

Jon Hersey – Spy Fishing

By: Leo N Ardo

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Preface

Each year 18M people fly fish - only 5M swing a fly rod at least a second time - these "echoes" are considered an enthusiast. In the enthusiast group, 75% are men, 53% of group are over age 35, and 52% are unmarried.

Annual retail sales for fly fishing products, from the cheapest fly tying materials to the most expensive 6 piece pack rod, approach \$2.48B - an average of \$500 per enthusiast. Additionally, \$1.1B is spent on vacation packages, associated lodging, and clothing.

It is believed the first use of artificial fishing flies was in the second century by a Roman, Claudious Aelianus.

The winner of the national fly tying contest in Bozeman, Montana, took home \$25,000. The Madison Tie One On derby, where fly fishermen can use only one fly per day, has a \$125,000 first place purse.

5,000+ fly shops, and a shrinking number of big box stores, provide goods and services to 5M fly fishing enthusiasts.

Vegetable Wrap

Jon Hersey (being careful to word the Biz Planner report so his boss, Paul Tyler, will not discover his clandestine involvement with Injector One) is completing his final report on the Grindell Injectors purchase of Injector One:

- management has been blended together
- the remodel of Grindell's former facility is in progress
- contracts with Injector One and Grindell customers are finalized
- Ian Breck decided to retire to farm property he purchased near Marlow from four sisters scattered throughout the west
- only employee lost was Charles Johnson, a childhood friend who quit out of loyalty to Ian
- Grindell is on track to begin payments to Biz Planners in three months.

It's been three weeks since Ian "decided" to sell Injector One to Grindell. It has been three weeks of intense, time-consuming concentration closing the Grindell deal. Luckily there were no concurrent Zeta assignments. It's Tuesday, and no jobs or assignments on the schedule for at least six days.

Jon is three steps down the hallway going for coffee, when the beep from the Scrambler goes off on the computer. *[Jon wishes he had put a bar sink in his home office. Alissa would not have objected to an office coffee maker. Then, cleaning the carafe and dumping the grounds would not require hauling them through the house to the kitchen. Oh well, coffee will have to wait].*

One login code, one password, and one "Spot" entry to the childhood pet's name inquiry followed by a ten second delay. The next Zeta disruption assignment "details" are displayed on his laptop.

Zeta Consulting Group

Target Company:

Alston Medical Supplies
1285 Oak Tree Road
Lebanon, Ohio 42690

Owner:

Mark Dayton (suspect)

Office location - downtown Cincinnati at 3427 Bengal Way
Suite 525 and 527

Instructions / Details:

- arrange soonest possible meeting with Daryl for details.

Jon (to himself), *[The previous three Zeta assignments came with full details. ... "meet with Daryl for details" ... unusual departure from the Zeta model ... why?!]*

Jon's next disruption assignment for Zeta Consulting Group is in Cincinnati. Concurrently, the next Biz Planner job will likely be in Park City, Utah, if he read Paul's hints correctly. The travel distance for this combination of private assignment and public job locations is the farthest so far. The first combination was Miami Flower Imports for Biz Planners and for ZCG was Publishers Printer making counterfeit \$20 bills in Atlanta. The second concurrent combination was Charlotte for Biz Planners long time client Great Foods Prepared Meals (the Vegetable Wrap guys) and for ZCG it was the American Tire Company, in Scranton, selling tires to Columbian and Venezuelan drug cartels. The third combination was luckily in the same city of Tulsa.

Jon calls Daryl. The call goes direct to voice mail ... Very unusual! ... after the beep, Jon leaves his message, "calling to set meeting to discuss new assignment. I am at home for next ten minutes then will be "in a tunnel" for about two hours" - (Jon's banter to Daryl that he would be running without his cell)."

Dressed for the cool mountain air, Jon starts his run. His mind begins thinking about the two unsettling events of the past 20 minutes; - incomplete assignment file from Zeta, - and Daryl not answering the "bat phone". After three minutes of getting nowhere with so little data, one of "Alissa's axioms" enters his mind ... things are not always as they appear to be. His thoughts shift: - how can I get some fly fishing lessons?, - should receive Biz Planners' job in next few days, - hope Daryl can meet without airfare being required, - next BP job will be different, - a start-up, not an established organization, - could be fun, - travel between Cincinnati and Park City could be problematic, ...

Too many flies ... So little time

Paul Tyler is a workaholic Monday 8:00 AM through Friday 5:00 PM; and, the world's greatest dad on weekends. The modern day saying - work hard, play hard - fits Paul perfectly. Between work and family activities Paul can be found tying flies, planning a fly fishing excursion, or maintaining his fishing equipment. His favorite saying is "the correct fly attracts the right kind of fish" and he uses it as the answer to nearly all difficult business problems. (Jon thought of an old TV series every time he heard this. If Paul was a toga clad, blind, Chinese Kung Fu master who started every sentence with "Grasshopper" - the image would be complete.)

Paul's office has been redecorated by Susan "Suzie" Anne Carpenter - Tyler. (Suzie was related to the 70's singing duo, The Carpenters, and wanted everyone to know ... *[when you are young]* ...). For a "company man", Paul has a lot of non-work decor: - two sets of crossed fly rods, - three basket creels (one

used as a candy dish), - two mounted fish (taxidermy done by a young master craftsmen in Billings, Montana), - four artisan framed fish prints purchased through an exclusive mail-order company, - and two fly fishing magazine subscriptions for employees to peruse while waiting for Paul to get off the phone. Calling Paul a fly fishing enthusiast was like calling Louis & Clark a couple kayakers.

Jon was surprised by the hints that he would be the project manager on the upcoming Utah fishing company job.

Returning from his run "in the tunnel", Jon found another surprise on his cell phone. The message expected from Daryl was missing. Instead, a message from Paul to call about the fishing job. It was early enough with the time difference to have an hour discussion with Paul. Paul answered on the first ring: - "hello Jon. Thanks for getting back to me."

- "what is up on the fishing job?"

- "we have so much work that, as much as I would like to, I can not work the Fly Fishing Wholesale Group job. They have plans to meet in Park City starting on Monday morning. It's a start-up, not an established business. It's an old concept applied to a different industry. Basically, they want to sign up local fly shops to become members of a buying group. Members then get fly fishing items at wholesale. More members means more buying power means better pricing to group members."

- "how do the big box stores effect this?"

- "their claim, which appears to be sound, is the "destination" shops still have healthy sales; and, the big box stores are shrinking the floor space committed to fly fishing. Additionally, the big box stores are carrying only the high movers."

- "did you have a modified "presentation" model you we're going to use?"

- "I will send you their business plan. I had planned to validate their assumptions, do some potential member surveys, and investigate product offerings. Some vendors will sell to brick and mortar stores only. This type of restriction may impact their plan."

- "I will need to do some cramming. The local fly shop has been around for at least 10 years. They have fly fishing lessons, tying materials, and accessories ... Tell me about the partners?"

- "five businessmen that own other small businesses. They have varied backgrounds: - marketing, sales, operations, accounting / finance, warehousing. Some of the other companies they own sell medical supplies, elementary school books, imported housewares, thermal clothing, imported rugs, and construction rentals. They are all avid fly fishermen ... Their biz plan is in route. You should receive the email in the next few minutes ... Call if you have any questions? We don't have the usual three week prep time."

The phone call ends with the usual pressing of the "end" key just as the computer beep acknowledges the receipt of the Biz Planner email.

Biz Planners, LLC

6932 Orchard Plaza
Boca Raton, FL 23758

Client: Fly Fishing Wholesale Group

No address - start-up analysis

Principles / Owners:

1. Carl Walden, CW Manufacturer Imports, Oakland CA, imports housewares
2. Gary Holstein, Great Ed Books, Boise ID, elementary school books
3. Mark Dayton, Alston Medical Supplies + Dayton Thermal Wear + Persian Rug Imports, Cincinnati and Lebanon OH, self explanatory
4. Janice Anderson, Home Testing Labs (7 Locations in MT, WY, WA, CO, NV, CA, UT), Spokane WA, home testing for mold, radon, drug manufacturing saturation, etc
5. Howard Jones, Howie Rentals, Corvallis OR, construction equipment rentals

Market Analysis:

1. 18M people try fly fishing each year
2. 5M classified as enthusiast (go fly fishing 2+ times per year)
3. Market size is \$2.48B annually for fly fishing tackle and gear
4. Additional \$1.1B annually for related vacation, lodging, and clothing
5. Average enthusiast spends \$750 per year for fly fishing
6. 5,000+ fly shops. 4,200 destination shops (remote locations with little competition)
7. Shop locations are distributed 55% west of Mississippi River : 45% east

Funding:

1. All partners initial start-up amount is \$2.0M per each
2. If additional funding is needed, all partners have opportunity to contribute. Shares of company's stock are shifted according to each members total contribution.
3. 1700 fly shops in western states with minimum sales of \$470,000 is \$800M annually. Signing 10% of shops is \$80M per year.

Operational Plan:

1. Create "family" of fly shops where 51% ownership is held by Fly Fishing Wholesale Group (FFWG)
2. FFWG provides marketing, inventory management, warehousing, and distribution
3. Purchase existing shops where possible.

4. Open new shops in prime locations.
5. Membership drive starts in Montana; then adjacent states; and so on
6. Fly shop provides guide service, lessons, lodging, etc through agreements with local guides and lodges for a fee
7. Shop selection based on: - location too small for big box store, - locations with "dense" recreational property, - owner / partner has passion for fly fishing, - at least four years ownership, - growth potential of 10% per year minimum

Marketing Plan:

1. Branding through fly fishing and tying magazines
2. Flyers / coupons mailed to subscribers of fly fishing magazines
3. Consumer shows. Give away lodging, fly fishing gear, or guided trip
4. Advertising in fishing proclamations
5. Gifts for fishing clubs fund raising efforts
6. 3% of all sales go to fishing habitat rehabilitation. Press releases to national fishing periodicals

Jon immediately recognized that Mark Dayton was on both the Zeta and Biz Planner reports. The complications began to form in his mind: - could he keep the two projects separate?, - could he be congenial to Mark on the job and disrupt him on assignment?, - WOW, he can not run into Mark in Cincinnati, it could destroy his Biz Planners "cover" job, potentially alert Mark which would ruin the planned disruption, and void his value with Zeta.

Double Jeopardy

Daryl's call came while Jon was making his favorite pasta sauce, which had been passed down to Alissa, through four generations. Alissa had enjoyed teasing Jon that her family's secret sauce had more people attempting to "steal" the recipe than there were Italian restaurants ... in Italy. She kept it from Jon until they learned of her failing chemo treatments. Their one let-your-hair-down food-fight took place during the cooking demonstration where Alissa revealed her great-great-grandmother's recipe.

Jon picked up the phone, looked at the caller ID, and chuckled when he read "Bat Phone" ... *[if Daryl only knew]*

- "Daryl, where are you traveling to this week?"
- "I am going on a little vacation to do some fly fishing in Jackson Hole ... Right after I get you the Cincinnati file."
- "Fly fishing!?!"
- "meeting a couple old friends for our annual big fish contest."

- "this is a little awkward, but my "real" job is a group of small biz owners investigating the start-up of a new fly fishing distribution company. When they ask, I would like to say I've been fly fishing."
- "You would fit in with my old friends and add a little spark to the conversations; but, there can be no Zeta discussions once we land in Jackson Hole. We can review the Zeta file in an Air Travelers Lounge rental conference room at the Denver Airport; And, I will book your ticket on the Rocky Mountain Airways 3:25 flight to Jackson. See you at 10:00 tomorrow morning."
- "why was the Zeta file missing the details?"
- "It's Peter's request, I'll explain at 10 tomorrow ... By-the-way, do you have fishing gear?"
- "no, what do I need?"
- "I have an extra rod and reel. We can get you some flies, waders, and stuff when we arrive in Jackson Hole."

Next morning ... Jon, excited about: - learning to fly fish, - a different type of Biz Planner's presentation, - the mystery of the Zeta assignment, - and his first visit to Jackson Hole, nearly misses the entrance to Rocky Mountain Rental Car. He backs his Jeep Grand Cherokee into his reserved spot, removes his bags, and puts his keys in the computer bag. After two minutes, Terri stops the courtesy van in front of the Jeep

- "missed you on Monday. Thought you were sick."
- "no. Worked a couple days at home so I could go fishing the rest of this week ... I might have to go right to work from my vacation. Any problem if the Jeep is here for 10 to 12 days?"
- "no problem. Which airline?"
- "Rocky Mountain"
- "leaving early - must be going to Sun Valley, Idaho."
- *[can't tell her about my four hour session with Daryl before going to Jackson Hole.]* (to Terri) "four days in Sun Valley - maybe I can get a tan there."

Jon finds the members-only Air Travelers Lounge and wonders if they will let him in.

- "Mr. Hersey, you're expected in conference room three."
- "how did you know who I am?"
- "Mr. Alexander said you would be carrying a Biz Planners computer bag with an Angel pin. There is coffee, tea, and water in the conference room. Anything else we will be happy to get for you from the bar."
- "thank you. Tea is all I need."

Daryl has the logo'd Zeta Consulting Group folder setting on the table when Jon enters the room. Jon sets down his carry-on then reaches for the folder.

- "before we start, Peter wanted me to tell you the Tulsa assignment was well done - clever solution, quick completion, no jobs lost, HumVee's are back on schedule - Peter says, thank you! He sent your \$20,000 bonus to the cancer treatment center in Tulsa."
- "tell Peter thanks. I appreciate the donation and the compliments."
- "let me tell you what Peter's worried about. Peter's friend, Carl Walden, is very concerned about Mark Dayton - the target of this disruption assignment. Carl asked if Peter still had contacts who might be able to help Mark. Carl says Mark is the kind of guy who puts his family first, is an active PTA member, on the board of the Cincinnati zoo, sponsors local little league teams, and helps clean his church. Lately, he has been keeping to himself and avoiding anything public. Peter wants you to handle this like any other disruption, but keep in mind there might be something more. Carl does not know about Zeta and thinks Peter is checking with some old buddies. Which means you may have to report directly to Peter on occasion."
- "I have a bit of an issue with this assignment. Mark Dayton is one of the five owners involved in my next Biz Planners project. If I run into Mark while in Cincinnati, the assignment is blown. I have no reason to be in Cincinnati for Biz Planners. This could get me fired from Biz Planners; and, mess-up the disruption. My value to Zeta could be gone. Additionally, the spread between these two locations may take me longer to conclude this assignment. Increasing the chance of running into Mark. And, Paul's plans to partner with Fly Fishing Wholesale Group would be in jeopardy."
- "let me think on that while you read the file."

Jon opens the folder to find the usual single sheet of paper summarizing the disruption.

Zeta Consulting Group

Target Company:

Alston Medical Supplies
1285 Oak Tree Road
Lebanon, Ohio 42690

Owner:

Mark Dayton (suspect)

Office location - downtown Cincinnati at 3427 Bengal Way
Suite 525 and 527

File number: 21-7404MD JH. Access code: Sbx286!Lw

Instructions / Details:

1. Investigate Alston Medical Supplies and Mark Dayton for illegal sales of medical supplies to terrorist organizations. These supplies are being sold to Pakistan company suspected of being a terrorist front.
2. Uncertain how medical supplies are being transported to Pakistan.
3. Uncertain how supplies are being funded
4. Mark Dayton takes three to four trips annually for his Persian rug business.
5. Mark Dayton owns two other companies. Neither is suspected of illegal activities. Dayton Thermal Wear located in Cincinnati private labels thermal clothing for several major brand names. Persian Rug Imports also located in Cincinnati sells area rug made in Pakistan to the public.
6. All companies are private. Mark Dayton has owned companies for more than five years. Alston Medical Supplies is the latest acquisition.
7. Military contracts require all post-shelf-life, and packages broken for samples, to be destroyed.
8. Marine and Army medical corps are experiencing shortages of common battle field supplies.
9. Army conducting internal investigation - they believe supplies are stolen after delivery.
10. Scuttlebutt indicates more injured, captured enemy combatants have wounds covered with packaged bandages - not the tied rag bandages of before.
11. Solders not receiving best battle field medical treatment - enemy receiving improving care.

Jon closed the folder - laid it on the conference table - looked at Daryl and said "outside of Mark Dayton begin a part of the job and assignment, this appears to be straight forward." Daryl said he would see if Peter had some input on the Mark Dayton surprise.

Daryl ordered lunch from the Air Travelers food service ... Fish sandwiches ... "getting you ready for the rest of this week ... Now about your first fly fishing trip ... "

Can Shopping be Fun?

The plane lands in Jackson Hole - the rented SUV is ready - and on the seven mile drive between the airport and town they pass by three elk, twelve deer, two buffalo, one road biker, seven mountain bikers, four hitch-hikers, and ... The Tetons. Daryl pulls into the town square and parks in the only empty stall, which is across from the famous Bill Johnston Outdoors Emporium - the destination for fly fishing stuff (and other outdoor gear) in Wyoming.

"Gearing up" takes two hours and \$1127.54. Jon leaves with: -waders, boots, leaders, six dozen assorted flies, hat, fishing shirts, polarized sunglasses, vest, accessories, ... and a big smile.

Jon also left with valuable knowledge about shop ownership. Daryl arranged for his friend, Bill Johnston, to help Jon select his fishing equipment and supplies. Bill talked about the gear Jon bought, - fishing in the area, - the difficulty of starting a shop, - impact of seasonal sales, - the huge number of vendors for a small business this size, - inventory control struggles, - problems with unusual weather, - seasonal labor, - etc.

Two men carrying four ... full ... large ... Bill Johnston Outdoor Emporium logo bags, walking down the wood sidewalks, attracts attention in Jackson Hole, Wyoming. After the bags are loaded in the SUV, Daryl drives to the home of Scott Hunter. A silhouette of a sail boat sits atop the log entry arch to the 300 acre site. Daryl tells the reader's digest version of Scott's custom design-and-build sailboat factory. His company is the number one custom sailboat builder in America. It's five minutes down a tree-lined gravel road to the clearing where the house sits above the Snake River [*no!, more like a big cabin, - No!, it's a lodge*].

A similar rental is parked on the gravel area across from the "lodge". Daryl pulls up next to the other rental and says "David Sontag is here. David is retired at 42. He started Junk-It trash hauling service in Minnesota, expanded to ten states, then sold for twice it's asset value ... somewhere north of 80 million dollars. Don't let their wealth fool you. These guys worked hard for their money, and if you met them on the street, you would never know they are wealthy."

The mini-vacation is wonderful: - Jon picks-up fly fishing quickly thanks to David's teaching technique, - Scott spent an hour teaching Jon how to select the right fly (Paul's favorite saying goes through Jon's mind - the correct fly catches the right kind of fish), - Daryl spent an hour showing how to use the accessories, - and the first "fishing hole" produced two five-pound Rainbow Trout and one two-pound Brown Trout ... The fish ... and Jon were hooked.

On Saturday night, Daryl cooks his special Trout-ala-orange-Daryl-sauce. The food, company, and conversation are great.

Sunday morning everyone packs-up their SUV ... signaling the end of the fishing. Jon and Daryl are the first to leave - Daryl has an early flight - they pull onto state road #2174 and Daryl says, "Talked with Peter. He has assured me that Mark Dayton will not be in Cincinnati next weekend. Apparently, Carl Walden has invited Mark and family to San Francisco for a long weekend."

500,000 Flies

5:00 AM on a Monday is an odd time for his phone to ring, "hello, this is Jon."

- "Jon, it's Peter, sorry to call so early. I've got an international conference call in about 30 minutes and it could last two, two and a half, hours. Daryl called Sunday afternoon about Mark Dayton being part of your "regular" job and our disruption assignment. This is a first for Zeta. My advise is to get as much on this disruption as possible while Mark is in San Francisco this weekend."
- "are we sure Mark will be in San Francisco?"
- "Carl said Mark had agreed to spend the weekend. Just Mark, his family is visiting family in Indiana."
- "anymore info from Carl?"
- "Carl told me he might be the cause of Mark's down mood. Carl convinced Mark to be part of the fishing group you are working on with Biz Planners. He thinks Mark might be having money problems at one or more of his companies, because Mark is worried about something he won't talk about, and he has stopped all his community involvement and donations. This info goes counter to our thoughts about Mark's illegally selling medical supplies for money ... You might consider a carefully worded conversation with Carl and, or, Mark. Do not risk exposing Zeta, or this disruption! I'll call if something new comes up. Call me if anything, **anything**, changes. Continue to handle this as any other disruption."

On the downside, Peter's call was disturbing, and on the upside, Jon now has an extra hour to review his "winging it" plan for the Fly Fishing Wholesale Group meeting.

Gathering five entrepreneurs, with cell phones, to start a meeting is like herding cats. After about twenty minutes of various members coming and going, Jon started the meeting when three of the five members were ready to go. Jon passed out his agenda:

- review of the original plan
- assignments to validate assumptions
- review the financial statements
- discuss enhancements to original plan
- review changes to financial statements
- discuss funding needs
- schedule individual meetings for tomorrow
- review key organizational needs
- Tuesday 3PM is Go / No Go decision.

With the meeting started, the other two members ended their calls and joined the meeting. Jon passed out the original plan which had been prepared by Gary Holstein, the designated accounting guy. Quickly, participation blossomed to almost out-of-control ... more cat herding ... the variety of opinion was surprisingly different from the "Gary Holstein" plan ... the members were having sidebar conversations, interrupting each other, not listening, and trying to hog the floor. Jon tapped a spoon on his tea cup until all the members were quiet, "we

will not get anything done unless we exercise some control. Write your questions and comments down as they come to mind - at the end of each section we will review your input - tweak the plan accordingly - then vote on going to the next step." ... *[cats corralled!!!]*. The rest of the first section goes well and the members are impressed with Jon's quick action and command of the meeting.

The meeting is progressing as planned, the participation is good, the members are starting to have a common vision, the financial review goes better than expected ... Jon's only concerns are the lack of focus and participation by Mark Dayton; and, Carl Walden's weird attention directed at Mark.

After lunch, each member leads the discussion on their ideas and improvements. When all had participated, Jon asked the group if they thought a website service would be a good addition. This new service can provide each fly shop with internet shopping, reservations for guides, fishing license information, fishing conditions, links to articles on fly fishing, cross marketing with local stores and services, mailing lists for marketing, and so on. The members turned into cats again, but Jon let the energy feed the discussion.

Before ending the meeting, Jon took twenty minutes to talk about his experience with Bill Johnston; then, scheduled meetings with each member. Mark took the last meeting time, and from Mark's lack of participation Jon was worried he might not stick around.

Jon is picking up the papers left in the meeting room that might have confidential information when his phone rings ... It's Paul.

- "how is the meeting going?"
- "it got off to a rough start. I had to stop the unproductive behavior. The meeting is going well now."
- "is there an opportunity for us to participate?"
- "before I answer that. Do you think it's a good idea to buy a biz that is also your favorite hobby, past-time ...?"
- "good point! But, let's not pass up a good business opportunity."
- "one of the members, Mark Dayton, seems to be pre-occupied - his interest and participation is low, - might be leaving the group."
- "keep me updated. And, thanks."

It's the end of the first day of what is expected to be a two week job / assignment combo, and Jon is weary from the level of attention he has to focus at the fishing group ... And the additional pressure of direct reporting to Peter ... And Paul's heightened interest in partnering with the five cats ... And the unusual "presentation" requirements ... And the Mark Dayton complication ... It's time for a run!!

Eighty eight minutes later Jon returns to the Park City hotel, just as Mark and Carl enter the restaurant across the street. Jon walked up to the hotel check-in

desk to ask how long the wait and dinner would take across the street. She replied that on Monday's it took a little longer, but usually about two hours.

Jon ordered room service and requested delivery in two hours. Jon quickly cleans up and puts on some casual clothes. Mark's room is just seven doors down the hall.

Jon uses the master "key" (one of those digital cards) he "borrowed" off the maintenance cart sitting in a closet two floors below ... *[State-of-the-art electronic security system easily defeated by an unlocked door]* ... Mark's computer is still on, but it's requesting the password. Jon inserts the thumb drive he received from Peter's forensics guy - it automatically boots the computer - Jon puts on his gloves and starts surfing the saved email, spreadsheet files, documents, pictures, favorites, search history, etc - presses the ctrl-alt-shift keys to launch the file download to the thumb drive - "6 minutes to download files". He begins going through the luggage looking for secret compartments containing secret stuff ... No luck. The notebook is photographed ... Nothing interesting at first look. Nothing interesting in Mark's shaving kit. Nothing under the bed or between the mattresses. The thumb drive is done collecting data and has returned the computer to the same password screen. Jon removes his gloves and exits the room.

The key is returned to its "storage" cart. Jon feels relaxed after a quick shower - 12 minutes to spare before dinner arrives - inserts the thumb drive into his computer, presses ctrl-alt-f9, and the program loads the files onto his computer.

While eating, Jon goes through the computer files again and finds five that are encrypted. All the encrypted file names have 0p3raT!0n_\$un\$3T with a suffix of 1, 2, 3, 3A, and 4B. Jon opens the Zeta Scrambler, then emails the five encrypted files to the forensics guy ... Then presses the ESC key. An examination of the email files resulted in some curious references to Operation Sunset and some vague reference to a zookeeper and two exotic goats. Jon fires-up the Scrambler again, sends the email to forensics, then sends under a new email title the remaining files ... Then presses the ESC key (still amused that someone wrote the Scrambler program so that getting out is done by "escaping"). A few seconds later his phone dings announcing a text message - "got 3".

500,000 Flies + 500,000 Flies = lot of Fish

Day two, like day one, starts before the alarm goes off. But, this time Jon is up to see the spectacular sunrise. Plenty of time to relax before the individual meetings start ... *[Could be a long day!]*

The first meeting starts on-time. Gary Holstein, Great Ed Books owner, unlike some accounting types, he is looking for something "fresh, new, exciting, different, and interesting." Great Ed Books has grown 4% a year for past 10 years. Gary is the author of the original plan that received a beating yesterday morning, but Gary does not care about the beating - "it was a plan that started the discussion." He is "ready to go" : - his \$2M startup cash is "set aside", - Internet addition "sealed the deal" for him, - getting the right assembly / distribution company is important, - wants to be the "accounting and finance guy" because he can "watch out for his money", - not interested in CEO / President position, - worked with Janice at American Sports Equipment, a fortune 500 company, where she was VP of Operations and he was VP of Finance, - thinks Janice is the CEO type because of the "growth she has orchestrated" with her company. His grandpa taught him fly fishing.

Janice Anderson, Home Testing Labs owner, is "in this deal for the payout when we sell the company." If this deal "falls apart" then she will "start a fly fishing school for women in the Jackson Hole area." Her experience is: - working at the family appliance store, - manufacturing and distribution at American Sports Equipment, - a custom wood mantle shop that was a start-up with a boy friend, - then purchased Home Testing Labs from her father's retiring army buddy. She wants to oversee the operations and distribution so she can "manage the costs / waste" through some manufacturing system. Jon asked how she would manage costs ... She pulled two sheets of paper out of her backpack titled "Operations Plan for FFWG" ... 20 minutes later Jon asked if she would be interested in the CEO position; Janice's response - "under the right conditions." Her \$2M is in investments and would take a few weeks to "gather it all together." "I love the Internet addition!" Janice knows Howie, who was a "fishing buddy of the mantle boy friend." Her dad taught her to fly fish at age nine.

Carl Walden, owner and founder of CW Manufacturers Imports, is the oldest member of FFWG. He enjoys the teasing when called "Dad" or "the old guy". Despite his age Carl is the most active, has the highest energy, and probably in the best physical condition of the group. Carl is an ex-Marine and had asked if Jon was a veteran. His love for cooking inspired him to import kitchen utensils, then kitchen ware, and later added housewares. Carl likes to "solve the impossible". He will need to sell some property and investments to "ant up" his portion of the start-up money. Thinks his contribution to FFWG is "watching inventory to make sure we buy the right stuff at the right time." Carl learned of FFWG from his banker, whose brother was the banker for Gary. He was the first kid in his scout troop to earn a fly fishing merit badge.

Carl met Mark "about 15 years ago at a power services convention" - Mark worked for Indiana Power Resources - Carl worked for Ohio Energy and Water - met at the American Power Grid conference in Chicago. They were in the QuickWedge booth signing up for a fly rod drawing. Mark started joking with Carl about bribing the exhibitor to rig the drawing. After a couple minutes of trying to

out-joke the other, they sat down at a hospitality booth for some coffee. An instant friendship sparked their annual fly fishing trips, Christmas cards, birthday cards, and an occasional conference. Carl had drifted off subject to discuss his concern about Mark - Jon let him continue for a while then said they needed to get back to FFWG. [*Jon now understood why "Dad" was looking after Mark*].

Howard Jones, "Howie, to his friends", is the group's comedian and owner of Howie Rentals. Howie has a knack for saying the right punch-line at the most stressful moment. He thinks of himself as a "people person", and has "no problem being the first cowboy through the pass to sign up new shops". He and Janice's mantel boyfriend, Allen, bought the rental company together. Allen had died in a boating accident in Alaska about three years after they bought the company. The life insurance payment paid-off their business loan and bought the first Track-hoe. Howie always enjoyed talking to Janice about politics, technology, and business. Her perspective was always a unique spin that challenged one's thoughts. Howie has his money ready and is ready to start - tomorrow. He enjoys computer projects and would like to be involved in the Internet portion. Janice taught him to fly fish.

Mark Dayton, *the odd duck that will soon have a big disruption in his life*, owns three very different companies. By all information available, Mark is a solid businessman - makes good decisions, manages by instinct and data, and a clever thinker when needed. He arrives nearly 15 minutes late with corners of paper sheets sticking out his portfolio. He is rambling yet his message is clear: - "have to borrow", "wish Carl would mind his own business", "I want to expand Alston Medical", "FFWG is good deal with bad timing for me", "I need to tell the others". [*Jon needs Mark to be involved to minimize the chances of meeting in Cincinnati. Paul Tyler's favorite saying pops into Jon's mind - the correct fly attracts the right kind of fish*]. Jon decides to show his financial statement for the Internet portion to Mark ... hoping Mark will find his share more valuable than expanding Alston Medical. Mark spends several minutes analyzing Jon's numbers - he pulls an exposed corner out of the closed portfolio - holds a report in each hand - hmmm ... hmmm - "what's the error margin, less than 15%?" - "good margins, reasonable overhead, very good upside, conservative assumptions, reasonable assumptions, Internet addition makes this a strong deal. I want to stay involved for now." [*Jon is quite impressed with the quick analysis and the depth of his understanding the entire package. This disruption might be harder than expected*]. Mark taught himself fly fishing after he received his grandfather's rod, reel, and tying equipment.

Mark's late start and the extra time spent to keep him involved chews-up most of the summary report preparation time. The main conclusions are: - one of the owners needs to be the CEO / President to maintain continuity, watch the cash, and push the vision, - the Internet portion improves success by a factor of 2x, - priorities are find and purchase distributor, get startup money in bank, determine

fly shop purchase versus annual volume fees, begin fly shop solicitations, and launch the Internet packages.

[Jon makes a mental note to develop back-up plans for Mark's replacement].

The final meeting starts a few minutes early because everyone is excited about their new adventure. Jon had thought the group might need more team building, but as Alissa liked to remind him - "things are not always as they appear to be." The summary list is reviewed, - some discussion about characteristics, personality, and experience of CEO / President, - and task assignments for each member. Jon passes out biz cards if issues or questions arise. The Go / No go decisions was delayed to evaluate the information from everyone's assignments. Next meeting set for next Monday 8 AM. The meeting ends and the FFWG future owners continue discussing and analyzing ideas while Jon picks-up all the loose papers. *["this was fun!!!"]*.

Unable to get a seat on the 6:24 PM flight, Jon purchased a ticket on tomorrow's 5:48 AM non-stop flight to Cincinnati.

Cincinnati Scintillating Sinammon

In the third of what has become "two-a-day" reports, Peter agreed to verify that Mark went to San Francisco. After an unusually lengthy talk with Peter, Jon hoped for good running weather in Cincinnati.

The half full plane had WiFi service. Jon needing to take every opportunity to stay on top of his two "jobs", opened the laptop - verified the sound was turned off - then launched the Scrambler. A message from the forensics guy popped up:

Jon, encrypted files are still being decoded. Their encoding is unique and might need a code key. The reference to "zookeeper and exotic goats" appears to be related to Mr Dayton pulling his pledged \$150,000 from an expansion project at Cincinnati zoo. End. Zeta Forensics.

[One day, I have got to meet this mysterious Forensics Guy.] Jon uncertain about the security of the plane's WiFi, decides to use the Blotter portion of the Scrambler program, for the first time:

- need more info on Dayton's past - college, high school, employment, family
- determine why he has lately withdrawn from community support activities
- Cincinnati plan: - drive by three businesses, Dayton's home, office, and zoo

- determine if Dayton has a secondary office location - might need to hire private investigator to avoid accidental meeting
- verify Dayton in San Francisco before entering office, home, or factories
- see if forensics guy can help with collection of phone and email communication
- talk with Carl on Monday about weekend - hopefully he will ramble-on again
- review disruption with Daryl on Sunday evening

Jon clicks the "Save" button and a dialog box opens up with text from someone named Anna.

Anna: Kind of a big list for me to work on. I don't do field work, you are on your own there. Blotter is for sending requests for me to gather information for your disruptions. Nice to see you using the encrypted Blotter and not "public access" email. By-the-way, I am the forensics GAL.

Jon: Good to finally meet you, so-to-speak. Any help you can provide on back-ground of Mark Dayton would be appreciated. Also, can you get phone and email records to and from Mark Dayton's home, work, and cell?

Anna: Can help with all requested data. I will check for internet cafe use also. Give me 24 hours.

Jon: Thanks for your help - Forensics Gal.

Anna: No problem! Bye.

The uneventful flight ended at Cincinnati / Northern Kentucky airport gate 24. The white mid-sized Ford rental car was ready for him - no paperwork - just load and go. Jon got out his GPS unit and programmed the first address of Mark Dayton's three companies - Dayton Thermal Wear, which is technically in Kentucky. Taking the last exit before crossing the river, The GPS "voice" directs him to the river front where the blue unmarked metal building sits on about seven acres. The only identification on the building was the sign on the entrance door that said - Dayton Thermal Wear Employees ONLY. Several layers of security were evident from the drive by: - 360 degree cameras on each corner, - standard uni-point camera at the employee entrance, - security badge reader, - and a keypad.

Next stop, Persian Rug Imports, across the bridge, then west for six miles ...

In a large strip mall, nine doors from the west end is Persian Rug Imports. Unlike the thermal wear facility, there is no video security. Jon parks the car and wanders into the store. He is greeted as he walks in the door - the store clerk is pleasant, but there is a slight hint of sarcasm in the middle-eastern accent ...

"Good morning how can I help you?" (- *You Pig!!!*).

- "yes, I am looking for an oval Persian rug about 6 feet by 4 feet that will go with light forest green walls and cherrywood furniture."

- "we can help with that." (- *You Pig!!!*).
- "tell me about the rug quality. I have been warned that some rugs are poorly packed and assembled by children."
- "come, I show you that we carry only highest quality rugs. Also, you will see that our large inventory provide you with color and pattern you desire."
- "good, I have found the right store."
- *[of course, you find right store, where else you go ... Pig!]*. - "yes, yes, I show you. You will see."
- *[there it is again, something has angered this guy today.]*

They walk to the far corner of the store where an estimated 120 large oval rugs are laid flat on a really short table. Next to the stack is a bare short table. The clerk grabs the top five oval rugs and impressively flips them onto the bare table in one easy maneuver. He looks at Jon and says, "you like?" Jon decides to press-this-guy's-buttons - "is that all you have? I want something with more color." Jon could tell he had touched-a-nerve.

- "no, **no** - we have **many** to choose." - The clerk grabs what appears to be eight rugs and flips them onto the first short stack of rugs - "you like!"
- "do you have anything with **more** color?"
- "YES, I SHOW YOU!"
- "never mind. I think I will have a custom sculptured rug made. Thanks."

Jon turns around and walks out slowly. He begins "recording": - five clerks, - all middle-eastern decent, - low quality security system with magnetic slide switches, - show room floor area is only two thirds of building space, - delivery van (outside) has a new cab-over box, - the delivery truck frame is at least 20 years old, - store hours are 10 to 6 Monday through Saturday, - a reflection off the side glass door shows another clerk in the back room eating by a huge box, - as the door closes behind him, the clerks huddle and all begin talking and gesturing at the same time, - and the clerk from the back room comes out and he quickly joins in the talking and gesturing.

Jon thought it was odd for a Mark Dayton company to have such irritating employees. Jon tells himself to not read too much into his "rug shopping" trip. He drives three blocks away from the store before stopping to enter the address of Mark Dayton's downtown Cincinnati office.

Jon has to look through the glass outer walls twice, no three times, to be sure he is at the right building. 3427 Bengal Way. Yes, the address matches. Fate, the gods, the powers that be, or just bad luck has Jon wondering why there is a police sub-station located on the east side of the first floor; and, there is armed building security in front of the elevators. Not all his present luck is bad ... the building at least has public parking. Two parking elevators open on the first floor opposite the Police Sub-station and in full view of the building security counter. Needing a little time to assess the situation, Jon wanders over to the Cincinnati

Scintillating Sinnamon cart - the tag line "Everything Sinnamon" accurately describes the food offerings: - cinnamon rolls, - cinnamon tea, - hot cinnamon spiced apple juice, - cinnamon granola bars, - a variety of cinnamon spiced coffees, - cinnamon candies, - etc, etc, etc ... "One large Italian Sinnamon Mocha coffee, please." Jon was talking to the back of a head of thick blonde hair.

- "that will be \$6.75. Do you work in the building?"
- "no. I am looking for a location to expand my tutoring service here in Cincinnati."

Ms Sinnamon turns around, the name tag said "Michelle" ... the face said Alissa. Jon was stunned - "Alissa" was talking ... but Jon was not listening ... question about being OK - "sir, that will be \$6.75" - Jon snapped back into the real world and handed her a "ten". As she handed Jon the change, Jon said "sorry about that, but you look just like a very close friend of mine." Jon deposited all the change into the empty cinnamon ice cream container labeled with a hand written note - Please generously give to a poor college student that needs to buy books, pay tuition, and eat. Tutoring i\$ extra

Jon sat down at a bistro style table to start analyzing his disrupted disruption. He had a difficult time focusing on Mark Dayton's security dilemma, and kept turning to take another look at Michelle / Alissa. When she finished serving the six customers she walked over to Jon's table.

- "hi, my name is Michelle. I notice that you keep glancing at me. How close is this friend?"
- "very close. She died recently."
- "sorry to hear that. I apologize if I caused you to remember something uncomfortable or painful."
- "have a seat if you like. I see that you also tutor."
- "it helps supplement the income from my cart. I can make enough to pay for my apartment, food, tuition, and books for two night classes each semester."
- "how much school do you have left?"
- "at this pace - four and a half years."
- "how long have you been going?"
- "two and a half years."
- "what's your major?"
- "business"

They talk - between Sinnamon customers - for about an hour: - the cart business, - cart hours are 7 to 2 Monday through Friday, - "loss" of her parents after the divorce, - neither can afford to help with school, - bought the cart totally by seller's loan, - paid off in one year, - improved sales and take home pay by sticking to her business plan, - started tutoring the previous owner's daughter to pay off the cart faster, - tutoring on weekends only ...

Jon has not enjoyed talking with anyone so much since Alissa. He is impressed with her business skills, and joy for life.

Jon offer's Michelle a job as the office manager for his tutoring business: - she can help him get it started, find office space in the building, she can use the office space to tutor her existing students, keep the cart as a safety net until she is comfortable, develop the business plan, set up the bank accounts, get the permits, ... And the pay would be \$2000.00 per month for working from 2 PM, when she closes the cart, until 6 PM, or until class starts. "Think about it overnight and we can discuss tomorrow."

Now it is Michelle's turn to be stunned - "are you serious? Really? I guess it goes to show that things are not always as they appear to be."

Riding up a parking elevator, Jon is surprised at what just happened. He went from needing an idea on how to solve his disrupted disruption, to helping a "poor" yet brainy college student, to starting his own business. Now he would rent space in the same building where Mark Dayton's office safely sits behind all that security.

[His own business - tutoring / helping people - does not have to worry about the complicated flight arrangements to keep his cover job intact - more flexibility to handle Zeta assignments].

He needed to talk to Peter about diverting \$6000.00 per month from the Tulsa cancer center to ... M&J Tutoring, maybe J&M Tutoring, or something like that.

Next stop on the compressed Cincinnati tour is Mark Dayton's home.

The Dayton's live in a upper scale neighborhood. Their five year old home is 10,200 square feet with well maintained landscaping. All the blinds are closed. It's odd there are no bicycles, toys, or balls in the yard. Neighbor homes are mostly full of activity: - basketball games, - dodgeball, - bike ramps being built, - skateboarding, - etc.

A few GPS menu screens needed to select "Alston" from the address book - the third Mark Dayton company is 40 miles north of Cincinnati in the quiet Americana town of Lebanon, Ohio.

It's approaching evening as Jon arrives at Alston Medical. Like Dayton Thermal Wear the security has several levels: - corner cameras, entrance video, keypad, enclosed dock, etc.

It's been a good day. Jon has gathered enough information to formulate an action plan. First target is the highly secured downtown office, then the Persian Rug store, then the Dayton home, then ... Several thoughts enter Jon's mind

simultaneously: - Dayton's home appears empty, - Mark Dayton is solo in San Francisco, - the Dayton family is visiting relatives in *[where did Peter say they were? ... And, that explains the absence of bikes and balls]*. Jon pulls off the highway near a large shopping mall looking for a WiFi network advertised on a store door. Bingo, a local coffee shop is offering free WiFi to customers ... One latte later, he has the "super secret" pass code to log-in to their WiFi - "GreatCoffee". Two minutes later, the Scrambler Blotter is ready to send his request to Anna, the forensics gal - need a list of Mark Dayton's family names and locations, parents, siblings, aunts, uncles, cousins - same for his wife - thanks. One minute later, his phone beeps to indicate a text message, "family info in 2 hr".

Jon enters the highway for the 45 minute return trip to his downtown hotel located two blocks from the future location of his new tutoring service, and with line of sight into Mark Dayton's business office.

Jon parks the car, registers at the desk, enters his room, starts his computer, launches the Scrambler, ... then orders room service. The Dayton family information and Mark's phone logs are available on the Scrambler. Also, there is a summary analysis of the phone records from the forensic gal.

Zeta Consulting Group

- phone log summary
- Mark Dayton disruption

1. Calls from any Mark Dayton phone (cell, factories, and office) to his home number were 2 to 4 per day. Zero calls to home for the last 154 days.
2. 154 short calls from 25 different blocked cell numbers to Mark Dayton's cell during the same 154 days.
3. Not a single call from Dayton to rug shop (Dayton may not need to call. Just my thoughts).
4. Traffic between Dayton and relatives listed in second report is off slightly, but not significant to show any trend.
5. Email traffic has dramatically reduced - subjects, quantity, distribution, etc.
6. The encrypted files referencing Op3r@t!0n \$un\$3T , I believe to be the Operation Sunset you asked about. Mr Dayton recently pulled his funding on the west-end-project at the zoo. The timing of these five encrypted files corresponds with the pulled funding.

A quick review of the Dayton family listing shows there are only two family households in Seymour, Indiana. The rest are in Ohio and New Mexico.

Thursday's agenda: - meet with Michelle, - if she takes job, get permits, bank account, start biz plan, - set-up meeting for Friday to lease office space, - and road trip to Seymour.

Jon arrives at 3427 Bengal Way - parks the car - takes elevator to first floor - then gets in line for another large-Italian-Sinamon-Mocha-coffee ... There are nine people ahead of him, one is a building security guard ... three are policemen! Four minutes later, Jon is number two in line and impressed by the speed of service. He arrives at the cart and a large-Italian-Sinamon-Mocha-coffee is placed on the cart as Michelle says, "you are my millionth customer. If you will wait for about twenty minutes, I will let you know what your prize is."

Jon goes over to the building security counter to find out who to contact, and availability of offices to lease. The guard, from the coffee line, pulls out a sheet with phone numbers, contact names, general pricing, and available spaces for lease. The available space list includes two spaces on the fifth floor, #542 and #544.

Jon looks over at the cart which now has 12 people in line. Michelle flashes her hand twice [*10 more minutes*]. He reviews the list looking for available spaces 425, 427, 625, or 627 - the spaces above and below Mark's office, then takes a seat at one of Michelle's tables.

Michelle sits at the table - "we have about 25 minutes before the 8 o'clock crowd starts at 7:45. Then I will be busy until about 9:30."

- "interested in being the Office Manager for the Cincinnati tutor service?"
- "I googled Jon Hersey and found out you work for Biz Planners LLC. There was no mention of tutoring services."
- "I have been thinking about starting a business of my own. Yesterday, everything fell-into-place. You have the experience for tutoring, the business sense for running a biz, I want a business that helps people, and Cincinnati area has the highest density of colleges plus elementary schools per capita."
- "I can not do anything that would jeopardize my finishing college. It may be slow, but my current plan is at least doable."
- "my suggestion is to keep your cart and tutoring business. Take on a third job setting up the tutoring service, use the office for your current students, and see what the future brings. If you like it, which I am sure you will, we can talk about your next move that makes your degree possible."
- "benefits? Pay?"
- "put together a business plan that works and make sure the salary plus benefits you need are in the plan. We need an operations start-up plan and a separate business plan. Start-ups have unique, one-time needs, and should be analyzed separately. To get started we need office space, permits, bank accounts, etc. This building has competitive lease rates, and it's close to your Sinamon cart. Here is the sheet I picked-up listing contacts and available space. Get us an appointment to see some offices - hopefully tomorrow."

- (Michelle pulls a folded sheet of paper from her back pocket). "here is the biz plan. I have the startup cost highlighted in yellow. My proposed salary is \$2700 without benefits, or \$2000 per month with health and dental insurance."
- "you pick the option that works for you - either option is acceptable to me - getting the right people is always more important than anything else in business."
- (Michelle extends her hand) "we have a deal!"
- "yes we do!"

Jon writes a check to Michelle for \$3,250 which is the amount listed for the first week on her biz plan. They talk about the action item list she prepared until the first "8 o'clock" customer arrives. She pulls a business card from her purse and quickly shows Jon the cell number, and best-times-to-call, written on the back. Jon borrows one of her cards and writes his cell on the back - "I'll call you during "recess"."

Cincinnati Scintillating Sinnamon was busy with 16 people in line, and Jon was on his way to Seymour, Indiana.

Crossroads of America

Seymour, Indiana, "cross-roads of America" is one of a few towns where east-west and north-south railroads cross. Town sign reports population at 19,045. Interstate is lined with well know industrial, manufacturing, distribution, and service companies. It's big enough to turn on the GPS.

The GPS voice - "Ash street ahead on the right in 800 feet" ... "turn left in 100 feet on Ninth avenue" ... "prepare to turn right on Pine street in 100 feet" ... "your destination is ahead on the right." Jon reduces speed looking for 859 N Pine St. The house is a 50's style bungalow with an addition in progress on the back. A closer look reveals that the original house is also under construction. Three construction trucks are parked in the driveway: - Hansen Plumbing, - Seymour Electric, - Drywall Specialists. Nothing here!

The next GPS address is selected. One left, 2.3 miles, two rights, another left, and the destination is ahead on the left - 1268 N Rose Drive. The home of Sam Argyle, Karen Dayton's only brother-in-law, is a five to seven year old custom built home. None of the cars in the driveway have the Ohio plate GXZD371.

Anticipating that Mark Dayton's wife could be in town, but not at either address, Jon decides to start the grid search he developed last evening. He is about to dedicate four hours to a plan with only fair probability of producing results ... It's better than a stake-out in a small town.

Jon stopped outside another WiFi dispensing coffee shop. To his surprise no password was needed ... *[I guess that's life in a small town]*. He is chastising himself for not thinking of this earlier ... Laptop - Scrambler - Blotter ...

- "Anna, any credit card activity on any Dayton credit cards in past five months in Seymour, or near Seymour, Indiana? Or anywhere?"

- "give me 15 minutes."

- "no detail needed just yes or no, and where! Can you send text message?"

Thanks!!"

- "can do."

Jon decides a cup of coffee is needed to help pass the time for 15 to 20 minutes. *[Where could they be if they are not in Seymour?]*...

It's been 19 minutes, Jon is getting antsy and irritable ... The phone beeps - *["Thank God, the answer to - where is the Dayton family!"]*. The message reads, "appt to C office space at 2:30 2MarO. Doing deal if 2 spaces leased 4 min 3 yrs. Michelle."

- reply: "good, thnx."

His cell beeps again, and message is, "no unusual credit card activity outside Cincinnati and Lebanon, Ohio, except for recent charges in Park City, Utah, and San Francisco. Same 154 days."

- reply: "good, thnx."

A drive by the Argyle home is prudent, but not likely to produce any useful info.

Exiting Seymour, Jon has a 151 minute drive back to Cincinnati. Plenty of time to think: ... where is the Dayton family? ... If they are not in Seymour ... No credit card activity by any family except Mark ... Why 154 days? ... How does a family disappear? ... Can Peter somehow find out if Mark and Karen Dayton are having marital problems? ... Phone records have a dramatic pattern change ... Check to see if car is in garage at Dayton home ... Might need to get credit card and phone activities for wife's maiden name ... How **does** a family disappear? ... Separation, euro vacation, Mexico, Houdini, exile, change names, trapped in a car crash, ... THAT'S IT - it has to be - it explains Mark's per-occupation - it explains why Mark is withdrawing from public - it's how a family disappears ... Where do you hide a kidnapped family for 154 days?!?

This Disruption is now a Rescue!!!

Schedule gets Wackier by the Minute

Jon exits the interstate to call Peter.

- "hello Jon."
- "Peter, interesting twist to Mark Dayton's disruption. I think Karen Dayton and the two sons have been kidnapped. I do not have enough evidence at this point, but it is possible Mark is being manipulated to sell medical supplies and launder money for a terrorist cell. It's the best explanation based on the information I have now
- "Anna has kept me updated. I like your interpretation better than mine. We need to 'cautiously' act fast and keep Zeta's involvement confidential."
- "what's your thoughts on asking Mark Dayton?"
- "no, not now! If you are right, the family is not in any additional danger. The kidnapers do not know that we know, and questioning Mark may change his behavior which could endanger family, and alert the kidnapers. Find them! Then, let's discuss how to rescue them. I'll discuss this with Daryl. Let's talk in the morning after you, Daryl, and I have had some time to think about Dayton's disrupted disruption."

Jon is back on the interstate and 30 minutes from Cincinnati when his cell rings. It's Gary Holstein.

- "hello, it's Gary here. I just got off the phone with the others and we would like to reschedule our Monday meeting to Thursday next week. Couple of us are having difficulty getting our assignments done."
- "what's the groups' temperature?"
- "still good. A lot of enthusiasm and solid effort by everyone. Mark is still somewhere else at times, but better than earlier this week."
- "next Thursday works for me. See you then."

It's just past evening rush hour, a good time to go for a run. Jon is looking forward to re-organizing his thoughts; and, focusing on how to find and rescue the Dayton family. And, how to avoid contact with Mark on Monday, Tuesday, Wednesday, and the flights to Park City. And, starting his new business. A few minutes into the run, the mental gears begin to mesh perfectly ... Kidnapping has to be an inside job ... See if Anna can access Ohio state employment tax records for Dayton company employees ... Schedule trip to Boca Raton to discuss leaving Biz Planners with Paul ... Review Fly Fishing Wholesale Group agenda and follow-up with team members individually on assignments ... Schedule time with Michelle on Saturday morning to go over in detail the start-up needs ... How to avoid Mark Dayton??? ... Access to Dayton's office before Mark returns is top priority ...

Ninety three minutes later, Jon is feeling good about the plans. He orders room service.

It's Friday - Beginning of the End

At 6:01 AM on the hotel alarm clock, Jon's cell beeps. The text message from "Bat Phone" says, "early warning, Peter will be calling in one hour to discuss rescue of Dayton family. He is focused, engaged, and angry. He is thankful you are assigned this disruption / rescue."

6:59 AM - Anna calls, "gentlemen, we are all here. The conference call is secure and being recorded. Present is Peter, Daryl, Jon, and Anna. Peter you called this meeting."

Peter - "how do we find the Dayton family, quickly?"

Daryl - "first let's determine if this is an abduction. What is the evidence?"

Jon - "Dayton credit card purchases the past 155 days are authorized by Mark only. Phone calls between Mark and other family phone numbers stopped 155 days ago. The phone calls from the Persian rug store to Mark's cell have stopped. Anna, any progress on Ohio state employment taxes?"

Anna - "Persian rug store has one employee, a Sally Walters. The Thermal ..."

Jon interrupts - "did you say a female employee! There are six middle eastern men in the store!"

Daryl - "I'll be out on the first flight. I can help with the search. Let's not do anything until I arrive and we can strategize. My bets are on the rug store."

Peter - "lease a Lear if it's faster. I agree that the evidence is not sufficient, but is worthy of validation. It explains a lot regarding Mark's behavior changes."

Jon - "Daryl, you can help with the search of Mark's office. My sense of Mark is there will be some form of evidence record. Peter, is Mark in San Francisco?"

Peter - "Talked with Carl yesterday and they are going to Monterey for two days. Any more information we should share? Anything? Ok we know what to do. Bye."

Jon is more unsettled as time crawls along. To occupy the time he calls Michelle to find out if they can view the offices. She said, "the owner arrived about 15 minutes ago to make sure the office space is presentable, and interrogate me about you. Come on down. I am sure he would like to free up his afternoon."

Five minutes to walk the two blocks between the hotel and 3427 Bengal Way. Michelle has tracked-down Phil Delemer, and put up her "back at 11:00" sign. Michelle introduces Phil and Jon. Phil pulls his master key card - passes it over the keypad then presses 1-2-2-4-4-8 - the elevator door behind them opens - Phil pushes button "5" - and they get off at the fifth floor. The signage indicates the office numbers of Mark Dayton are to the right, and the available offices are to the left. Phil talked about the security options as he unlocked the door with a traditional key. The two offices are connected by a double back-to-back door and the second office includes a small conference room. They view available office

space on the seventh and tenth floors. Jon is happy the security system ends at the first floor elevator access.

During the elevator ride back to the main floor, Phil offers to lease any second office at \$1.00 per month for one year, with a three year lease. Jon asked Michelle for her input, both agree the fifth floor offices are the best choice. Phil goes over to the Security counter for a blank lease form, two office keys, and two elevator key cards.

With their new lease in hand, Michelle and Jon, survey their newly rented offices. A check of his watch indicates Daryl will be at the airport in two hours, and Michelle needs to re-open her cart in fifteen minutes.

- "let's plan to meet here tomorrow morning at 8:00. We can discuss the start-up plan in detail. Maybe that nice lady at the coffee cart will lend us a table and chairs. I have an appointment at 10:00 tomorrow morning. We will have about an hour and a half."

- "maybe we can **rent** the table and chairs. (a big smile reveals her teasing). See you tomorrow."

Jon walks around the fifth floor to assess the security condition and hopefully determine the operating hours of his "floor mates": - Twelve businesses on the fifth floor - eight work until 5:00 on Friday - and none list Saturday hours.

Time to pick-up Daryl.

Daryl is waiting at the curb - he opens the back door - places his bags on the back seat. In 30 seconds they are traveling to Cincinnati.

- "any changes since we last talked?"

- "yes. We have rented an office on the same floor as Dayton's office. I think we can check out Dayton's office tonight after 7:00."

- "what is the situation at the rug store?"

- "they open at ten tomorrow. I think we do an old-fashion stake-out on Saturday, and enter the store on Sunday."

- "and finally, how is the tutoring biz going?"

- "meeting early tomorrow morning to plan the start-up phase. Would you like to come along? It would save us some time and your input would be appreciated."

- "I would be honored to attend. By-the-way, Peter likes the idea of your tutoring biz and the freedom it will give you for Zeta. He would like to pay your start-up costs."

Daryl checks-in - stores his baggage in the room - and takes his equipment bag to Jon's room to make sure they had everything they need and it all works. For the Dayton office job the equipment fits into their computer bags.

The streets are nearly empty on a Friday night at 6:45 PM. A few business people with computer bags, or back-packs, scattered about as two men enter the building at 3427 Bengal Way. Jon shows his new pass card to the Building Security Guard, Dwayne. Dwayne asks for Jon to state his name - "Jon Hersey" - Dwayne reaches under the counter and hands a note to Jon - "Boss, take a table and some chairs up, Michelle."

A few minutes to set-up the bistro table and chairs in the conference room. The table turns into a handy workbench. Daryl walks around the fifth floor to insure they are alone. After a couple passes and a trip to check the restroom, he picks the lock on suite 525. Jon shows as Daryl opens the door. Jon takes photos of the office while Daryl goes through the desk. Daryl signals Jon to be quiet - he found a bug in the phone. A family photo of the Dayton family at a zoo fundraiser is across from the desk. In an instant Jon knows what the email reference to the "Zookeeper and African Goats" is about. In the photo, Mark and Karen are dressed as zookeepers in khaki shirt and pants with pith hats, Matthew and David are dressed as African Impalas. Jon takes the picture off the wall to see if it's dated. He finds a small spiral binder [*"why does everyone put the stuff they want hidden behind a favorite photo?"*]. Jon turns the cover to reveal page one:

My name is Mark Dayton. This is a record of the abduction of my family to force me and my companies to support / fund a terrorist cell. I do not know where Karen, Matthew, and David are, but have talked with them weekly when permitted by the kidnapers. I have also recorded a few of the phone calls and kept them on my micro-safe account titled Operation Sunset in an encrypted computer-speak font. The encryption code is 0009876aDh.

The overview version is as follows (details are recorded as they happen)

1. To keep the chance of detection low, only medical supplies with broken packaging, opened for sample packs, and past shelf life items are sold to a Pakistan company. The sales look legitimate, money is wired to my accounts, then wire transfers are executed to six people which I have never met. I believe the Pakistan company is a front for terrorism
2. Persian rugs are purchased from a Pakistan rug company. All profits past what is needed to keep the store afloat, are siphoned off by an automated wire transfer every 5 to 7 days for \$2,000.
3. I have been instructed to stay away from my companies and can contact them only by phone. I believe the phone is tapped. My family was threatened if any other forms of communication were used.
4. Two letters arrived right after the kidnapping, they are hidden in the back of the photo of me fly fishing (on the desk). Hopefully, there are fingerprints on the photos, letters, envelope, or stamps.
5. In addition to my family, I suspect Sally Walters, the manager of Persian Rug Imports, has been kidnapped.
6. If I have died before this is found, Please forward the letter on the last page to my wife and boys. Please also forward the page addressed to Carl Walden.

Jon and Daryl signal each other - leave Dayton's office (with the book) - and return to the future home of Jon's tutoring service.

- "do you think Anna can trace the phone bug?"
- "I will alter a transistor radio to pick-up a frequency we send on their carrier signal. Like a dog whistle."
- "there's an electronics hobby store down by the rug store."
- "we will set the signal generator in Mark's office tomorrow before your meeting. The radio can be altered in the field."
- "how do you know all this stuff? You were going through that desk like a trained pro!"
- "one day I'll tell you about my CIA days."

They gather up all the equipment, say good night to Dwayne, then join the sparse population of late Friday employees on the downtown Cincinnati streets.

Saturdays were meant for Stakeouts

It's 4:09 AM ... Saturday ... awake for - three plus hours ... reading Mark's diary ... adrenaline is running ... abducted Dayton family ... his first stakeout ... thin action plan ... weak evidence ... time for a run ... 82 minutes later ... refreshed and ready ... for rescue duty.

They clear building security after a short conversation with Ronaldo. Daryl opens the Dayton office door, Jon gives him a curious look, then Daryl whispers, "no need to lock it last night, we needed access this morning." Daryl plugs in the electronic "dog whistle", turns to Jon and locks the door with emphasis, then smiles - "it's locked now!"

Michelle arrives with three Large-Italian-Sinamon-mocha-coffees ... and one chair. Jon gives her a curious look, then Michelle whispers, "Ronaldo told me."

Jon introduces Michelle and Daryl. They take seats around the "conference table" as Michelle pulls two sheets of paper out of her back pocket - hands one to Jon - its titled Cincinnati Studios Schooling - she says to Jon, "could not resist the name." - she apologizes to Daryl for not having a third sheet - pauses a couple seconds - then hands the second sheet to Daryl - "here, I know what I wrote."

Michelle orchestrates the meeting for 48 minutes. She covers everything on Jon's handwritten list and more: - itemized list of funding needs, permits, purchase is cheaper than rental furniture, stationary, equipment, computer security, tests to determine students skills and improvements, rewards based on student's interest, hours of operation, marketing strategy, controlling growth, tests for

future tutor hires, need for a vision statement and tag line, ... "after all, you have to have the right bait to catch fish" When she finished Daryl turns to Jon and says, "I like her!", then he leaves the conference room to "make a few calls."

Jon writes another check for the next week's start-up funding plus \$3,000. He then spends about ten minutes explaining his commitments to Biz Planners, his current Fly Fishing project, and his resignation - which will take a few weeks to update his boss on open projects, he would be available sporadically over the next six weeks, etc.

Jon's cell rings, he checks the display - "bat phone". "hello, what's up?" - "I have the car and will meet you on the street." - "just finished here" - "good answer!"

While driving, Daryl talks about his plan for the day: - find the right spots so they can move around, - buy the radio to modify, - he would buy a rug for delivery to the office, - while he buys a rug, Jon will check out the exterior, - record store activity while they are out of car, - determine if and where to put video surveillance, - some typical stakeout stuff, - second car he rented for the afternoon, ... Jon decides the plan is not so thin!

They arrive and park in the spot Jon picked. A 30" hedge blocks the front and hood of the car. They are 85 yards from the Persian Rug Imports door. Daryl reaches into the equipment bags to find two pair of binoculars and a video camera the size of a small cigar. He hooks the camera to a one terabyte solid state drive by a super thin cable. The camera is placed in a small sandbag then covered with a baseball cap. A low power LCD 3x4" screen is connected to the drive. Pushing a button on the side of the screen brings up a menu for controlling the camera. A few minor adjustments of the sand bag and cap before a miniature laser mike is attached to the outside mirror. Daryl places some weird looking glasses over his eyes to aim the mike, then turns it off - "once the beam hits the window it's hard to detect. But if anyone walks between us and the window the beam will show on clothing. It's best to selectively use the mike. I'll plant a bug when I go in to buy your rug ... The electronics store is open. Hope they have transistor radios. See you in ten minutes. We have 22 minutes before they open the doors. How about some coffee and snacks?" Jon is again surprised by Daryl's skill-set and the easy demeanor.

Jon takes the "scenic" route to coffee and snacks, looking for a path to the back of the strip mall and ultimately the rug shop. A narrow walkway between the liquor store and knitting shop goes through to the back and is out-of-sight from the rug shop.

It's 9:50, some light activity around the strip mall - probably a normal Saturday. Daryl is modifying his new radio. Three minutes later, two employees enter the rug store. Two minutes pass then three employees approach the the door and knock. Jon taps Daryl on the shoulder.

- "see that?"
- "what?"
- "one guy has coffee and bagels. One guy has groceries in a bag - bread, milk, cereal, pop tarts. Do they look like cereal guys? I'll bet they are bagel guys."

The rug store door is opened, and Jon sits-up then looks at the screen.

- "two guys three minutes ago, plus three guys now, is not six guys in the shop. I think guy number six was in the shop - maybe overnight. Five of them are dressed in sport shirts, jackets, and dress pants. Number six is dressed in jeans and sweatshirt."

- "let's use the laser mike. Keep your eyes open for people crossing the beam."

- "young one sick. Many trip to toilet ... He need to live for one more weeks Our operation almost complete ... How plan to terminate husband? ... Continue to use different food store each day ... Running out of opt chz chz [*Daryl placed his hand in front of the mike as a family of five walked across the line of the beam*]. ... transfer ... Set for Monday ... You two go to our homeland ... We will burn store and home before our return." Daryl turned the mike off.

- "I've heard enough. This **IS** a rescue operation!!! ... You thought the family might be in the old delivery truck box. Still your best guess?"

- "there's no basement. The two shops next to the rug store are occupied. Did not see any built-in space on my visit. But, at the time, my assignment was a disruption, not a kidnapping."

- "you are going to use your Seal training! ... Now, how do we get these six goof-balls away from the store so we can rescue the Dayton's? And, how do we get them some jail time? Keep in mind, the truck box might be rigged with explosives, or some type of gas."

- "I say we stick with plan "A" - you buy a rug and plant the bug - I survey outside of the store - we meet back here in thirty minutes - we develop a better plan ... where is MacGyver when you need him!"

Down the narrow walkway between the liquor and knitting stores - turn right into the delivery alley - seven dock doors down should be Persian Rug Imports. All the entry doors are marked - Mom's Knitting, - Cincinnati Hobbies, - Holy Catholic Bookstore, - American Band Rentals, - Kitchen Krafts, - Darla's Custom Wedding Dresses, - Persian Rug Imports (on two doors). Persian Rug Imports must lease two store sections.

This portion of the strip mall faces south and at mid-morning the shadows let the sun shining through the store front windows leak through every little crack on the two entry doors, two 10' dock doors, and every conduit passing through the wall. Jon looked both ways down the alley - no ladder for roof access - moved three

small stones to the middle of the delivery alley - then walked back down the alley to Kitchen Krafts to climb the drain pipe. The roof had a wooden walkway along the building's entire length (reminded him of the sidewalks of Jackson Hole). Jon followed the walkway to the three stones he placed on the alley asphalt below. To avoid any potential sound created by walking on the gravel roof, Jon surveyed the area from the walkway: - five exhaust vents, probably hot water for each section, bathroom vent for each section, and ... and ... and what is the fifth one for? - two HVAC units - and two sky lights. Jon pulls out his camera to have a better look at the fifth vent. Using the zoom lens he could see the gravel had been pushed around the base, - the sharp edges have not started to rust, - and the square cap was different. A look at the other vents revealed the gravel had been scattered on the roof after the vents were installed - no ripples from back filling with hands, - the galvanized caps have about half an inch of rust around the edges, - and the other vent caps are round. Jon pulls the modified transistor radio from his jacket pocket - turns it on - the indicator light attached to the other modified circuitry glows red for three, one second bursts, pauses then three bursts again - the phone bug in Dayton's office was being transmitted to the six men below.

Daryl is in the car when Jon returns - "how was shopping?"

- "I bought you two rugs. They gave me 40% off. Now how to get them delivered ... The bug is planted. If they sell any 4x4 rugs they may find it - which might work in our favor ... I got a clerk with an attitude, it was as if his sentences were not complete, and I was being insulted somehow."

- "I had the same guy ... I found a new vent. Perhaps into the truck box. Do you have a video unit we can snake into the vent tonight? Also, there are a few places around the doors we can use it."

- "I have the unit you need - new ultra-thin, high-resolution pencil type ... You are right, the guy in the back is guarding the box. Let's go, we have done all we can do for now. We can come back after the stores close to look down the vent. Hopefully, we can find the Dayton family at the end of that vent. If not, we got nothing but some arrogant goofballs. I dropped a "dime" locator in a couple of those sport coat pockets. Anna can track them by GPS ... How did the radio work?"

- "great! Three pulses, pause, three pulses, pause..."

Jon's image of Daryl is constantly evolving - dropped two locators, well informed on use of equipment, former CIA, expert fly fisherman, calm, great communicator - as Alissa would say, "things are not always as they appear to be."

They arrive at hotel - store the equipment bags in trunk - go to Jon's room - fire-up Scrambler - request GPS tracking on dime locators coded grl0934 and grl0937. Jon's cell acknowledges a text message, "34 & 37 done".

Jon turns-off the Scrambler. "we need an in-store diversion. Something that makes them want to leave the store, that we can control remotely."

- "I suggest we validate, this evening, if the Dayton's are there. If they are, then hit the store at 4 AM so we have only one, maybe two, kidnappers to deal with. Peter can contact Carl to put Mark on a plane to be here for his family. Peter can send the Lear from here (Daryl notices Jon's quizzical look) - that's how I got all that equipment here, it would never make it through TSA ... "

- "got some smoke grenades in those bags?"

- "we can not get them in the store. No holes big enough. Our terrorist friends might be trained to handle a smoke bomb. Here's what we need"

A time to cry

It's 11:00 PM, and dark. Jon is using Daryl's night vision head gear - climbing the same drain pipe - and walking the same wooden pathway. Arriving at the spot where he is going to quietly, gently lay the two 18" x 4' x 3/4" plywood boards end-to-end until he reaches the vent. Now just one foot from the fifth vent. Jon can see the price tag on the cap and feel the air going into the vent. [*"This is not a vent, its an air intake"*]. Jon puts the foam sock on the camera to keep it from clanking down the pipe. Watching the screen, he lowers the wide angle camera into the pipe to within half-an-inch of the in-vent fan blades. He can see the face of a pale, sick David Dayton who was placed directly under the air vent. He removes the camera and returns to the car.

The set-up begins at 2:00 AM. The two buckets are filled with the mix of cleaning chemicals prescribed by Daryl - the extra large funnels are inverted over the buckets - the garden hose is clamped on the funnel, then placed through one of the gaps in the dock doors - the seltzer tablets they placed in the socks are set by the side of the buckets ... back at the car they can hear snoring on the bug.

- "I say we are ready, let's go."

- "I agree."

Jon goes around back one more time, picks-up the funnels, and drops the seltzer socks in the secret solution. Jon has five minutes before the smoke generators produce "clouds of smoke" according to Daryl.

Daryl backs the van he rented as Oliver Trenton, by the front door of the soon-to-be-smoking Persian Rug Imports. He puts the tool bag next to the store under the window, and backs the car three parking spaces from the van.

Smoke shadows are dancing on the back wall. Daryl grabs the cylinder marked oxygen from the van. Thirty seconds later the smoke alarms go off. They have about four minutes before the firemen arrive. Goofball #1 is shocked from his

dreams by the smoke detectors squealing, sees the smoke then runs away from the smoke ... And the box. As he gets close to the door that Daryl picked, Daryl says, "QUICK, come here, I have some oxygen for you. Is there anyone else in there?" He places the breathing cup over the face of the head shaking no. Within seconds, Goofball is feeling woozy. Daryl helps him into the back of the van.

Jon enters the smokey store with the tool bag. Arriving at the box, he finds the latch is "locked" with a bolt, not a padlock. He opens the door to three terrified faces ... And one pale sick boy. Jon picks-up David and yells above the smoke detectors, "**FOLLOW ME!!**" He turns around and nearly runs into Daryl - "I'll bring up the rear to be sure everyone gets out. Now go!!" Karen, Sally, and Matthew follow Jon into the car. Four ex-abductees in the back seat as they pull onto the road. They can hear the firetrucks in a distance. Jon looks at Daryl. Daryl says, "hand cuffed to the hole in the seat belt buckle."

When they arrive at the Dayton home, Daryl checks the house before the Dayton family is escorted into their home by Daryl. Jon gets three bags of groceries from the trunk. Karen hugs Daryl then Jon - "thank you!". Daryl closes the door and checks to be sure it's locked. They are three blocks away when they remove the ski masks.

Mark Dayton is 38,000 feet in the air sitting in the plush seats of Peter's private jet when his cell rings - "Mark, we are home!" - "I will be home in about an hour, I love you" ... Mark and Karen cry together on the phone

The regional FBI station is three blocks from the hotel. A loan pedestrian pushes a large envelope through the mail slot. It contains Mark's notebook, envelopes removed from the fishing picture on the desk, the decoded Operation Sunset files, and the GPS coordinates of five terrorists. The address reads "Attn: FBI terrorist team"

Taking care of business

Jon opens his hotel room - slides the do-not-disturb sign off the inside handle and deposits it on the outside handle - 48 hours without sleep, *[might be the Seal training Daryl referred to]* - his cell beeps to notify it is holding a text message - "Jon. Had fun! Peter is very happy w/ result. Kidnappers just arrested. Anna was anonymous caller to FBI. Fishing in three weeks, interested? Don't forget to pick-up the signal generator in Mark's office. Again, I had fun. Get some rest. Daryl."

Jon has one last detail before sleeping the rest of his Sunday. Laptop - Scrambler - Blotter - "Thank You! Your help is very much appreciated." He is about to press the amusing ESC key when the Scrambler beeps - "your welcome, get some sleep."

Monday 5:00 AM - nearly 24 hours of sleep, Jon is showered, dressed, and enjoying the sunrise. Room service knocks, sets-up on the room's table, accepts the tip, then exits. It has been less than a week and he has given up coffee for Cincinnati Scintillating Sinnamon which he will enjoy this morning with his new office manager.

At 6:45 Jon walks over to building which is the home of his new business - Cincinnati Studios Schooling. Michelle smiles and sets a large-Italian-Sinnamon-Mocha-coffee on the cart - "I saw you cross the street." ... They split-up Michelle's list. Jon decides to work in the new office. He takes a little detour to pick-up the signal generator they left in Mark's office.

A few minutes past nine Jon's cell rings, it's Mark Dayton.

- "hello"

- "hello Jon. Mark Dayton here. I wanted to call and let you know I am going to back-out of the fly fishing group. I am very interested in the deal, but I want to spend more time with my family; and, ... I have some work to do with my businesses before I get involved with something else."

- "that's too bad, the fly fishing group could be fun and profitable."

- "I will call the others to let them know."

Jon understood, all too well, how much Mark wanted to be with his family. He still aches when he thinks of how much he would like to talk with Alissa.

Jon thinks of Paul Tyler as a fly fishing enthusiast, his boss, and a friend.

- "Paul, the Fly Fishing Wholesale Group is looking for a new partner. Interested?"

- "are they looking for an individual, or is a corporate partner acceptable?"

- "the other members are small biz owners. I am guessing they will be comfortable with an individual."

- "Suzie and I have already talked it over. We want to be partners. Suzie loves to fly fish almost as much as I do."

- "can you come up with the two million?"

- "we have \$900,000 now, and can get the other 1.1 over three months?"

- "I suggest you and Suzie fly out to Park City to meet the other members. They will want to give you the membership test before they vote you in. I will call the other members and let them know about your interest."

Through-out the day, Jon calls the rest of the FFWG members. He talks to each of them about Paul - his fly fishing enthusiasm, his business knowledge, how he started Biz Planners, etc. Jon gives them Paul's contact info so they can call to talk with him directly. While they are on the phone, Jon discusses CEO options, and follows-up on their assigned tasks.

Tuesday is more of the same: - directions from Michelle, - discussions with FFWG team, - talking with Paul and Suzie, - Cincinnati Studios Schooling stuff, etc

Wednesday - Jon's meeting with Michelle will be between the two early morning coffee runs. He checks out then walks over to 3427 Bengal Way. As he crosses the lobby area he meets Mark Dayton. His first instinct is "oops", but then quickly realized he is there on business. They shake hands ...

- "you have probably heard from Carl about my family."
- "yes, happy to hear it turned out well. Sorry they had to live through that."
- "we still do not know who rescued them. Karen said they wore ski masks, but we are truly thankful to the two mystery men. Someone delivered to the FBI, my notebook which I used like a diary. And, some friend of Carl's flew his private jet out to California to fly me home."
- "wow! You never know where help is going to come from!"
- "that's for sure ... we are delivering two rugs to your new office today. Hope you enjoy them. Thanks!"

Looking forward to the ever entertaining morning meeting with Michelle, Jon approaches the cart as Michelle sets his "usual" on the shelf. Michelle sees the angel pin on his computer bag - "my mom gave me a pin like that for Christmas last year." Jon replied - "it keeps me safe and helps me be a good citizen." They sit down to go over what needs to be done before he departs for Utah.

Before leaving the office for Utah, Jon orders flowers for Michelle. The card reads "Michelle, I am enjoying your enthusiasm and energy. Keep up the good work. Jon"

Thursday's meeting in Park City goes very well. Paul and Suzie fit into the group better than Jon expected. Unanimous votes for Paul and Suzie, changing the shop's incentive to purchase discounts, electing Janice Anderson Chief Executive Officer, funding based on personal availability over the next 60 days, the Internet option, and the purchase of the distributor.

That night at dinner Jon discusses his leaving Biz Planners with Paul. They talk for over an hour. Jon agrees to a 90 day notice giving Paul time to get up to speed on Jon's clients and find a replacement. Jon agrees to help on special projects and conduct an occasional training class for new employees.

The Friday return flight to Cincinnati arrives at 11:00 AM. He is back at the office around noon:30. The line at Cincinnati Scintillating Sinnamon is 14 people deep. Michelle and Jon wave to each other. Jon goes to the office to find: - office

furniture, phones, conference table with chairs, two cubicles for tutoring, fly fishing pictures decorating the walls, flowers he sent Michelle, ... one large Italian Sinnamon Mocha coffee on the desk, ... two Persian Rugs, ... And stationary with the Cincinnati Studios Schooling tag line -

"Things are not always as they appear to be!"

-:-:-:-:-:-:-

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