee?** I've had a job since I was 14, and even had some leadership roles in college. After college, many of my friends hung out at a bar next door



Tom & team with Eric Schlickemeyer receiving his Manager of the Year award.

to the Domino's I was managing. I worked while they played so I don't think they would be surprised.

**During the years you have been with Domino's, what experience/event has made the greatest impact on your life?** Two months after franchising 2 stores that were hemorrhaging money, we found out we were expecting twins. That was serious motivation to make it work. Another experience was getting the opportunity to help RPM after Katrina. My brother Tim and I were only able to be there for a couple of days but getting to see the Domino's family do what they do in the face of a catastrophe was epic.

**In all your years with Domino's, what is the funniest thing that ever happened while you were in a store?** These events should not be funny but I can't help but laugh at America's dumbest criminals. I was at the wrong end of an armed robbery in a store. When the cops asked for a description, I pointed out that he had an Army jacket on with a name on the chest, but surely that could not be his name. It was, and he was in custody 20 minutes later. The other time was when we arrived at the store to

find our back door pried open and scrape marks on the tile floor from our safe being dragged to the back door. The guys got caught because while they were loading the safe into their trunk, they dropped it on one guy's leg and snapped it. They dumped him at the hospital and took off.

**Extremely tough call that every one has an opinion on, but who is on your Domino's Mount Rushmore?** Tom Monaghan, Richard Mueller, Frank Meeks, Patrick Doyle.

**Over the years, who in the Domino's family has been the biggest influence on you? Personally? Professionally?** Personally, my wife Ann. She took care of the home and kids while I was working all the time. Now that our kids are grown, she runs our office. She's also been my most trusted advisor. Professionally, it's a collection of franchisees including RPM (great innovator), Robert Gavitt (great operator), Jay Feavel (great people person), and John Glass (great collaborator). Being on the Midwest Advisory Board has given me access to some really smart and successful franchisees as well.

**Best Advice you have ever received was from whom and what was it?** My wife, Ann. She helped me realize Domino's was the career choice for me when I was looking for a "real" job. Turned out to be a wise choice.

## REIMAGING

**How many stores do you have with the new Pizza Theater image?**

**How many are reimaged?** 5

**How many relocated?** 3

**How many new?** 2

**If you had to do it all over again, what would you do differently?** I'd factor in more storage in my building plans. I put more sq. ft. in my lobbies at the expense of storage, but as volume grows it has become a problem.

## Any tricks you can pass on to help your fellow Franchisee?

For a little more money, you can add some nice upgrades. I went with the Berkshire Hickory tile in the lobbies because it looks more like real wood. Cost is \$1 more per foot. I also started going with brushed stainless on my counter walls instead of laminate. I thank Brian Edler for that idea.

## MANAGEMENT

### As an operator, what are the two most important things you rely on from DPLLC?

Strategic marketing that not only makes my phones ring but keeps the brand cool and relevant. I also rely on the leading-edge technology that helps our stores operate more efficiently.

### What is your management method/style?

I start with looking at our best hourly team members and find the ones with sauce in their veins. I work on developing them to be strong managers. I give them the tools they need to be successful and then I get out of their way. I let them make decisions and hold them accountable. I also like to spend time in the stores with all of our team members, getting to know them. That has gotten more difficult as we've grown to 10 stores.

**Tell us about your team.** I am so blessed to have a strong group of managers led by my Operations Director, Tim Thompson and Supervisor, Amy Thompson (yes, they are married). Tim has been with my company for 20 years

and one of the best supervisors in Domino's. Our 5 year OER average is 4.2 stars, which shows the high standards he maintains. He is a workhorse. As I mentioned, Eric was the US manager of the year, but he also won the Midwest manager of the year twice. We have a couple of GMs who can give him a run for his money. I love my team.

**What has been your greatest challenge?** Finding the time to do all that I want to do in the business and at home. Having that balance is important.

**How do you find capital for expansion?** We have done all the remodels, relocations and 2 new builds with very little debt. In those tough early years, Ann and I learned to live below our means and we've carried that philosophy ever since.

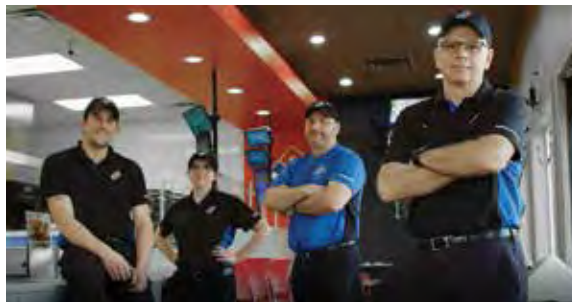
**Is there a specific best practice you have implemented you would like to share with fellow Franchisees?** About 7 years ago, Domino's made a video on G4 pizza and their incredible service. In 2014, I took Tim Thompson and a couple of GMs to Dallas to spend a day with Robert Gavitt. I implemented what I learned there and lowered my OTD times. By focusing on my operations, my AWUs has grown 63% in 3 years and my labor declined significantly. We are still not at the level G4 is, but we are always focusing on our operations.

**Are there any new safety procedures you have recently implemented in your stores?** I use the Broadcast Messages feature on PWR to send reminders to drivers about safe driving, especially during bad weather and on Halloween.

**How does your Membership with the DFA benefit you?** The discounts on services like Motus and Streamline Communications and other vendors pay for my dues. Having a franchise voice with Domino's is so critical. The biggest return I get is from the learning and networking with other franchisees. I also like the new Jostle DFA site.



Tom and GM David Nalley practicing for the fastest pizza maker



Eric Schlickemeyer, Kelli Schlickemeyer, Tim Thompson & Tom

## TEAM MEMBERS

**With business growing across the country, what are you seeing in your market? What tools are you using for recruiting, hiring, and retention?** Staffing is a huge challenge. We not only compete against the other pizza companies, but Louisville has a large presence with Amazon and UPS. Our best recruiting results are box topping and talking with pickup customers (also learned from Robert Gavitt). We measure retention by store throughout the year and plan to put even more focus on this going forward.





Supervisor Amy Thompson

**How active is your DMA? Are there any specific areas you are networking on together?** The Louisville DMA is getting more active between our BPM meetings. Charlie Cash, our Area Leader, helped us implement city wide Fastest Pizza Maker competitions to emphasize speed of operations in our stores. Our Field Marketing Leader, Lindsey Wolf, is based in Louisville which has been a plus having someone who understands our competitive landscape. She's been a big help to the DMA in sharing ideas and marketing opportunities.

**What impact has the connections with other Franchisees in your region made on your organization?** As a member of the Midwest Advisory Board, I get to meet with some of the brightest franchisees in the region. Our focus now is on developing the next generation of franchisees. It's called 30 x 20 with the goal of 30 new franchisees in the Midwest by 2020.

**What do you consider when recruiting?** I teach our GMs that previous experience at Papa John's or Pizza Hut is not a positive sign on an application. If they worked out well there, they wouldn't be applying with us. There are exceptions, but that is a red flag.

**How have you handled rising employee costs?** We have not had the same kind of mandatory wage increases as the East and West coast, but our costs are rising each year. When the cost of labor increases, my competitors have the same challenges. By figuring out how to be more efficient with every man-hour, I can build a competitive advantage. By focusing on operations, we look for ways to save time and encourage hustle. I get more bang for my buck from a hustling team member than from a someone just going through the motions.

## BOTTOM LINE

**2017 has been a very good year for the Domino's Brand. Are there any obstacles you have overcome? Are there any you are facing going into 2018?** We purchased a closed free standing Sonic building and have been renovating it for relocation. At the same time, we are building a new store and getting ready to finish our last Pizza Theater remodel. Pizza Theater has been very positive but it's like a 2nd job to me. I'm looking forward to retiring from that job. In 2018, we are really going to focus on employee retention. There are only so many good people available for too many positions out in the marketplace and the companies who perform the best at staffing will have a competitive advantage.

**How do you measure your growth?** I really watch PCYA and am addicted to real time on PWR. I also measure 2 year PCYA (I think that's called Scott Hinshaw math). I also measure how much bonus we pay each month. To me, the more bonus we are paying, the better my company is performing and the happier my management team is.

**What is your current greatest need from DPLLC?** Continued leadership. From Mark Rudd at the regional level to the leadership team, I'm very pleased at how this brand continues to evolve. Most franchisees, myself included, are self-driven and don't need or want a lot of oversight. What DPLLC has done is help us get to levels we never could have achieved on our own. The talent in marketing, strategy & insights, technology, and training is very impressive. If we could resolve the joint employer legal issues, I'd love to see what this company could do on the people side of our business.

**Where do you want to be in 5 years?** I don't have a retirement timeline right now. In 5 years, I hope to be visiting some of my current GMs in their own franchise stores.



Tom's family: Meghan, grandson Ethan, Tommy, Ann, Tom, Rebecca, Amanda, Bryant

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## The Training Room

### Heather Glass

**A** year ago I started taking the development classes offered by Heather Glass. Each class allowed me to learn more about the “behind the scenes” of being a manager. I learned about P&L, dough management, how to conquer the rush, and many more things. Heather made everything easy to understand and now a little after year of being an AM, I am now a GM and still use my binder on a fairly regular basis. Thank you Heather for everything you have done for me. Level 4 manager managing a mid volume store. Couldn’t have done it without her.”

(Angela Himmelhaver, Glass Family Pizza General Manager)

*“My experience with the classes was amazing!!! I learned so much from attending them. Every class was different and so informative. I have been a manager for a long time and every time I went, I learned something new. The activities within each class helped everyone get to know one another and exchange ideas and helpful hints. I wish I could go back to them again. The development classes were a huge help. You have this binder and with each level you rise, the more info you receive to put in them. Having that material at your fingertips whenever you need it is amazing. A lot of that I learned before coming to Domino’s, but I have learned so much more since I have been through the different levels. Having other managers that our going through the same thing you are and seeing them advance with you is wonderful.”*

(Krissy Stidham, Glass Family Pizza Assistant Manager)

*“Heather makes learning the systems easy and offers an array of team building activities in her classes. She offers a unique classroom experience in which she encourages them to learn from and grow from each other’s experiences. She is not only a gifted trainer but an inspiration to many, and we are thankful for her.”*

(Alisha Mann, Inspired General Manager #2129Misfits)

Angela and Krissy are the first two managers to fully complete the Management Training Program. Alisha is our best performing GM in FL and OER scores. The

program is meant to push and develop managers. Only those who are truly motivated and committed will complete the program. We want to make sure we are training the best of the best to be our General Managers. This does not mean we exclude anyone from attending, it means that they choose not to continue in the program if they decide it’s too much work.

The Manager Training Program I use today has been fully in place for just under two and a half years. I focus on our management team because I believe if I can get them trained the right way and motivate them then they will want to pass on their knowledge. The difference in the assistant managers and general managers in my classes today versus two years ago is incredible. The engagement and drive is better. I’ve had some attend a couple of classes or workshops thinking they would sit and get paid. Then, they quickly realize there is work involved and they aren’t ready for that. I’ve had others who, after their first class, I thought would drop out quickly they turned their attitude and drive around and are proving to be some of our best.

I have three parts to my Manager Training Program. I have a Manager Reference Guide, classes, and workshops.

The Manager Reference Guide is broken down into three levels. I offer an opportunity every four weeks for new managers to receive the first level and for those with the guide to receive the next level. The Guide contains information for level one on dough proofing, safety and security, handling customer concerns, etc and is designed to help someone who is just learning to run shifts with Domino’s. Level two has an OER Guide, detailed scheduler information, an EFO Guide, and other tools to help a manager learning to run a store. The final level contains interview guides, leadership evaluations, and other information to help further a manager’s knowledge about running a business. These levels truly show who is motivated to advance and grow because they take the most time and work.



My classes are called Development Classes. I have 8 that I teach on a rotating basis. These cover topics such as goal setting, OER systems, FL, service, pride, and management books. These classes are to teach managers skills and knowledge in a fun environment. I try to include activities to get managers talking to one another in these classes. I believe their best resource is each other. Everything else we do with manager training is a huge help to their advancement and growth, but having a support system and other managers they can bounce ideas off of and communicate with is priceless. I have candy and prizes to encourage participation. When I was coming up with plans and ideas, I decided to do a class on pride. I believe Domino's excels at inspiring pride in their teams and those who take pride in what they do will push themselves to go further than they could ever imagine. This class, in particular, is special because it is not only an unusual topic for management classes, but I also have our franchisee, John Glass, come in and speak to the class and answer questions. He tries to stop by all classes. However, this one is shorter by design to give him an opportunity to go into detail about his Domino's story. I had a GM who finished the program recently tell me that John's passion inspires her to do better.

The third component of our Manager Training Program is the workshops. I have 3 workshops that I teach. The topics are toppings, dough, and order taking. These are designed to teach managers to train on these topics. I cover setting up a great training experience and factors that go into an effective training session as well as giving them tools and worksheets to take with them to use in their stores. I put an emphasis on working with team members with all 3 primary learning styles (auditory, visual, and kinesthetic) and giving feedback. In these workshops, I will show them how to select their words and to demonstrate to new team members what they are doing so that a new team member understands. Every workshop, I remind them to think back to when they were new and learning these skills.

So much of what I use in my Manager Reference Guide, classes, and workshops are tools, worksheets and information developed by other passionate Domino's team members. I strive to make sure our managers remember that being in management can be stressful, crazy and sometimes overwhelming. The heart of what we do is just that, putting heart into everything we do. The stress is worth it when a little girl looks at you making her dinner and says "I want your job when I grow up" or when a little boy gets to make his first pizza from dough through toppings and that's what he talks about every time he sees you. What we do is make dinner for a 7 year olds birthday party. We cater the football party that brings friends together. We feed the family of a single parent when they are doing everything they can to keep it together. When we remember the why, the how becomes so

much more important because we remember what we do is bigger than just us. The training becomes more exciting when we think about what we would do if we were to hand "that" pizza to our grandmother.



Heather Glass  
Training Director-  
Glass Family Pizza  
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# Association Plans: The Next Attempt at HealthCare Reform

## Seth Denson

As if the healthcare and health insurance landscape weren't volatile enough, last month after repeated failed attempts at repealing and replacing Obamacare, President Trump signed an executive order allowing, amongst other things, insurance companies to offer association based plans. While we've been critical of recent attempts to overhaul the Affordable Care Act (much like we've been critical of the ACA itself), due to their lack of substance, this is one aspect of change that could very well provide some relief to smaller employers impacted by ACA imposed requirements such as community rating structures and essential health benefit prerequisites.

To recap, as part of the Affordable Care Act legislation, insurers offering fully-insured health plans to small employers were/are required to issue plans inclusive of 10 key essential benefits. Whether a small employer needed or wanted these specific benefits provided was irrelevant. The law required/requires it, and insurance companies price out these benefits into the plans offered. Another provision of the ACA impacts how insurance companies are allowed to rate small employer health plans. No longer can carriers look at various demographic data, claims data or even industry SIC codes when rating the risk. Instead, they can only rate plans based predominantly on age and geographic location of the employee.

The driving idea behind association plans is to allow smaller employers the same luxuries afforded larger

employers. By banding together, presumably the law would look at a grouping of smaller employers as a larger single employer for purposes of obtaining insurance. This would allow groups to be rated based on more traditional factors of insurance/risk, offer plans based on their wants/needs – not based on legislatively imposed “essential” benefit structures – and presumably yield more consistent rates and renewals.

### OTHER FORMS OF ASSOCIATION-LIKE PLANS

Association plans aren't a new idea to the insurance market, and have actually been around for decades, although in other forms. The insurance market has utilized programs such as Multiple Employer Welfare Arrangements (MEWA) and Professional Employer Organizations (PEO) for years in an attempt to provide the ability for employers to collectively work together to reduce expenses and manage platforms.

A Multiple Employer Welfare Arrangement (MEWA) is defined as a single plan that offers coverage to the employees of two or more unrelated employers. MEWA's were originally formed following the passage of ERISA to allow employers to circumvent many state regulations and taxes. However, they have historically been mismanaged and very few have been successful. Due to this mismanagement, over the past two decades MEWA's have become less and less available as a result of increased regulation and oversight from both the Federal and State governments.

Professional Employer Organizations (PEO) have also been around for many years and can be valuable solutions to smaller employers. PEO's offer 'co-employment' or 'employee

leasing' platforms which give control of taxes, benefits, and other things to the PEO administrative firm, but allow the employer to pool these expenses to access better rates. Much like the MEWA, PEO's were originally established in the 1960's following the passage of ERISA as an effort to circumvent certain provisions within the law. Future regulatory changes would lend greater oversight to PEO's closing loopholes and requiring them to be more compliant.

More widely available than MEWA's, PEO's are available in most markets and offer employers the ability to outsource things like payroll, benefits, workers comp and human resources. Sounds great, right? In some cases it can be. However, more often than not, the administrative fees associated with accessing PEO's often dwarf any savings provided by the pooling/co-employment aspect of the platform. PEO's historically are also very selective of the groups that they will allow into their platform due to their need to control insurance risk.

### THE 'ASSOCIATION' STRUCTURE OF INSURANCE

In reality, health insurance plans are in-effect association structured programs. Allow me to explain. There are three basic components of a health insurance policy:

1. Administration – this is the portion of the policy affording claims to be managed and the policy itself to be administered (i.e. billing, processing, ID cards, etc). The portion of premiums allocated to cover admin costs is, in most cases between 10% and 20%.
2. Claims funding – this portion of the health insurance policy allocates collected premium to cover claims



incurred by the plan. Often the largest portion of the premium (usually around 50%-60%) of what is collected is used by the insurance company to pay day-to-day claims.

**3. Pooling Fund** – in some cases the premiums collected on an insurance policy are not enough to cover larger, more catastrophic claims. Insurance companies know this and create ‘pooling points’ into each policy. This portion of the premium (as much as 30% to 50%) is set aside and added to the pooling funds of other policies to spread the expense of these larger claims.

Pooling is, in effect, association based blending of multiple policyholders/ employers funds to manage higher risk/cost. This portion of health insurance, which is not usually understood by policyholders, is the primary reason insurance plans were originally formed and put into place. By pooling a portion of the premiums, insurance plans are able to create a collective pot (so to speak) where in all employers can access that fund when a large claim arises.

The greatest flaw in the current pooling structure of health insurance is that employers have no knowledge or control of who they are ‘pooled’ (or associated) with. Since the greatest driver of health insurance expense are those claims that are paid by the pool (large claims), the ability to contain those costs is critical to keeping premiums lower. If employers were able to know who they are associating with, they might make better decisions surrounding which insurance companies they choose. They could also work together collectively amongst the other associated policyholders/ employers to better manage these larger claims costs through cost containment strategies.

It is because of this last point that we are seeing a greater move towards Health Captives. Health Captives provide all of the protection of traditional insurance, but are

more employer engaging and offer participating employers the ability to continue to pool their expenses but work alongside their pooled partners to better manage costs, share ideas and impact the overall expense of providing health coverage.

### THE DEVIL IN THE DETAILS

What is to come of the recent executive order to allow for broader access and development of Association Plans is anyone’s guess. The executive order was just the first step in the process. There are still multiple steps before any employers are accessing newly developed association platforms and this could take years.

First, the insurance market must respond and develop a platform by which employers can associate their plans – note that insurance companies have been largely rewarded financially by the current state of healthcare and health insurance, and as we have previously discussed, they are already associating the plans they manage through risk pools which provides significant protection and profits to them, so don’t expect them to all line up to respond to the executive order. That said someone will step up in an effort to gain access to new/more market share the question is which company will do so and when. Once one does and has success, others will fall in line.

Another detail that will need to be addressed is on the regulatory side. Fully Insured plans, while mandated by the federal government per the ACA, are actually regulated by the states. Each state has their own set of rules and regulations. Insurance companies must structure the plans to comply with these varied requirements. Now that the federal government (through executive order) has allowed association plans to be developed, the oversight of these plans will need to be established before they are effective and accessible.

Finally, insurance companies issuing association plans, will need to establish structures on how they issue insurance contacts. Under ERISA, to be afforded protections of the law, employers must follow very specific guidelines in how they offer coverage and manage their plan. Because of this, insurance companies require each employer to have a contract. In an association plan, there will need to be an entity that holds this contract. Other things to consider are how premiums will be collected and remitted and what is the impact to the association if one of its employer members doesn’t pay their bill.

All of the issues outlined above can be addressed and solved, but it will take time to do so. It will also take a desire for the markets to respond which they may not be quick to do as this new development is the result of an Executive Order, not Congressional Law. Executive Orders can be temporary, and should insurance companies choose to pursue the offering of association plans, we are likely a year if not years away from them being available. Given the current political climate, insurance companies are presumably hesitant to invest time, energy and financial resources until more permanent legislation surrounding association plans is passed for fear that the executive order could be overturned and all of that investment was a waste.

After its passage it took nearly five years before the majority of the provisions of the Affordable Care Act were enacted, and that was a law passed by Congress and signed by the President. While the recent Executive Order could bring positive results to the insurance market, it could be some time before any of us see or experience this next phase of healthcare reform.



G. Seth Denson  
Principal & Co-Founder  
of GDP Advisors, LLC



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# franchisee | Larry Vigil

**Franchisee Name:** Larry Vigil

**Title:** President

**Company:** Vigil Ventures, Inc.

**Age:** 55

**Family:** Just Kim and I. We never had children.

**Years with DP:** 40

**Years as Franchisee:** 22

**# Stores:** 14, with 2 more on the way soon.

**Store Locations:** Amarillo and Lubbock DMAs

**#Team Members:** 430

**Boards:** West Region Advisory Board a few weeks ago.

**Awards/Accolades:** 3 silver and two gold Frannys. Also my wife and I have had several awards from the American Cancer Society over the years for involvement and fundraising.



Larry & Kim in Maui for the Franchise Forum Meeting

**Domino's Career Path:** I delivered pizzas through high school and college in Denver and Boulder, CO stores. After college, I stayed in Domino's and went into management where I managed a bunch of stores in the Houston corporate area. I spent time as an area Supervisor and Franchise Consultant until I bought my first store by cashing in my 401k in 1995.

## Key Accomplishments:

3 Silver and 2 Gold Frannys

## Biggest Mistakes:

My biggest mistake was not using a professional accounting firm for too many years. I switched to Horne years ago and they have helped me greatly improve my awareness of my finances. Also, a lot of things I used to worry about are gone now... things like IRS compliance, and payroll. I think that mistake held back my company's growth for many years in the 2000s.



Store #6866 OER Celebration

## Local Organizations Involved In:

American Cancer Society

## Best memory while running a store?

I'll have to think about this one. I've always loved running a store. I actually miss it quite a bit. I tell people that all the time. I hate being stuck in an office doing paperwork and such. The GM position was by far my favorite job in Domino's.

## Is there a Franchisee mentor who has attributed to your success as a Franchisee? What is the best advice given to you?

I do not really have a franchisee mentor or best advice received. However, my Dad taught me by example to work hard and to be tough when things are not going your way. I can't imagine being any other way.

## How would your childhood friends describe you during your "early days"? Would they be surprised by your success as a Franchisee?

I started in Domino's so young that most of my childhood friends are usually amazed that I'm still in it 40 years later.





Store #6870 GM, Jonathan Busby, receiving his 4th Rolex.

**During the years you have been with Domino's, what experience/event has made the greatest impact on your life?**

The one event that stands out is when I was a GM 30 years ago. A director of operations came to visit. His name was Bob Thompson. As he was leaving, I stopped him and said if he needed any help from me to just let me know. He gave me a surprised look. Next thing I knew, I was an Area Supervisor. It was about then that I realized I could go as far as I wanted with Domino's. Bob Thompson has since passed away, I think about what I learned from him about business often. He was my mentor in the early days of my career.

**In all your years with Domino's, what is the funniest thing that ever happened while you were in a store?**

I can't think of a good one immediately... except for trying to install an oven hood back in 1999. We were cash poor, so my friend and Operations Director, Victor Portillo and I decided to relocate a store by ourselves. Everything went fairly well until the time came to hang the oven hood. We were stumped. The only thing I could think of was pulleys and rope. So, we went down to the hardware store and bought these little pulleys and some rope. I guess we asked too much of the little plastic pulleys. So there we were, 4 of us with ropes tied around our waist, backing up, struggling for hours trying to get this giant hood up in the air. You probably had to be there, but it was the funniest thing I've ever been a part of in a store.

**Extremely tough call that every one has an opinion on, but who is on your Domino's Mount Rushmore?**

I've got to say Tom Monaghan. I'm sure everyone says that but he is the primary reason for our success as a Brand.

**Over the years, who in the Domino's family has been the biggest influence on you? Personally? Professionally?**

Not sure. Neighboring franchisees have had a big influence on me for sure. I look up to and admire guys like Jim Gerety, Brian Bailey, and Alan Murph for how they have grown and operate their business.

**Best Advice you have ever received was from who and what was it?**

It was from my Dad. It may not have been in these exact words, but he said, "Just because you don't like something, that doesn't mean you can't stand it." I've had to think about that when things get tough in the job... and in life.



Store #6863

**REIMAGING**

**How many stores do you have with the new Pizza Theater image?** All 14! Whew!

**How many are reimaged?** 6

**How many relocated?** 4

**How many new?** 4

**If you had to do it all over again, what would you do differently?**

I'd would have made smaller lobbies in my big city stores. The seats don't get used like I thought they would.

**Any tricks you can pass on to help your fellow Franchisee?**

I like the way G4 does the sneeze guard glass better than the original way.

## TEAM MEMBERS

### What tools are you using for recruiting, hiring, and retention?

We are transitioning from snagajob to indeed at the moment. Hiring is getting tougher. We are trying to reduce the amount of time between application and NTO.

Larry's nieces Isabella, Olivia & Sofia after a pizza making class



Larry at his office



## MANAGEMENT

### As an operator, what are the two most important things you rely on from DPLLC?

Quality ingredients and great marketing.

### What is your management method/style?

I like to delegate as much as I can.

### What has been your greatest challenge?

Lately, it's been hiring in the small towns.

### How do you find capital for expansion?

I use Pacific Premier Franchise Capital. I've used them for all of my new stores, remodels and to refinance my debt at a more competitive rate. What I like most about them is how they work with me to make a complex process as easy as possible. We have a great relationship. When I work with them, I know they genuinely care about me and the success of my business.

### Is there a specific best practice you have implemented that you would like to share with fellow Franchisees?

We came up with an idea to have all of our above store management do one self OER per week on a rotating schedule. Each store gets at least one self OER per week by upper management this way. I believe this has helped our OER scores tremendously. We also celebrate our successes in OER scores with a cash bonus handed out by our management team at a store meeting. For every five star result, every Team Member that has worked in the store the previous 7 days get a bonus equal to the score. So, if they got a 95%, we hand out \$95 cash to everyone.

### How does your membership with the DFA benefit you?

Mostly from the help from fellow franchisees and advice on issues facing all of us.



### What do you consider when recruiting?

I just hired a HR director, Shawn Aitken, last year. Shawn worked for Corporate in Ann Arbor for many years. She is helping us refine our recruiting and onboarding with her years of experience.

### How have you handled rising employee costs?

We haven't been paying drivers tip wage for a couple of reasons. One reason is unemployment is very low in this part of Texas. The other is I'm worried about going through a DOL audit and them finding minimum wage violations that we failed to catch somehow.

### BOTTOM LINE

### How do you measure your growth?

The way I measure successful growth is if the EBITDA on a new store can cover the debt. Sometimes, that is tough in the first few years. A few times it's tough even after a few years in my smaller markets.

### What is your current greatest need from DPLLC?

Help combating the upcoming headwinds to making profit.

### Where do you want to be in 5 years?

I would love to be debt free on all of my pizza theater projects so I can start some real wealth planning.

### Remaining top three things still left on your bucket list?

Travel. I've been dying to go out and see the world. I think my wife and I may have some time in the next few years to get away a little bit.

### Is there anything else you want others to know about you, either personally or professionally?

I'd like people to know that I am a very small part of what happens in my company. I've been blessed with a great team who keeps everything rolling along very smoothly. Thank you to Victor Portillo, Allan Wells, Brian Ganus, Shawn Aitken, Theresa Robertson, and of course my wife, Kim Hovland. They are the true heroes behind my operations.

Right Top: Store #6863's sister store grand opening  
Right Bottom: Larry and Kim in Maui  
Left: Larry and Kim at an American Cancer Society Event





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## Third Time's a Charm?

### Mike McDermott

**W**e have finally completed the relocation of our store. This store was our final Pizza Theatre reimage. We chose to move the store from an old small strip center to a freestanding building right across the street. The location was an old gas station on a traffic controlled corner consisting of two secondary streets. While this location is not on the main street in town, it still has a good traffic count and is right down the street from the local high school. The store had been in the same location since about 1986, so our customers were very familiar with where we were. Obviously, moving right across the street, our demographics did not change, so our post moving sales increases were a direct result of the actual building.

This relocation is definitely a matter of "if I knew then, what I know now...". There is actually a good chance we would not have made the decision to relocate if we knew the extent of what this renovation was going to take. I am very happy with our sales after the move. We had several goals we were hoping to achieve with the relocation. I have been very pleased with every aspect of what we were trying to accomplish with the new building. Well, every aspect except the price. I am still trying to get over that.

I would like to lay out my results and some of the thinking that went on before, during, and after the big move took place, and let you decide if you think a

similar move might make sense in your organization. I am still up in the air about whether at my age and tenure, it was a smart financial decision. Emotionally, I think it was good. I get a great feeling pulling into the store. It is really nice. But, as we all know, you can't

take emotions to the bank. This is a business after all, and its sole purpose is to make money.

The new location is directly across the street from the old location. The new store has great ingress/egress as did the old store. So, two big factors in any store's success are basically the same between the two locations allowing us to eliminate them as reasons for any increases or decreases in sales. We did add some additional new services at the new store. We added seating for 28, some outdoor seating and a pick up window. Of course, we had a new look, new signage, and way better visibility. All of these factors have played a role in our sales since the move. I have limited seating at our other two stores. Neither of those stores generate much in dine in sales. The new store is a different story. We are still not good at marking orders as dine in instead of carry out, but we are seeing about a 6% order mix from dine in customers. I actually believe this is a little higher, but the orders are marked as carry out. I think this number will increase a little, hopefully getting as high as 10% average ticket.

The next added service is the pick up window. Last Friday night, we had a two car line in the pick up window three times in a hour during the rush. There isn't a way to track pick up





window usage, but we probably had 11 or 12 cars in an hour during that rush. I would say at least 20-30 cars over a weekend day. That puts us at about 10% of orders also. I wouldn't count on all of the dine in and pick up window customers as incremental sales, but I estimate a large portion of them are. We have a lot of kids from the high school after school coming in to eat and hang out. On football Fridays, we have had over 30 kids in the store at one time. I will tell you that is an experience. They are mostly well behaved and we have some fun with them also. I think they enjoy the experience and atmosphere we provide. We also have customers that tell us they used to go to Pizza Hut because they had a drive thru. We have now won them over and if we keep giving them great service, they will stay with us.

The important part is sales. Last year, this store was up 12.5%. Before the move, we were up 15.2%. We are up 31.3% for the 13 weeks since we moved. This does include a week we had a hurricane in which we lost power for two days but still had a record week and were up 85%. With that taken into account, we are up significantly even without that week. Just talking about sales numbers, we were up \$2,434 in weekly sales before the move, and \$5,184 increase after the move. This does include the hurricane week, but we would not have done as well as we did if we were at our old location. We run about a 33% CMR, that gives us a \$907 incremental profit per week. That does not take into consideration any efficiencies we gained by being busier. Unfortunately, the \$47,164 in annual profits may not cover the additional costs involved in the new building.

The total cost of the project was way over what I estimated. I thought we would be into the project for a little under \$700K. Let's just leave it as, I wish it was that price. We bought the land, had to remove three gas tanks, one hydraulic tank and an oil tank. Once that was completed, we had to have the ground tested to make sure there were no contaminants.

Fortunately, there were no problems with that and we moved forward. We had architectural drawings done along with site plans. We kept two walls of the old building which allowed us to use the major remodel codes instead of new building codes. Site work alone was about \$100k. Time was another huge factor. We purchased the property in June of 2016 and did not get opened until late July of the following year. Everything just took longer than I expected.

We had a very low rent at the old location. We increased the rent at the new place and now pay it to ourselves, by about \$2,000 a month. We paid for most of the project with cash we had saved. If we had to finance most of it, I don't believe the rent would be enough to pay the note. We are building equity so that is a big added benefit. There are many things I could have and maybe should have done differently to minimize costs, but it wouldn't have saved much. The good thing is that it is my last store that had to get reimaged. I am hopeful we will be able to keep sales climbing. I have done no local advertising since about February. We are doing some fun things for the high school kids to keep them coming in. We have T-shirt Tuesdays. We got a bunch of shirts from High Tech Graphics and give them out to the kids from 1P-3P on Tuesdays with each order over \$10. We are thinking about adding some sort of Facebook check-in to go along with that.

There are more ideas we can do with the new building. We can

do car washes, school tours, or drawing contests on the chalk wall. I think we got a lot of customers who would have never ordered from us at the old location. Whether it is enough to cover the cost of the project is not known, but when I pull into the store with the dining room full and a car at the pick up window, I do get a nice warm feeling inside. That has to be worth something.



Mike McDermott  
Franchisee: PA, FL

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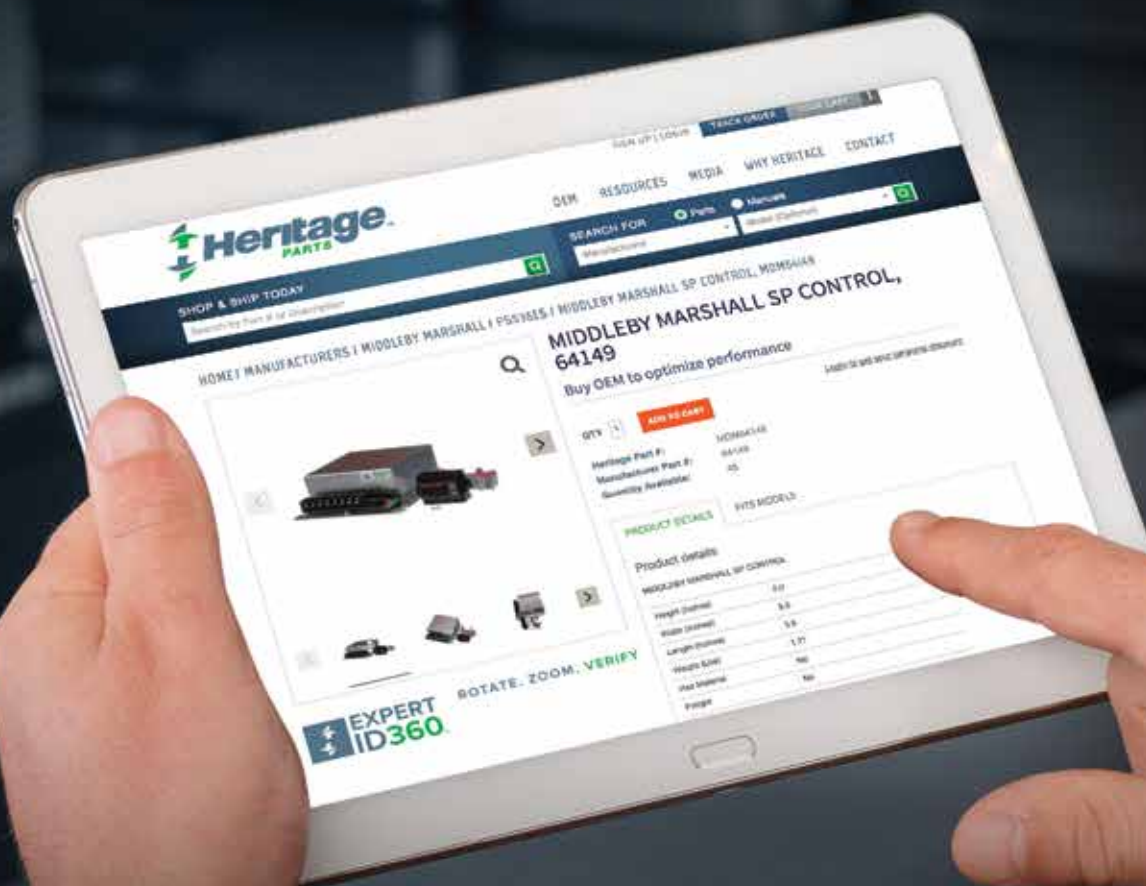
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# Safety, Security and Loss Prevention Workshop Hosted by DFA

## Safety Hotline

Sometimes as you work hard to deliver a great product to your customers, serious safety and security incidents can happen to your in-store or delivery Team Members such as robberies, assaults or homicides. In the event that happens, one of the first things we recommend you do -- after making sure your Team Member gets any medical attention he or she may need, is to report the incident to the Safety Hotline.

Calling the Safety Hotline is not about letting "Corporate" know an incident occurred because someone didn't follow the rules, it's not about blaming anyone. It allows the Domino's Safety and Loss Prevention team to receive the information in a timely fashion and in turn, get you any necessary support you may need to handle the matter. We ask that all serious auto accidents, injuries, and security incidents are called into the Safety Hotline. Serious security incidents are armed or unarmed robberies - either at the store, the delivery address, or the bank, and any situation in which our Team Member was physically or sexually assaulted.

The Safety Hotline has several goals. The most important one is getting you the assistance you need in an emergency. Once the appropriate Team Member/s receives the information, he/she may contact the Franchisee or area leader to collect information and assist in collaborating with local law enforcement, participate in team meetings, provide EAP resources or Media and TUSA Best Practices.

Again, this helps you get the support and assistance you need from us to handle these emergency situations as quickly and painlessly as possible.

To reach the Safety Hotline, call 1-800-284-0911

*Submitted by Cleopatra Kilonzo, Loss Prevention Administrator & John Gregg South Region Safety, Security and Loss Prevention Specialist.*

## Tiger Reporting

The Tiger Reporting Series continues to provide a meaningful strategic advantage to the Domino's brand by assisting Franchisee's on how to assess for, and identify lost sales and manipulation occurring in their stores.

It's important to remember that Loss Prevention isn't merely internal or external theft, but includes many areas of operational performance related losses.

One example - while considering promoting a CSR into a Management role, you see that the CSR has the highest % of abandoned orders in their store. Even if they are not engaged in theft, they are clearly not engaging with your customers as well as others in your store, and perhaps aren't the ideal choice for a role expected to coach others on effective customer engagement. There is a huge difference between 'taking orders' vs 'selling the brand / selling your great products' through great customer engagement which results in measurable performance impact.

While each Holiday season brings additional traffic to our stores, there is also an accompanying short-term financial need for Team Members who all too often choose to use store funds as supplemental income. Tiger reporting will be key to seeing when (not if) this happens in your stores as well.

The Domino's Safety, Security and Loss Prevention Team remains committed to assisting our partner Franchisee's identify losses occurring every day, and they do so using the very same reporting available to all Franchisees.

*Submitted by Ryan Berkey, Audit and Loss Prevention Manager*



## Security Workshops

On September 20, 2017, the DFA partnered with Domino's Safety, Security and Loss Prevention team to hold their 9th Safety and Security Workshop in Cincinnati. The one-day workshop was deemed very successful according to John Glass, a 29 store Franchisee and DFA Midwest Chapter Board member. The workshops continued to focus on improving profitability and crime reduction. The workshops are designed to better prepare Franchisee's and

Supervisors in creating a safer working environment in their stores and for delivery drivers while on the road. Both Franchise and Corporate employees lead training seminars in an open forum to better prepare them to find solutions. At every workshop, special police officers from the local law enforcement community educate Franchisees about local crime and how to build a better relationship with them in the event an issue occurs. Look for more DFA Safety and Security Workshops coming in 2018.

*Submitted by Tim Erb, West Region Safety, Security and Loss Prevention Specialist.*



Domino's Safety and Loss Prevention Team



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# Food Safety and 2018 OER Changes

## Ray Wageman

### Three Key Changes to the 2018 OER will go into effect on Jan. 1, 2018

There have not been any major changes to the OER in several years, and changes to this program are taken very seriously. They are made only when there is a clear need and a strong business case. So, why change now? The case for adding additional food safety checks is stronger than ever today and we want to be the brand with the safest and highest quality food for our customers. Period.

Excellent Product, Service and Image are still the key drivers in our business. They are core to who we are and what customers have come to expect from us. But, food safety is a growing priority in our industry and so it needs to be front and center on the OER. This will help leverage the OER process as a defensive tool to protect the brand and your investment as a Franchisee. This re-emphasis on food safety will be an ongoing, evolving process to continually ensure the best for your customers.

#### What are the Big Changes?

First, a **Food Safety** section has been added. This will replace the current Sanitation section and will be much more extensive.

Second, The Ultimate Question and Domino's Experience questions will be eliminated. Customer feedback will be more effectively captured in the new "Customer Satisfaction Scorecard", which is now available on PWR. Think of this as more of an offensive tool to drive customer frequency and retention in your business.

Finally, the "Training System" question will be eliminated, as this information can now be collected from the HPYou learning management system.

#### A Closer Look at Specific 2018 OER Changes:

There will be two changes to the Product section:

- The "Products within shelf life" question will be moved to the new Food Safety Section.



The "Thin crust" question will be eliminated. However, all criteria will still be evaluated under "Approved Product Procedures."

- The Product Section will go from 36 points to 32 points.

Changes to the Service Section include:

- The "Ultimate Question", the "Domino's Experience" questions and the "Training System" question will be removed.
- "WOW the Concern" will go from 3 points to 2 points and be evaluated as pass/fail. (The same as WOW the Greeting and WOW Driver at the Door.)
- The overall service section will go from 32 points to 26 points.

No changes will be made to the Image or Safety & Loss Prevention sections.

The Sanitation section currently has only 3 questions and a total of 5 points. This is where you will see the biggest changes, including the name change to Food Safety.

- The entire section will now be 15 points.
- Refrigeration temperatures will remain the same at 3 points.
- Proper hand washing will go from 1 point to 3 points.



- Sanitation procedures will go from 1 point to 3 points.
- Products within shelf life is moved from the product section and remains 3 points.
- End-bake temperatures is a new stand-alone question. In the past, this was captured under two different questions depending on what product it was. Ensuring products come out of the oven at 165F is an important “kill step” that we need to validate in all stores to help protect the brand.
- Pest control service performed by a Certified Pest Control Operators is a newly added standard. This will be a non-point bearing question. Documentation must be available for review.

We’ve seen what happens to other QSR’s who let their customers down when it comes to food safety. Being diligent about providing the highest level of food safety possible will ensure we don’t get derailed on the road to being the Dominant #1 pizza company!

Ray Wageman  
Director Operations Support  
ray.wageman@dominos.com

#### Here is a look at how each section will change:

Product: 36 points to 32 points.

Service: 32 points to 26 points.

Image / Safety & Loss Prevention: No change.

Sanitation becomes Food Safety and will change from 5 points to 15 points.

## 2018 OER CHANGES

*Prioritizing Food Safety*

**PRODUCT SECTION**

→ **MOVING**

- “Products within shelf life” will move to the new “Food Safety” section

⊖ **REMOVING**

- “Thin crust properly prepared.”
- (Will be evaluated under “Approved Product Procedures”)

**Old Point Value: 36**  
**New Point Value: 32**

**SERVICE SECTION**

⊖ **REMOVING**

- The Ultimate Question
- The Domino’s Experience question
- The Training System question

+ **NEW POINT VALUE**

- “WQW the Concern” will go from 3 points to 2 (all or nothing)

**Old Point Value: 32**  
**New Point Value: 26**

**SANITATION SECTION**

... becomes the new “Food Safety” section

**NEW FOOD SAFETY SECTION**

→ **STAYING THE SAME:**

- “Refrigeration temperatures” (from “Sanitation” section) will stay at 3 points
- “Products within shelf life” (moved from “Product” section) will stay at 3 points

+ **NEW POINT VALUE**

- “Proper hand washing” will go from 1 point to 3
- “Sanitation procedures” will go from 1 point to 3

+ **NEW LINE ITEM**

- “End-bake Temperatures” is a new stand alone question
- “Pest control service performed by a certified pest control operator” (New standard; no point value. Documentation must be available for review.)

**Old Point Value: 5**  
**New Point Value: 15**

POINT CHANGE	CURRENT	2018
Product	36	32
Service	32	26
Image	22	22
Safety & Security	5	5
Sanitation	5	15
<b>Total</b>	<b>100</b>	<b>100</b>

2017 AL HUDDLE

# "Don't Drown in the Tip Pool"

## J. Hagood Tighe & Sheila M. Bias

It's the end of the night. The shift was short-staffed - your General Manager was running the store and working with the insiders. The last driver is out on his final run and everyone is tired. While handling the carryout orders, your General Manager has earned quite a few tips - both from credit card tip lines and generous guests. As a reward, and "thank you" for the hard work, he tells the insiders that he is going to require everyone to put their tips in together and that he will split the tips among the insiders, the driver and himself. If these acts sound familiar to you, you may have a tip pooling problem.

"Tip pooling" is simply the act of sharing tips between employees. While this is not completely prohibited by the Fair Labor & Standards Act ("FLSA"), the specific rules that govern the process are anything but simple.

But, before we get into the rules, it is important to go over a few tip basics and some common terminology under the FLSA. First, it is important to remember that "tipped employees" are those who customarily and regularly receive more than \$30 per month in tips. Additionally, at all times, tips are the property of the employees - which means the company cannot take them away.

Although tips are the employees' property, employees are not prohibited from participating in a valid tip pool or other such sharing arrangement. However, a tip pool is only valid if the sharing arrangement

is among tipped employees - those employees who customarily and regularly receive tips. Stated differently, if the employee is not a tipped employee, that employee may not validly participate in a tip pool. Assuming the scenario described at the beginning of this article was a valid tip pooling arrangement, the General Manager and insiders would not normally be allowed to participate in the tip pool because they do not customarily receive tips. Additionally, the General Manager (and any other manager) would be considered part of the "company" for purposes of these rules and also cannot participate in tip pool.

Tip pools also mean additional compliance requirements for employers. For example, employers must notify the tipped employees in advance of any required tip pool contributions. Additionally, if an employer is taking a tip credit on the employee's minimum wage rate, the tip credit may only be taken on the amount that is ultimately received by the employee.

As you can see from the strict requirements outlined above, the typical Domino's restaurants do not usually lend themselves to using tip pools. But, there are aspects of the business that could create tips for employees who do not regularly and customarily receive tips or who are not normally permitted to participate in tip pools. So, from a practical standpoint, how do you avoid the temptation and/or ultimate sharing that can occur? Consider removing the tip line on carryout order receipts. Another solution may be determining specific rules as to how tips for carry out orders will be

retained - such as, whomever takes the order (or cashes out the order) is the one that earns the tip, even if it is a manager (managers can earn tips, just not participate in tip pools). Also, ensure proper training to avoid the creation of informal, yet illegal tip pooling practices.

In summary, tip pooling is fraught with issues, which could lead to violations of the FLSA. You should consult with your employment attorney for specific questions on executing a tip pool. Importantly, this article only addresses aspects of tip pooling on the federal laws, individual state laws may impose different restrictions. One final note, the US DOL has indicated that it intends to issue new rules on how tip pooling works. Please keep an eye out for potential changes.

*Hagood Tighe and Sheila Bias, attorneys with Fisher Phillips, concentrate their practice exclusively in the labor and employment area, representing Domino's franchisees across the country. Hagood Tighe can be reached at [htighe@fisherphillips.com](mailto:htighe@fisherphillips.com) or (803) 255-0000. Liane Dublinski can be reached at [sbias@fisherphillips.com](mailto:sbias@fisherphillips.com) or (803) 255-0000.*

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803-255-0000





The Domino's Franchisee Forum meeting held in Chicago, September 12-15 focused on preparing our franchise business for the future, with education about how quickly the landscaping is changing. 25+ of our top franchisees and their team members heard 7 different speakers explain how to start to plan their growth, maintenance and exit strategies.

New Forum Meeting sponsors, Andy Horowitz and Nick Niemann caught our attention immediately with a dynamic look at how prepared each of us are for a sudden change in our ability to run our businesses on a day-to-day basis. First Tennessee's Todd Jones wowed us with a deep dive into how successful the restaurant segment is from the lender's side and the staffing challenges that face our stores.

The new DPZ Designated Representative process was explained by John King, and backed up by Horne, LLP representatives, Dee Boykin and Stan Purvis, who reinforced having continuity in your business planning for your estate and exit strategy from your pizza business. Tom Curtis and Matthew Walls drove home Domino's place in the market, our challenges and goals for 2018-2025!

Part of our success is the real estate where our stores sit and a new partner for the Forum is Matthew Arnovitz, of CBRE, which is a real estate site management company serving franchisee's real estate management needs. Matthew is the son of long time franchisee Ted Arnovitz, and it was great to have a legacy speaker, showing the next generation how they can grow in the pizza business.

The Forum is thankful for the long-term partnership with the DFA, lead by Ken Peebles who attends and speaks at every one of our meetings. Ken shared the DFA's priorities of protecting our profit sharing, working with franchisees on preventing and deflecting class action lawsuits, joint employer concerns and the supply chain. The DFA also sponsors the attendance of attorney Hagood Tighe and franchisee/attorney Tareq Hishmeh, and the Forum is very grateful for their preparing and educating us on the ongoing legal battles franchisees are currently facing. These gentlemen shared how they are working to resolve mileage, pay, tip credit and hiring compliance procedures mistakes through educating the attendees on how to avoid making mistakes in the first place.

Operational Sharing led by Mack Patterson is one of the highlights of every meeting. You will have to come to take away some best practices. The deep dive into the strategies and success of fellow franchisee's that share their business practices with the group always blow us away with new ideas and successes, along with some don'ts! Thanks to Chicago area franchisees, Rob Scheiper, Reece Arroyave, Ray Montez and Tony Bronzelle.

We do have fun, family times when we are not meeting as part of every Forum trip! Chicago offered us a lovely dinner cruise on Lake Michigan viewing the skyline of Chicago at night! Plus, two fabulous Chicago Cubs baseball games where the Cubs won both exciting games with plenty of homeruns and a fight! Thanks to the Chicago stores who hosted us on our store tours. Our members had a chance to explore the museums, aquarium and planetarium.

Join the Forum in Deer Valley, UT, March 5-8<sup>th</sup> at the Chateau for reservations 1-877-288-2978. Meeting lead is Daniel Dain. The agenda will be full of operations experts in recruiting and retention sharing their best practices along with legal and financial advice from the DFA. We will have breakout sessions for the Next Generation, and the Women's Leadership Forum, and updates from the DPZ leadership team as well as our strategic partners. Thanks to the strategic partners who made the Chicago meeting a grand slam: CIT - Matt Goyette, NuSutut - Geoff Bell & Jon Hess, Unified Office - Ken Stress, Matt Arnovitz - CBRE, First Tennessee - Todd Jones, Andy Horowitz & Nick Niemann - Merrill Lynch. If you would like more information about joining the Forum or our next meeting, email Diane Barrentine [pizzaprincess@mac.com](mailto:pizzaprincess@mac.com).







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# DFA Membership Letter

Chris Rowe

If I could choose any word to describe the Domino's Brand it would be Momentum!

*"People who succeed have momentum. The more they succeed, the more they want to succeed, and the more they find a way to succeed."*  
-Tony Robbins

Let's talk about success. We see it all around us from topline sales, excellent customer feedback, new store construction to steadily beating the competition. Momentum isn't just a force in physics; it is a contagious attitude that we see in our people as we continue to fuel their motivation.

## IT FEELS GREAT TO WIN!

Just a few short months ago, I came on board with the DFA and I can't help but feel great admiration at the level of commitment the DFA executes in its Mission: To provide Domino's Franchisees a unified organization working to maximize the value of our Member's stores. Working closely with the DFA staff under the direction of CEO Ken Peebles, the strong partnership of our Board of Directors and Franchisees from across the country, has been inspirational and motivational. It's exciting to be part of a Brand in motion when surrounded by people as passionate about success as I am!

What does Passion, Love for our Brand and Momentum have to do with Membership? Everything!

Now, more than ever, Franchisees

have a very strong and unified voice. The DFA Membership levels continue to trend up and are at an all-time high of 64% of Franchisees representing 82% of the domestic stores. When you combine such a large footprint with a good relationship between the DFA and the corporation, the result is having the ability and momentum to accomplish greater things together.

The DFA as the collective voice of the Franchisee body, representing the interests of the Franchisee Members, is good for the system as a whole. We are in a symbiotic relationship with the corporation... meaning one cannot successfully exist without the other. The ideas, goals, input and feedback of the Franchise community are just as critical to the success of the Brand as our next national marketing campaign or product rollout. Continuing to grow the community is our Mission as a whole. Bringing on fellow Members gives us an even bigger voice and continues to drive our momentum and success. For this, I need your help.

Current Members, I ask you to please reach out to non-members to discuss the benefits of Membership and becoming part of this community.

One of the most important benefits is networking with Franchisees across the country and sharing best practices through our new communications tool Jostle! As I write this, there are currently hundreds of ongoing discussions happening in our secure DFA Intranet powered by Jostle. Jostle has been revolutionary in the way Franchisees connect and communicate. The system is very

user friendly as it's similar to many other social networking platforms, but it incorporates many outstanding features such as the file library where Franchisees can share their best practices, systems, training programs, pictures and videos. Having access to these resources and each other 24 hours a day is one of the great benefits of Membership. The collective years of experience, knowledge, and operational expertise of our entire Franchise system are contained under one "roof". Just imagine the competitive edge this gives us against all other Brands!

Another benefit of Membership is the DFA National Meeting, which is held by Franchisees, for Franchisees. This year's National Meeting was in Las Vegas. There were many great takeaways for the Franchisees who attended. We had Special Guest Speakers and Franchisees that shared their best practices. Some examples are: Understanding the New Normal by Robert Gavitt, Understanding the Millennial Workforce by author Scott Stratten, Strategy's to Maximize Profits by Mike Brown and extremely impactful Legal Updates by Tareq Hishmeh and Attorney Hagood Tighe. Patrick Doyle gave a keynote address and then stepped off the stage to surround himself with the Franchisees and answered whatever questions they had. The community was able to meet face to face with many of the vendors they work with on a daily basis, which helps to build stronger relationships. Participants were also able to meet new vendors and sample new products. Friends and colleagues from across the country were able to reconnect in a setting that was paced just right for work and play.



The DFA staff, Board of Directors and various Franchisees from across the country outdid themselves in putting together a world-class meeting focused solely on providing critical information and takeaway value. In this way, the DFA National Meeting is very different than the World-Wide Rally. While the WWR might be the world's biggest (and greatest) pep rally, the DFA National Meeting is designed specifically to help Franchisees improve their businesses.

Did you know the DFA offers the exclusive MOTUS mileage reimbursement program? This program is designed to help Franchisees determine a mileage reimbursement rate that will proactively avoid legal issues. Another key initiative of the DFA is to provide valuable informational and educational meetings to the Franchise community such as the Safety and Security Workshops. I was able to attend our most recent workshop in Cincinnati last September. In this workshop, Franchisees and their team members

were able to benefit from the critical experiences of Franchisees such as Reece Arroyave and Glenn Mueller. They also heard from safety and security experts from the corporate team and vendors that offered specific solutions and programs designed to keep our people safe. More educational workshops will be held around the country in 2018. I look forward to seeing you there!

The DFA also partners with other leading organizations to benefit not only our Brand, but also the Franchise Industry as a whole. The CFA (Coalition of Franchise Associations) influences Congressional Legislation that impacts business owners across the country. In October, I joined our CEO Ken Peebles, Chairman of the Board Jim Gerety, and Franchisees Chris Reisch and Ed Treacy in Washington, D.C. for the CFA annual conference. We worked with other associations in the CFA on Capital Hill to lobby the House of Representatives on legislation that impacts our system such as: SBA Lending laws, ADA Lawsuit Reform,

Health Care Reform, Comprehensive Tax Reform and The Fair Franchise Act.

Join me in getting the message out to all Franchisees about the work and benefits the DFA provides so we can leverage our collective strengths and speak with a unified voice to continue our momentum. Plus, drive motivation as a team to achieve our goals. Thank you to all of the Members who participate in building a strong association. If you have not yet joined, please visit our website at [www.dominosdfa.com](http://www.dominosdfa.com) and click "Become a DFA Member" to learn more.

Have a wonderful holiday and Happy New Year, I'll see you all in 2018!



Christopher Rowe  
Operations Director  
717-719-1333  
[chris@dominosdfa.com](mailto:chris@dominosdfa.com)

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The DFA exists solely as an organization of Franchisees helping Franchisees. To help ensure Domino's Franchisees have a strong collective voice, we need your involvement! In this fast paced competitive world, now more than ever, Franchisees need to be united in order to strengthen your financial health and long term success. Join us!

***"Together... Unstoppable on the Road to #1!"***

Having you as a DFA member allows us to have a stronger voice for Domino's Franchisees!

Please fill in the information below.

☐ New Member

☐ Returning Member

Company Name: \_\_\_\_\_ F Code(s): \_\_\_\_\_

Name: \_\_\_\_\_

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Office Phone: \_\_\_\_\_ DMA: \_\_\_\_\_ # of Stores: \_\_\_\_\_ Shirt Size: \_\_\_\_\_

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Please indicate frequency of payments: ☐ Annually ☐ Bi-Annually ☐ Quarterly ☐ Monthly

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By signing this form, you authorize the Domino's Franchisee Association to process your credit card for your Membership Dues on an auto-renewal basis until such renewal is cancelled. If applicable, you are also granting permission to the DFA to process your credit card for Bi-Annual, Quarterly or Monthly Payments.

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***Please return to: P.O. Box 536, Schertz, TX 78154 or fax to 210.659.0695  
Thank you for your support of the Domino's Franchisee Association!***





## Domino's Pizza Partners Foundation

30 Frank Lloyd Wright Drive Ann Arbor, MI 48106-0997  
Direct Dial: 1-734-930-3297 Email: [partners@dominos.com](mailto:partners@dominos.com)

**Hurricane disbursements to date \$185,011**

**Team Members Assisted to date: 338 (as of October 31, 2017)**

The Partners Foundation is extremely grateful for the generous hurricane donations we've received since both Hurricane Harvey & Hurricane Irma struck. We continue to receive calls related to the storms & are working to help both domestic & international team members affected. Thank you for allowing our team to continue business as usual despite these disasters.



Partners Director Mairin Watson had a welcome opportunity to meet a number of you at the DFA National Meeting. She manned a table, handling a fundraiser for hurricane relief selling 'Domino's Strong' tee shirts and lapel pins supplied by the DFA. Keynote speaker and author Scott Stratten autographed copies of his book *Unbranding* with proceeds donated to the Foundation; Scott advised he was willing to match total dollars in book sales and donate that amount to the Foundation. Many thanks to our 'super ticket seller' and Partners Board Member Franchisee Ray Montez who had \$10K in raffle sales with the possibility of winnings coming back to Partners. Total raised :\$13,390 with the possibility of \$8,650 in additional donations. That brings this year's DFA convention projected total is an amazing \$22,000!!! The Foundation is grateful for this overwhelming support.



Partners sincerely appreciates the generosity of all our donors and thanks those franchisees who elected to actively join the effort in supporting our mission through payroll deduction programs: Robert Briggs, Bart Crum, Geoffrey Crume, Pat Farmer, Mike Hahn, Henry Molina, David Henderson, Anthony Satterwhite, and Jeffrey Smith. We apologize for any omissions and thank everyone for all donations.

**On behalf of all Domino's team members, thank you for your fabulous support!**

# Your DFA Board Members

*For complete Board Member bios, terms of service and election process, please log onto [dominosdfa.com](http://dominosdfa.com).*

## Midwest Chapter



**John B. Glass**  
29 Stores in OH  
513.886.2639 (office)  
[gfp96@gmail.com](mailto:gfp96@gmail.com)



**Steve Gfell**  
*DFA Board Vice Chair*  
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[gfell4@neo.rr.com](mailto:gfell4@neo.rr.com)



**Art Hurteau**  
24 Stores in MO  
417.353.1726 (cell)  
[dominosteam@aol.com](mailto:dominosteam@aol.com)

## East Chapter



**Dave Jenks**  
35 Stores MA, NH, ME  
502.867.7087 (office)  
502.316.3456 (cell)  
[david@bostonpie.com](mailto:david@bostonpie.com)



**Rob Jonas**  
1 Store in NJ  
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[jonaspizza@hotmail.com](mailto:jonaspizza@hotmail.com)



**Osman Qasim**  
51 Stores in NC  
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## South Chapter



**Peter D'Andrea**  
35 Stores in TN, VA, AR, & AL  
704.905.9220 (cell)  
[peter.dandrea@5-starpizza.com](mailto:peter.dandrea@5-starpizza.com)



**Alan Murph**  
78 Stores in TX & TN  
*DFA Board Treasurer*  
210.657.4043 (office)  
512.844.4594 (cell)  
[alan.murph.d@gmail.com](mailto:alan.murph.d@gmail.com)



**Brent Medders**  
27 Stores in AR  
501.753.4111 (office)  
[imaugaman82@aol.com](mailto:imaugaman82@aol.com)

## West Chapter



**Tareq Hishmeh**  
82 Stores in AZ & CA  
*DFA Board Officer*  
805.901.7407 (cell)  
[tareq@hishmehenterprises.com](mailto:tareq@hishmehenterprises.com)



**Mike Brown**  
13 Stores in Seattle  
*DFA Board Officer*  
253.474.4831 (office)  
253.468.8557 (cell)  
[mbrown8528@aol.com](mailto:mbrown8528@aol.com)



**Jim Gerety**  
18 Stores in TX  
*DFA Board Chairman*  
432.570.1990 (office)  
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[james.gerety@att.net](mailto:james.gerety@att.net)



## Forum Representative



**Mack Patterson**  
44 Stores in NC  
704.516.8856 (cell)  
mack.patterson@gmail.com



**Daniel Dain**  
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dwdpizza@aol.com

## Your DFA Staff



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### The Bottom Line (TBL)

Marnie Feinour | 800-237-0704

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Ashley Allison | 216-685-7088

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Marc Friend | 513-701-2014

### Ecolab / SSDC

Philip Perry | 859-312-4041

### ChemxWorks

Gary Shifren | 858-218-4646

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Christie Turner | 877-267-7440

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Jason Gnich | 503-552-9079

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Arthur Rosen or Tim Rhode | 800-630-1021

## ENERGY SAVINGS

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David Ely | 810-227-3377

## FINANCE & LENDING

### CIT Franchise Finance

Matthew Goyette | 603-501-0788

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Angela C. Anderson | 281-902-1972

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### Priority Capital

Jeffrey Parker | 339-293-6113

### Signature Financial

Trey Grimm | 410-419-7107

## HUMAN RESOURCES

### Paychex

Robin Richert | 618-203-9454

## INSURANCE [BUSINESS]

### My Domino's Insurance (MDI)

Jason Upton | 800-251-7407 | 256-738-6752

### GDP Advisors

John Powter | 800-473-8697

### Intrepid Direct Insurance

Bill Strout | 910-217-4252

### MaSSCorp

Jeff Murphy | 800-766-5677

### Renaissance Dental

Tom Dimmer | 517-381-422

## LABOR LAWYERS

### Fisher & Phillips, LLP

Hagood Tighe | 803-255-0000

## MARKETING SERVICES

### Ross4Marketing

Eileen Bromwell | 800-421-1684

### Plasticard-Locktech Intl (PLI)

Tracy Morris | 800-752-1017 ext.1299

### Ansira Engagement Marketing

Lauraliisa Gudgeon | 972-663-1162

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Christopher Wick | 888-SMM-INTL

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### XLT Ovens

Nick Roths | 316-719-3722

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Southeast: Ryan Cochell | 404-676-6093

West: Stephanie Somenek | 480-797-4527

### Genesis Lighting

Magen Bybee | 469-322-1906

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### RiskBand/Whereable Technology

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