



Don Belisle, Sr. Owner of **Recore Trading** Company, L.L.C.

PGM World By Don Belisle, Sr.

There is a lot going on in the PGM industry worldwide at the moment. PGM (platinum group metals) refers to the group of precious metals used to make catalytic converters for internal combustion engines. These metals, which include platinum, palladium, and rhodium, react with exhaust

emissions to make them less harmful. South Africa produces the majority of these elements coming out of the

	Spot Prices	Feb 08,2017	at 13:06 New	York Time
www.kitco.com		Please Press Reload or Refresh to Update		
▲ GOLD 1240,90 +7,50		▲ PLATINUM 1014.00 +11.00	▲ PALLADIUM 767.00 +5.00	♦ RHODIUM 790.00 +0.00

ground. Russia is also a producer of palladium with the Stillwater Mine in the US producing mainly palladium and some platinum. The volume of metals coming from South Africa and Russia are neither predictable nor consistent. These mines producing virgin metal cannot meet the demand of PGM usage worldwide. This is a good thing for us recyclers. The majority of demand for PGM's does come

from the auto industry for use in building converters. As I described in a previous column, the converter recycling industry that provides recycled PGM's to the world is referred to as the "above ground mine".



Salvage yards and converter buyers/refiners are all part of the above ground mine. The chemical reaction that occurs in converters works the same whether the elements are virgin or recycled. These elements never wear out so they

can be used over and over. Remember, this is a world market so an incident in a mine in South Africa can drastically affect the prices you get for your converters in Topeka. The forecast of lower car sales in the US



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or Japan or China can affect the mines in Johannesburg and the converter prices in Oshkosh. These things not only can happen, they have happened and on a grand scale.



In this internet information age, reactions happen quickly and are often knee jerk in their severity. So as you can see, there are an amazing number of factors involved in the amount you receive for the converters you sell each month. As of this writing (late January), there are several potential market influencers. Here are a few I'm watching:

Last year was record setting with regard to auto sales at 17.55 million in the US. This is up from 17.47 million in 2015. This trend is expected to continue. China's auto sales are projected to keep increasing as well.

Emission standards are not getting any less stringent. Sibanye Mining Co a gold mining company from South Africa is in the process of buying the Stillwater mine in the US. They have already passed the anti money laundering regulations and are continuing with the buyout. At the moment, palladium is up 11% since the start of the year and is at a 52 week high. The entire industry seems to

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be in post inauguration optimism. OEM converter manufacturers continue to change the ratios of metals used in new converters greatly. In all but diesel units, palladium is the metal of choice at the moment.

These are some of the things I'm watching. Naturally there are many more things that will significantly affect the PGM's. Remember this is a world market where three companies build virtually all the converters for all autos built anywhere in the world. At the moment, there are parties with vast quantities of PGM's in their inventory. With increases in prices many of these parties will dump their stores into the market to take advantage of the pricing. This alone will keep big price jumps in check. To my

Are You Hiring EAGLES or TURKEYS? By D.J. Harrington



It's really okay to answer that question. It's just you and me talking. That question certainly has befitted me and my family at some point. My daughter runs a company with 26 vehicles; there are lots of employees in her office as well as working in the field. Hardly a week goes by without

a discussion from her, "Dad, what do you think?"

Foremost hiring tip - if you hire the wrong person, having all the fancy management techniques in the world won't bail you out. Not too long ago, I was speaking to a group. During my seminar, I couldn't help but notice one gentleman sitting in the front row, taking lots of notes. His eyes



were buried in his notes and seemed he was more writing than having eye contact. Nosey to a point, during a break, I approached him and discovered he had been involved in lots of startups, and was simultaneously, overseeing several businesses. He explained, *"I only have one job…"* and then finalized his responsibility to these businesses with, *"and that is to hire the right people."* As I listened, he revealed his plan, "If I hire the right people, I don't have

CATALYTIC CONVERTER EXPERTISE

Recore Trading Company has been in the catalytic converter business since the very beginning of catalytic converter recycling. With over 27 years of precious metals experience,

we have assay based knowledge to group similar metal content cats together and process them that way for maximum return.



fellow "above ground miners," these are interesting times. At Recore we hedge metal daily to cover the converters in house doing our best at catching the highs. We also hedge metal for our larger suppliers when they request it. Many times a larger supplier will call and request a metal hedge when they see the market peak. This can be for a future delivery or material that is already processed by us and the metals sitting in our pool account. A typical call is "hey Don I've got 1000 pieces for pickup next week, I see the market is up lock my pricing in today". If you have converter recycling questions or comments, give me a call and I'll share what I can. I am in NO way predicting metal prices, just sharing my observations.

to do anything else! The most important decisions I make are hiring decisions."

Your most important takeaway from reading this article should be that your people make the difference. These days, the only difference between you and your competition is the people you've hired. I tell people in my classes, "hire the RIGHT people with GOOD people skills; we can teach them what they need to know." The success



of every business hinges on its ability to recruit, select, hire and retain winners.

According to the U.S. Department of Labor, about 50% of the hourly employees hired are gone within six months. That's 100% turnover per year! And, the total spent on hiring hourly employees is

over \$30 billion per year. Depressing results, don't you think? Next month in Texas, I am doing a talk for URG (United Recyclers Group). Here are some tips so all of us can hire better. If you attend this class, you should be equipped to identify the EAGLES from the TURKEYS.

Listen to this tip. Check all references of every applicant. When you don't check, you end-up hiring problem employees. The ones you spend all your time managing, eventually firing, replacing, and retraining. Here's what I saw in a warehouse ad in Georgia, "NO Drug Testing". Can you guess who usually shows up for those jobs? Desperate to hire is not a good advertisement. That brings up another issue. When you don't fire someone for stealing, ever wonder why the other 20 employees started to steal too? Some managers, over work their best employees to the point of burnout.

Hiring an employee with the wrong attitude can significantly impact customer loyalty. At the Colorado Auto Recyclers group that I spoke to last week in Colorado, I reminded

EAGLES or TURKEYS? Continued from Page 2

them that 68% of customers who stop associating with our businesses do so because of an employee's indifference toward the customer.

I must admit to you in times past, I thought I had hired people who were definitely EAGLES. They acted like and talked like EAGLES. Unfortunately, somehow between the time I interviewed them and the time they showed up for work, they had turned into TURKEYS.

I asked one guy, "Do you have a twin brother?" Not understanding my question, he replied, "No, why?" I could swear the guy I interviewed was extremely different from the one that showed up at work. Was he an EAGLE or a TURKEY? Watch out for people that sound too good!! How-to-interview books that help applicants become experts at getting jobs are available everywhere. Unfortunately, some applicants studying those books aren't experts at staying in the job.

When EAGLES turn out to be TURKEYS, we figure it's a training problem. When training doesn't work, we think it's a motivation problem. Additionally after lots of time

Working Together By Sandy Blalock



Working together is not a new idea. In fact since recorded time, people have worked together for the greater good of all. Automotive vehicle recycling is such a valuable industry not only to the businesses involved but to all of our communities we serve. Automotive recyclers are well known community

advocates, but we remain a mystery to many. We as an industry must help remove the misperception surrounding our industry by working at the grassroots level. We know that to grow something you first must plant the seed and then tend to it ever so diligently to make sure it thrives. Nothing is truer than our industry's grassroots network.

Now you may be asking where does one start? The best place to start is right in your business. Make sure your employees

understand how important it is to be involved in their community and show their pride in what they do for a living. So many people are involved in social networking and share absolutely everything that goes on with their lives so why not show off what you do so well. Don't be afraid to brag about your accomplishments and that of our industry. Another area we absolutely must work on is being engaged with our legislators locally, statewide and nationally. Invite them to attend any and all functions that you have including open houses and state conferences and effort re-evaluating the circumstances and results, things aren't much improved. As I told my daughter, we just end up with a trained, motivated TURKEY.

If I can help you better through personal conversation, please call me. Remember the main reason employees fail isn't because they can't do the job but rather because they won't. They're TURKEYS masquerading as EAGLES!

Hope to see you at URG. March 23rd through the 25th in San Antonio. If you need more information about URG, give me a call. They are a great group.

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and don't forget to invite them for a facility tour. If you put in a new system that really makes a difference in how you manage your vehicles, show it off.

When was the last time you attended a city council meeting? Do you keep up with what is going on in your community? Do you visit your legislators? Have you ever been to your State Capitol during a legislative session? Are you involved with or attend neighborhood association meetings? If you

> answered "no" to any of the above, you could be seriously out of the information loop. Decisions are made daily by legislators, city and county council people that affect businesses with or without vital input from those it might affect. Don't waste any more time; you must get involved now. I know that we are all busy with our professional and private lives, but no time is better than the present to make that conscientious *continued on page 4*

STATE-OF-THE-ART EQUIPMENT

Recore Trading Company is the only catalytic converter buyer

throughout the Northeast and beyond with a state-of-the-art in house precious metals lab, milling and sampling line and de-canning stations. Selling to us cuts out all of the middlemen and you will maximize your bottom line.



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decision to make time to help yourself and your business succeed.

We are sometimes our worst enemy when it comes to educating our communities about the value of our services. We have access to so much information about our industry, and we need to make sure that it gets distributed. Our industry newsletters and publications have so much value that it is a shame not to share them. Make sure that your customer waiting areas are full of industry publications. Post newsletters where everyone can read them, including your employees. When exciting news about your business or our industry is in the news, make sure that you send it to all your state and federal legislators.

I have always believed that educated customers are the best customers to have. They do their homework and know what they want and how much they are willing to pay for it. Truth be told, they save us so much money because we spend a whole lot less time trying to convince them to make a purchase. Keep that in mind when you reach out into your community to educate them about the automotive vehicle recycling industry.

ARA and your State recycling associations are valuable resources for the information you need to help educate policymakers and community leaders about our fantastic industry. Contact state agencies that you already work with such as the environmental, health, hazardous waste, water quality, air quality and even licensing agencies to see if you can help them understand the industry just a little better. Invite them to tour your facility and offer to work with them for the mutual benefit of all. So often I have seen agencies that oversee our industry truly not understand what we do and just how good we are at managing end of life vehicles. We have a lot to share and we must never stop trying to reach out to others to help them understand the benefits of the professional automotive vehicle recycling industry.

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Stop spinning your wheels! Grow with goals and a marketing plan!



By Mike French

Most recyclers fail to promote their business properly because they have no defined goals or marketing plans in place. Typically, they get up each morning, go to work, buy a few cars, sell some parts, put out a few fires, go home,

and repeat the routine the next day. Time goes by, another year passes and they haven't gotten ahead in business; they've only been spinning their wheels. If they've done any

advertising, it was usually a yellow page ad in the phone book. How do I know this? It's because I speak to recyclers daily on the phone; and I talk to them at conferences. I ask them about their marketing plan and this is what they tell me.

Someone has rightfully said, "If you

continue to do what you've always done, you'll continue to have what you've always had." The truth is: you can't

PLATINUM GROUP METALS KNOWLEDGE

Recore Trading Company has spent years analyzing 1000's of catalytic converters in our precious metals lab and have proven time and time again that no grading system will maximize a customer's profits. The value of just one cat from the same

year, make and model vehicle can vary from \$70 to \$185 based on the precious metal content.



continue to do the same thing, day in and day out, with no goals or marketing plan in place, and expect different results from what you've been getting. You've got to do something different! Nothing changes until something changes!

If you notice others succeeding in the same business as you and you are spinning your wheels, you will probably discover they have a marketing plan in place and are working the plan. If you want to succeed, you need a plan,

"If you aim at nothing, you will hit it every time" Author Unkown too! A marketing plan starts with a description of what you want to accomplish when promoting your company. It continues with ideas of how you are going to accomplish it. Not having defined goals or a marketing plan is like trying to build a house without a foundation.

There's a Bible story about a foolish

man who built his house on the sand. He did it because it was easy digging. Everything was fine until the storms came. According to the story, the rains fell and the winds blew until his house was gone! The "good old days" are gone! If you've been in business a while, you can remember when you didn't have to do much marketing to sell parts. There was little competition. Business just came along. It was easy digging. But then, rains came and winds blew. The storms of competition came! Now customers are being exposed to many parts buying choices. They receive attractive parts offers from many directions. They get them in the mail, by broadcast fax, by email, by searching the Internet. They can get parts the next day or so from all across the country! It is

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now very common for a salvage yard to ship parts anywhere in the world. Salvage yards on the other side of the country are now your competitors!

These "storms" are causing many salvage yards to change the way they do business. And you must, too! You have to build your business on a hard rock foundation of clearly defined goals with a solid marketing plan to achieve them!

Here's what to do.

Clarify what you want to achieve. Decide where you want to go and what you want to achieve. Define the target of your marketing plan. Not having a clear, well-defined target is like shooting an arrow into the air and hoping it hits something. Unfortunately, most recyclers just shoot an occasional marketing "arrow" into the air and, predictably, don't hit anything! It's like playing "hoopless basketball." Can you imagine what that would be like? Where would you throw the ball? How would you keep score? You need to be able to measure results. You need a way to correct strategies to improve your game. As outlandish as targetless archery and hoopless basketball may sound to you, that is how most recyclers approach their marketing. They have no clearly written plans or goals. Therefore, results are erratic and difficult to measure.

Begin with a personal business survey. It's only after you know what the numbers are that you can set goals to increase them. You need to know how many clients you have per month. You need to know how many are current customers and how many are new customers. You should know how much money you make from each customer and how much it costs you to acquire a new customer.

Consider the big picture. Where do you want your business to be in a few years? Projecting your goals for five years ahead is no longer good enough! How much money do you expect your company to gross and how many employees and customers do you expect your company to have in the next few years? What new equipment and changes in your facility do you need? What steps do you need to take to accomplish each goal? Write each goal at the top of a page and develop logical steps to accomplish those goals. Decide what marketing strategies you will use to promote your company this year. Select the strategies that will work best for you. Here are a few typical strategies you might consider. You could do a direct mail campaign or have a customer referral incentive program or do display ads in trade magazines and/or local publications or use e-commerce, radio and television spots or advertise in the yellow pages or do personal sales calls to shops or do billboards, trade show exhibits or do on site promotional sales events. Of course you don't have the budget to do everything, but you can do some of these things to promote your business.

Once you've chosen your marketing projects for the year, write down each one at the top of a piece of paper; then develop a logical step by step plan and decide on a budget to accomplish each one. Write down the target date of when you plan to start and complete each project. Have a back up method or way to accomplish each logical step in your plan. Once you have thought through the process, put any repeatable process into a system that can be duplicated over and over again. This will save you hours of time in the future.

After you have started using a couple of marketing strategies, add more. Keep adding marketing strategies until you've implemented as many of them as you can. The more strategies you use, the better the results.

Finally, make a daily appointment with yourself to do marketing and planning. Schedule this time and make it a solid part of your daily routine. Don't do anything else during this time. Don't answer the phone. Don't receive visitors. Keep this time strictly for marketing and planning. Be consistent and well organized. Pick a time that is the most productive for you. If you can't get the job done at work because of interruptions, find another location for your planning. One client told me the library worked best for him. It was quiet there and he could do research. Whatever works for you, just do it consistently to get the results you plan for!

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Tools for Success – Need to Borrow? There's Money Out There If You Understand How a Banker Sees Your Business

The first article in this series listed more than 25 tactics to increase your

By Ron Sturgeon

business success, all of them based on my experience. I started with nothing and didn't get to college, so I know you can achieve maximum success, regardless of your education. E-mail

me to get the first article or any of the other articles in the



CALL US TODAY TO INCREASE YOUR BOTTOM LINE

Maximize your profits at Recore Trading Company!! We do everything in house from de-canning, processing, milling and sampling, and precious metal lab analysis cutting out all of the middlemen. We also sell our end product to an automobile

manufacturer for the making of new catalytic converters. Our customers are consistently seeing significantly higher returns for their product. You will get paid **MORE** at **RECORE!**



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series. Each of the articles after the first takes a closer look at one of the tactics.

I have written about this topic several times, but it comes up regularly in my consulting assignments. Recyclers are typically conservative borrowers. The older generation of yard owners never borrowed. They didn't borrow because, in the period between 1970 and 1990, salvage yards were well capitalized and very profitable. Typically, in these two decades, yards had gross margins in the 60-80% range and net profits of 20-30%.

However, as the industry has changed, moving from retail to wholesale, computerizing, margins have shrunk and many operators haven't make the changes needed to maintain profits. This failure to change with the times has left some yard owners with less capital. Some are thinking about borrowing for the first time.

In other cases, new operators entered have entered the market more recently and they are less resistant to taking on debt. Sometimes, the passing of the business to the next generation meant that children inherited a business with less capital and they often were more willing to consider using debt.



Recyclers, here are very clean and easy handling 275 gallon plastic totes for storing oils, antifreeze, or any other liquids. They have all caps and bungs included along with a tightly sealed draining valve to empty the fluids easily. Also after cutting the tops off they are a good source to storing catalytic converters, cores, radiators, and much more. We have them listed for 100.00 each, but will be offering a "**recyclers deal**" for only 60.00 each picked up in Goffstown, NH.

For more information call: Hebert's Used Auto Parts, ask for Dave 603-623-3573, toll free 1-800-499-3573 Or email Ron at: rjtheberts@comcast.net

YOU WILL GET PAID MORE AT RECORE!

The Recore Trading Company team is always looking for new, innovative ways to earn your business. Customer satisfaction is our utmost



concern and we promise you prompt, courteous and friendly service based on our core values—honesty, trust and dependability. After all, most of our customers have become our long lasting friends. So if you've been thinking about calling us, give us a call today! I started with almost nothing. My dad died and left me a tiny inheritance, a few thousand dollars and a half-interest in a VW bug. After my father died, my stepmother threw me out. I was a senior in high school and I was homeless when I started my business career, so I don't believe that obstacles prevent determined people from succeeding.

I believe you can be anything you want to be if you work hard enough and have a passion for learning. I didn't go to college, so I don't consider earning a degree as important as having a strong work ethic. Because of my work ethic and life experiences, I am not afraid of taking on debt for the right reasons.

Unfortunately, some yard owners decide that they need to borrow once their business is losing money and they need operating cash. They believe a loan will help solve their problem. In reality, unless they examine the business and fix the underlying problems, borrowed money will just delay failure for a short time.

A few years after Ford Motor Company purchased my yard in the late 1990s, my friend Dixon Thayer and I and one other partner purchased Greenleaf, Ford's auto-salvage division. At the time, it was losing lots of money every month.

Dixon became CEO. He understood that the division's problem was not a lack of money. The real issue was we weren't close to being profitable. He insisted we not try to grow Greenleaf until we could prove we could do it profitably.

The turnaround was painful. We had to lay off hundreds of employees, to overhaul buying, and to review every expense line. We did what we had to do to help the business return to profitability. We changed in fundamental ways.

The bottom line is simple: There is plenty of money out there. In most cases, banks want to make loans, especially to well-run, profitable businesses borrowing to grow. Naturally, bankers are a lot less eager to make loans to businesses with declining profits and owners drawing big salaries and not solving the issues preventing the business from being more profitable.

What is profitable from the bank's point of view? If you are paying market-rate rent (or debt service) for your real estate, and including reasonable salaries, you should be making 10% net profit. You should be making slightly higher net profit if your business is small (less than \$200k per month), and maybe slightly lower if your business is much larger (\$200k+ per month). But those are minimums. Many yards are making 20%, and if you have profits above 10%, you likely can grow with internal cash and you probably don't need debt.

However, if you want to grow more or faster than your capital allows, earnings at these levels will prove to your banker that you can pay back a loan. I have one other bit of advice: Learn how to calculate debt-service coverage. (Google it or pick

Tools for Success Continued from Page 6

up my book Getting to Yes with Your Banker on Amazon). Understand what the banker is looking for BEFORE you pay him or her a visit.

Before you apply for a loan, work on becoming more profitable. Many operators wait until they've run out of cash to consider making changes they need to make. They are 20 years behind the good operators, and it can certainly be hard to grow and become profitable when you are "running on the hub" with your cash.

If you're struggling and losing money or making much less this year than last, perhaps the best investment you can make is to hire a consultant like Bill Stevens, Jim Counts, Robert Counts, or Mike Kunkle. Any of them can give you a condensed one-day course about all that must change to get yourself back to profitability. When a business is struggling, the owners often believe that they cannot afford to pay a consultant for help. In fact, they can't afford NOT to.

Another way to get help is to come to the annual URG convention. Often the operators who would get the most

February ATRA NH Meeting

The February meeting was very well attended. The meeting was called to order and President Dave Wilusz went through old and new business. Bruce Crawford touched on things going on in the legislature and assured us he is on top of any new laws that would affect our businesses. Don Belisle from Recore Trading Company gave his monthly market report on the commodities we deal with. Then we were fortunate to hear our guest speaker Wayne Peasley. Wayne is a former state trooper and DOT enforcement official. In retirement Wayne now owns and operates Peasley Consulting Company. They do all things related to operating trucks legally on the roads. They do onsite training of drivers and managers, they represent you if you are subject to a DOT or IFTA audit and they are expert witnesses in court cases. Wayne put on an excellent and informative presentation followed by many questions from the members. All in all another great ATRA meeting.

from sessions on best practices are the same ones who think they don't have the time to come. If you're struggling, dig deep, and show up.

Remember only you can make business great!

Ron Sturgeon, Mr. Mission Possible, has been a successful business owner for more than 35 years. As a small business consultant, he can deliver wisdom and advice gleaned from an enviable business career that started when he opened a VW repair business as a homeless 17-year-old and culminated in the sale of several businesses he built to Fortune 500 coÛanies.

Ron has helped bankers, lawyers, insurance agents, restaurant owners, and body shop owners, as well as countless salvage yard owners to become more successful business people. He is an expert in helping small business owners set the right business strategies, iÛlement pay-for- performance, and find new customers on the web.

As a consultant, Ron shares his expertise in strategic planning, capitalization, coÛensation, growing market share, and more in his signature plainspoken style, providing field-proven, and high-profit best practices well ahead of the business news curve. Ron is the author of nine books, including How to Salvage More Millions from Your Small Business.

To inquire about consulting or keynote speaking, contact Ron at 817-834-3625, ext. 232, rons@MrMissionPossible.com, 5940 Eden, Haltom City, TX 76117.



Wayne Peasley, former state trooper and DOT enforcement official of Peasley Consulting CoÛany was the guest speaker.

Not All Things Are What They Seem!



Do you notice anything different about these 2 catalytic converters? They actually look identical and they must be worth about the same amount of money. Correct? If you said yes, you would be mistaken. Our precious metal lab analysis showed us that the cat on the left contained a lot more precious metals than the cat on the right. They may look alike on the outside, but what's on the inside makes the cat on the right worth \$90 and the one on the left \$180. Now ask yourself how you want to be paid? Do you want to sell your catalytic converters as scrap at a fixed price varying from buyer to buyer or as precious metals maximizing your profits? There are no guarantees in life, but this is pretty close to it and a no brainer. Everyone who has tried our in house process has made more money!!



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Laughter is the Best Medicine



Two blondes are on a beach on Long Island, watching a beautiful moonrise.

One says, "I wonder which is farther – Florida or the moon?"

The other says,"Well, duh! Can you see Florida from here?"

An elderly couple had dinner at another couple's house, and after eating, the wives left the table and went into the kitchen.

The two gentlemen were talking, and one said, "Last night we went out to a new restaurant and it was really great. I would recommend it very highly."

The other man said, "What is the name of the restaurant?"

The first man thought and thought and finally said, "What's the name of that flower you give to someone you love? You know, the one that's red and has thorns."



"Do you mean a rose?"

"Yes, that's the one," replied the man. He then turned towards the kitchen and yelled, "Rose, what's the name of that restaurant we went to last night?"

Hospital regulations require a wheel chair for patients being discharged. However, while working as a student nurse, I found one elderly gentleman already dressed and sitting on the bed with a suitcase at his feet, who insisted he didn't need my help to leave the hospital.

After a chat about rules being rules, he reluctantly let me wheel him to the elevator.

On the way down I asked him if his wife was meeting him.

"I don't know," he said. "She's still upstairs in the bathroom changing out of her hospital gown."

A senior citizen said to his eighty-year old buddy: "So I hear you're getting married?"

"Yep!"

"Do I know her?"

"Nope!"

"This woman, is she good looking?"

"Not really."

"Is she a good cook?"

"Naw, she can't cook too well."

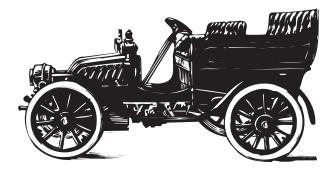
"Does she have lots of money?"

"Nope! Poor as a church mouse."

"Well, then, is she good in bed?"

"I don't know."

"Why in the world do you want to marry her then?" "Because she can still drive!"



OUR DOCK IS OPEN MONDAY THROUGH FRIDAY

Recore Trading's dock is open Monday through Friday from 7:30 AM to 4:00 PM for drop off with professional buyers available for immediate cash payment.





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