UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549

FORM 10-Q
-_------------

 was $6,667,423$ shares.

## BARRETT BUSINESS SERVICES, INC.

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## PART I - Financial Information

## Item 1. Financial Statements

BARRETT BUSINESS SERVICES, INC.
Balance Sheets
(Unaudited)
(In thousands)

<TABLE>
<CAPTION>
\begin{tabular}{cc} 
March 31, & December 31, \\
1997 & 1996 \\
---------------------
\end{tabular}

Assets

Current assets:
<S>
\begin{tabular}{rr} 
<C \(>\) & \multicolumn{1}{l}{ <C \(>\)} \\
\(\$ 1,615\) & \(\$ 1,901\) \\
21,337 & 19,057 \\
- & 324 \\
1,379 & 914 \\
1,363 & 1,279 \\
------ & ----- \\
25,694 & 23,475 \\
12,894 & 10,226 \\
3,203 & 3,111 \\
& \\
5,699 & 5,707 \\
145 & 127 \\
------ & \(\$ 42,646\) \\
\(\$ 47,635\) & \(======\)
\end{tabular}

> Liabilities, Redeemable Common Stock and Nonredeemable Stockholders' Equity

Current liabilities:
\begin{tabular}{|c|c|c|}
\hline Current portion of long-term debt & \$ 65 & \$ 36 \\
\hline Income taxes payable (Note 3) & 515 & - \\
\hline Accounts payable & 705 & 667 \\
\hline Accrued payroll, payroll taxes and related benefits & 9,307 & 7,354 \\
\hline Accrued workers' compensation claim liabilities & 2,423 & 2,240 \\
\hline Customer safety incentives payable & 1,029 & 1,015 \\
\hline Other accrued liabilities & 516 & 606 \\
\hline Total current liabilities & 14,560 & 11,918 \\
\hline ong-term debt, net of current portion & 849 & 838 \\
\hline Ustomer deposits & 888 & 890 \\
\hline ong-term workers' compensation liabilities & 611 & 613 \\
\hline ther long-term liabilities & 1,005 & - \\
\hline & 17,913 & 14,259 \\
\hline
\end{tabular}

Commitments and contingencies
\begin{tabular}{lr} 
Redeemable common stock, \(\$ .01\) par value; & \\
159 shares issued and outstanding \\
& 2,825 \\
Nonredeemable stockholders' equity: & \\
Common stock, \(\$ .01\) par value; 20,500 shares & \\
authorized, 6,668 and 6,625 shares issued & 67 \\
and outstanding, respectively & 11,433 \\
Additional paid-in capital & 15,397 \\
Retained earnings & ----- \\
& 26,897 \\
\hline
\end{tabular}

BARRETT BUSINESS SERVICES, INC.
Statements of Operations
(Unaudited)
(In thousands, except per share amounts)

</TABLE>
BARRETT BUSINESS SERVICES, INC.
Statements of Cash Flows
(Unaudited)
(In thousands)

## <TABLE>

<CAPTION>

| 1997 | 1996 |
| :---: | :---: |
| <C> | <C> |
| \$ 830 | \$ 827 |
| 404 | 228 |
| $(1,734)$ | 274 |
| 324 | - |
| (385) | (474) |
| (84) | 297 |
| 29 | 231 |
| 1,946 | 1,394 |
| 183 | (746) |
| 14 | 86 |
| 504 | 184 |
| (214) | (16) |
| (4) | 40 |
| 5 | - |
| 1,818 | 2,325 |

Cash flows from investing activities:
Cash paid for acquisition, including other direct costs
Purchases of fixed assets, net of amounts purchased in acquisition
Proceeds from sales of marketable securities
Purchases of marketable securities

Net cash used in investing activities

Cash flows from financing activities:
Payment of credit line assumed in acquisition
Payments on long-term debt
(15)

Proceeds from exercise of stock options and warrants

Net cash provided by financing activities

Net (decrease) increase in cash and cash equivalents

Cash and cash equivalents, beginning of period

Cash and cash equivalents, end of period

| $(2,095)$ | - |
| :---: | ---: |
| $(106)$ | $(54)$ |
| 1,556 | 405 |
| $(1,548)$ | $(1,564)$ |
| -------- | $(1,213)$ |



| (15) | ( 8) |
| :---: | :---: |
| 505 | 70 |
| 89 | 62 |
| (286) | 1,174 |
| 1,901 | 3,218 |
| \$ 1,615 | \$ 4,392 |

Supplemental schedule of noncash activities: Acquisition of other business:

Cost of acquisition in excess of fair market
value of net assets acquired

| $\$ 3,030$ | - |
| ---: | :--- |
| 672 | - |

Tangible assets acquired
Liabilities issued or assumed
1,607

BARRETT BUSINESS SERVICES, INC.

Notes to Financial Statements

NOTE 1 - BASIS OF PRESENTATION OF INTERIM PERIOD STATEMENTS:
The accompanying financial statements are unaudited and have been prepared by Barrett Business Services, Inc. (the "Company") pursuant to the rules and regulations of the Securities and Exchange Commission. Certain information and note disclosures typically included in financial statements prepared in accordance with generally accepted accounting principles have been condensed or omitted pursuant to such rules and regulations. In the opinion of management, the financial statements include all adjustments, consisting only of normal recurring adjustments, necessary for a fair statement of the results for the interim periods presented. The financial statements should be read in conjunction with the audited financial statements and notes thereto included in the Company's 1996 Annual Report on Form $10-\mathrm{K}$ at pages $28-51$. The results of operations for an interim period are not necessarily indicative of the results of operations for a full year.

In February 1997, the Financial Accounting Standards Board issued Statement of Financial Accounting Standards ("SFAS") No. 128 "Earnings Per Share". SFAS 128 replaces APB Opinion 15, "Earnings per Share", and simplifies the computation of EPS by replacing the presentation of primary EPS with a presentation of basic EPS. In accordance with this pronouncement, the Company will adopt the new standard for periods ending after December 15, 1997. The impact of the SFAS 128 EPS calculation for the first quarter of 1997 is not material.

Certain prior year amounts have been reclassified to conform with the 1997 presentation. Such reclassifications had no impact on net income or stockholders' equity.

NOTE 2 - ACQUISITION

Effective February 1, 1997, the Company acquired D\&L Personnel Department Specialists, Inc., dba HR Only, a staffing services company which specializes in human resource professionals with offices in Los Angeles and Orange County, California. The Company paid $\$ 1,800,000$ in cash for all of the outstanding common stock of HR Only and $\$ 1,200,000$ in cash for noncompete agreements with certain individuals, of which $\$ 1,000,000$ will be deferred for five years and then be paid ratably over the succeeding five-year period. The deferred portion of the noncompete agreement is presented on the balance sheet in other long-term liabilities. HR Only's revenues for the fiscal year ended January 31, 1997 were approximately $\$ 4.3$ million. The transaction was accounted for under the purchase method of accounting, which resulted in $\$ 3,030,000$ of intangible assets, including \$95,000 for acquisition-related costs, and \$65,000 of net tangible assets.

NOTE 3 - PROVISION FOR INCOME TAXES:

| Deferred tax assets (liabil components (in thousands): | mprised of the |  |
| :---: | :---: | :---: |
| <TABLE> |  |  |
| <CAPTION> |  |  |
|  | March 31, 1997 | December 31, 1996 |
| Accrued workers' compensation claims |  |  |
| <S> | <C> | <C> |
| liabilities | \$1,187 | \$1,113 |
| Allowance for doubtful accounts | 20 | 10 |
| Tax depreciation in excess of book depreciation | (160) | (154) |
| Safety incentives | 271 | 281 |
| Book amortization of intangibles in excess of tax amortization | 45 | 29 |
|  | \$1,363 | \$1,279 |

The provision for income taxes for the three months ended March 31, 1997 and 1996, is as follows (in thousands):

| Three Months Ended | Three Months Ended |
| :---: | :---: |
| March 31, 1997 | March 31, 1996 |
| \$ 488 | \$ 159 |
| 116 | 50 |
| 604 | 209 |
| (70) | 247 |
| (14) | 50 |
| (84) | 297 |
| \$ 520 | \$ 506 |

NOTE 4 - STOCK INCENTIVE PLAN:
In 1993, the Company adopted a stock incentive plan (the "Plan") which provides for stock-based awards to the Company's employees, directors and outside consultants or advisers. The number of shares of common stock reserved for issuance under the Plan is 800,000 .


The options listed in the table generally become exercisable in four equal annual installments beginning one year after the date of grant.

NOTE 5 - NET INCOME PER SHARE:
Net income per share for 1997 is computed based on the weighted average number of actual shares of common stock outstanding during the period, without giving effect to securities that would otherwise be considered to be common stock equivalents because such securities aggregate less than 3\% of shares outstanding and, thus, are not considered dilutive. Net income per share for 1996 is computed based on the weighted average number of common stock and common stock equivalent shares outstanding during the period; common stock equivalents aggregated more than $3 \%$ of shares outstanding for such period.

NOTE 6 - LITIGATION:
A lawsuit was filed in the Circuit Court of the State of Oregon for the County of Multnomah on February 5, 1997 by Javier and Ester Munoz, husband and wife, against Asger M. Nielson, doing business as Nielson and Son ("Nielson"), Rain-Master Roofing, Inc. ("Rain-Master"), and the Company. Mr. Munoz was employed by the Company under a PEO arrangement with Rain-Master, which is in the roofing business. On February 1, 1995, Rain-Master was providing roofing services at a construction site for which Nielson was serving as general contractor. Mr. Munoz fell from the roof at the site in the course of his employment and is now a paraplegic as a result of the injuries he suffered. Until the filing of the lawsuit referred to above, Mr. Munoz's claim was being

In the lawsuit, the plaintiffs are seeking damages in the amount of $\$ 10,000,000$ pursuant to claims for relief based on employer liability, intentional injury, product liability, negligence, breach of implied warranty and loss of consortium. Defense of the lawsuit has been tendered to the Company's excess workers' compensation, commercial general liability and umbrella liability insurance carriers; acceptance of the defense to the claim has not yet been received. Management intends to vigorously

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defend this action on the basis, among others, that workers' compensation is the exclusive remedy for employees injured in the course of employment. Under appropriate circumstances, the Company also may seek to enforce its contractual right to indemnification from Rain-Master pursuant to its PEO leasing arrangement. Based upon its investigation and analysis to date, management believes that the outcome of this proceeding will not have a material adverse effect on the Company's financial position or results of operations.

On March 11, 1997, a Notice of Intent to Revoke Farm/Forest Labor Contractor License and to Assess Civil Penalties (the "Notice") was served on the Company by the Bureau of Labor and Industries of the State of Oregon (the "Bureau"). The Notice also names Daniel A. Hatfield, an employee of the Company. The Notice proposes to assess civil penalties in the amount of $\$ 488,000$, based on the numbers of workers allegedly affected, for alleged noncompliance with various duties imposed on farm labor contractors by Oregon law, including licensing violations, failure to comply with wage payment laws, and failure to maintain and to provide workers and the Bureau with required documentation. It is presently anticipated that an administrative hearing on the matter will be held in July 1997. Management intends to vigorously contest the claims asserted in the Notice and is in the process of collecting and analyzing data necessary to defend its position and to evaluate the probable outcome of the proceedings.

NOTE 7 - SUBSEQUENT EVENTS:

Effective April 13, 1997, the Company acquired certain assets of JRL Services, Inc., dba TLC Staffing, a provider of clerical staffing services located in Tucson, Arizona. TLC Staffing had revenues of approximately $\$ 800,000$ (unaudited) for the year ended December 31, 1996. The Company paid $\$ 150,000$ in cash for the assets, assumed an $\$ 18,000$ office lease liability and incurred approximately $\$ 2,000$ in acquisition related costs. The transaction was accounted for under the purchase method of accounting, which resulted in $\$ 150,000$ of intangible assets and $\$ 2,000$ of fixed assets.

On April 11, 1997, pursuant to a Plan and Agreement of Reorganization between StaffAmerica, Inc. and the Company dated April 1, 1996, the Company repurchased from StaffAmerica and its two shareholders all 159,154 shares of common stock previously issued by the Company as consideration for the acquisition, for a total of $\$ 2,824,984$ or $\$ 17.75$ per share. Upon completion of the share repurchase, the Company canceled the shares of common stock.

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Item 2. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

Results of Operations

The following table sets forth the percentages of total revenues represented by selected items in the Company's Statements of Operations for the three months ended March 31, 1997 and 1996

<TABLE>
<CAPTION>
\begin{tabular}{|c|c|}
\hline \multicolumn{2}{|l|}{\begin{tabular}{l}
Percentage of \\
Total Revenues Three Months Ended March 31,
\end{tabular}} \\
\hline 1997 & 1996 \\
\hline <C> & <C> \\
\hline 52.1\% & \(52.4 \%\) \\
\hline 47.9 & 47.6 \\
\hline
\end{tabular}
\begin{tabular}{|c|c|c|}
\hline \multicolumn{3}{|l|}{Cost of revenues:} \\
\hline Direct payroll costs & 76.5 & 75.8 \\
\hline Payroll taxes and benefits & 10.3 & 10.0 \\
\hline Workers' compensation & 3.0 & 1.8 \\
\hline Safety incentives & . 5 & . 8 \\
\hline Total cost of revenues & 90.3 & 88.4 \\
\hline Gross margin & 9.7 & 11.6 \\
\hline Selling, general and administrative expenses & 7.2 & 8.3 \\
\hline Amortization of intangibles & . 5 & . 4 \\
\hline Income from operations & 2.0 & 2.9 \\
\hline Other income (expense) & . 1 & . 2 \\
\hline Pretax income & 2.1 & 3.1 \\
\hline Provision for income taxes & . 8 & 1.2 \\
\hline Net income & 1.3 & 1.9 \\
\hline
\end{tabular}

\section*{Three months ended March 31, 1997 and 1996}

Net income for the first quarter of 1997 was \(\$ 830,000\), an increase of \(\$ 3,000\) over the same period in 1996. The increase in net income was attributable to higher revenues, offset in part by a lower gross margin due to higher direct payroll costs and workers' compensation expense, expressed as a percentage of revenues. Earnings per share for the first quarter of 1997 were \(\$ .12\), the same amount as the first quarter of 1996.

Revenues for the first quarter of 1997 totaled approximately \(\$ 62.8\) million, an increase of approximately \(\$ 19.6\) million or \(45.4 \%\) over the first quarter of 1996. The quarter-over-quarter internal growth rate of revenues was \(25.1 \%\). The percentage increase in total revenues exceeded the internal growth rate of revenues primarily due to the acquisition of six staffing and PEO businesses since April 1, 1996.

The higher internal growth rate of revenues of \(25.1 \%\) for the 1997 first quarter compared to the 1996 first quarter internal growth rate of \(5.3 \%\) is primarily attributable to the opening of three new branch offices during 1996 in Boise, Idaho, Tucson, Arizona and Ontario, California, coupled with the continued growth in business at existing branch offices, particularly in contract staffing and on-site management arrangements. Professional employer services revenue increased approximately \(\$ 9.5\) million or \(46.2 \%\), while staffing services revenue increased approximately \(\$ 10.1\) million or \(44.6 \%\), which resulted in a slight increase in the mix of professional employer services to \(47.9 \%\) of total revenues for the first quarter of 1997, as compared to \(47.6 \%\) for the first quarter of 1996. The mix of staffing services revenues had a corresponding decline from \(52.4 \%\) for the first quarter of 1996 to \(52.1 \%\) for the first quarter of 1997.

Gross margin for the first quarter of 1997 totaled approximately \(\$ 6.1\) million, which represented an increase of \(\$ 1.1\) million or \(21.7 \%\) over the first quarter of 1996. The gross margin percent decreased to \(9.7 \%\) of revenues for the first quarter of 1997, as compared to \(11.6 \%\) for the same period of 1996 . The decline in the gross margin percentage was due to higher direct payroll costs and workers' compensation expense both in terms of total dollars and as a percentage of revenues. The increase in the percentage of direct payroll costs from 75.8\% for the first quarter of 1996 to \(76.5 \%\) for the first quarter of 1997 is primarily attributable to increased business activity in contract staffing and on-site management arrangements. The increase in workers' compensation expense to \(3.0 \%\) of revenues for the 1997 first quarter, up from the 1996 first quarter level of \(1.8 \%\) of revenues, is due to a higher incidence of injuries during the 1997 period as compared to 1996 and management's decision to continue to build the Company's accrual for future adverse loss development of open claims.

The following table summarizes certain indicators of performance regarding the Company's self-insured workers' compensation program for the first quarters of 1997 and 1996.

> Self-Insured Workers' Compensation Profile
<CAPTION>
\begin{tabular}{|c|c|c|c|c|c|c|}
\hline & & & (in & ands) & & yroll \\
\hline & 1997 & 1996 & 1997 & 1996 & 1997 & 1996 \\
\hline <S> & <C> & <C> & <C> & <C> & <C> & <C> \\
\hline Q1 & 321 & 193 & \$1,855 & \$770 & 3.9\% & \(2.4 \%\) \\
\hline
\end{tabular}
</TABLE>
Selling, general and administrative expenses for the 1997 first quarter amounted to approximately $\$ 4.5$ million, an increase of $\$ 889,000$ or $24.5 \%$ over the comparable period in 1996. Selling, general and administrative expenses, expressed as a percentage of revenues, decreased from 8.3\% for the first quarter of 1996 to $7.2 \%$ of revenues for the first quarter of 1997 . The increase in total dollars was primarily attributable to additional branch office expenses as a result of the six acquisitions made since April 1, 1996, and the opening of three new offices.

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Amortization of intangibles totaled $\$ 317,000$ or $.5 \%$ of revenues for the first quarter of 1997 , which compares to $\$ 160,000$ or $.4 \%$ of revenues for the same period in 1996. The increased amortization expense was primarily due to amortization from the six acquisitions made since April 1, 1996.


#### Abstract

The Company offers various employee benefit plans to its employees, including its worksite employees. These employee benefit plans include a savings plan (the "401(k) plan") under Section $401(k)$ of the Internal Revenue Code (the "Code"), a cafeteria plan under Code Section 125, a group health plan, a group life insurance plan, a group disability insurance plan, and an employee assistance plan. Generally, employee benefit plans are subject to provisions of both the Code and the Employee Retirement Income Security Act ("ERISA"). In order to qualify for favorable tax treatment under the Code, qualified plans must be established and maintained by an employer for the exclusive benefit of its employees. In the event the tax exempt status of the Company's benefit plans were to be discontinued and the benefit plans were to be disqualified, such actions could have a material adverse effect on the Company's business, financial condition, and results of operations. Reference is made to pages 12-14 of the Company's 1996 Annual Report on Form 10-K for a more detailed discussion of this issue.


Fluctuations in Quarterly Operating Results

The Company has historically experienced significant fluctuations in its quarterly operating results and expects such fluctuations to continue in the future. The Company's operating results may fluctuate due to a number of factors such as seasonality, wage limits on payroll taxes, claims expense for workers' compensation, demand and competition for the Company's services, and the effect of acquisitions. The Company's revenue levels fluctuate from quarter to quarter primarily due to the impact of seasonality in its staffing services business and on certain of its PEO clients in the agriculture and forest products related industries. As a result, the Company may have greater revenues and net income in the third and fourth quarters of its fiscal year. Payroll taxes and benefits fluctuate with the level of direct payroll costs but may tend to represent a smaller percentage of revenues later in the Company's fiscal year as federal and state statutory wage limits for unemployment and social security taxes are exceeded by employees. Workers' compensation expense varies with both the frequency and severity of workplace injury claims reported during a quarter, as well as adverse loss development of prior period claims during the current quarter.

## Liquidity and Capital Resources

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The Company's cash position of $\$ 1,615,000$ at March 31, 1997 decreased by $\$ 286,000$ from December 31, 1996. The decrease was primarily due to cash used in investing activities for acquisitions, offset in part by the cash provided by operating activities.

Net cash provided by operating activities for the three months ended March 31, 1997 amounted to $\$ 1,818,000$, as compared to $\$ 2,325,000$ for the comparable 1996 period. For the 1997 period, cash flow generated by net income, together with an increase of $\$ 1,946,000$ in accrued payroll and benefits, was offset in part by a $\$ 1,734,000$ increase in trade accounts receivable. The $\$ 1,005,000$ increase in other long-term liabilities represents the $\$ 1,000,000$ deferred noncompete agreement arising from the acquisition of $H R$ Only and is reflected in the supplemental schedule of noncash activities within the liabilities assumed caption.

Net cash used in investing activities totaled $\$ 2,193,000$ for the three months ended March 31, 1997, as compared to $\$ 1,213,000$ for the similar 1996 period. For the 1997 period, the principal use of cash for investing activities was the acquisition of HR Only. The Company presently has no material long-term capital commitments.

Net cash provided by financing activities for the three-month period ended March 31, 1997 was $\$ 89,000$, which compares to $\$ 62,000$ for the comparable 1996 period. For the 1997 period, the principal source of cash provided by financing activities arose from the exercise of employee stock options at exercise prices ranging from $\$ 3.50$ to $\$ 15.06$ per share, offset in part by payments totaling $\$ 401,000$ made to liquidate a credit line assumed by the Company in connection with the acquisition of $H R$ Only. As of the date of this filing, an underwriter continues to hold warrants to purchase 90,000 shares of common stock at $\$ 4.20$ per share issued in connection with the Company's 1993 initial public offering of its common stock.

The Company's business strategy continues to focus on growth through the acquisition of additional personnel-related businesses, both in its existing markets and other strategic geographic areas, together with the expansion of operations at existing offices. As disclosed in Note 2 to the financial statements included herein, the Company purchased, during February 1997, a staffing services company located in the Los Angeles, California area for $\$ 2,095,000$ in cash, plus an additional $\$ 1,000,000$ for a noncompete agreement which will be paid ratably over five years beginning after the end of the fifth year following the acquisition. As disclosed in Note 7 herein, the Company purchased in April 1997, certain assets of a staffing services company located in Tucson, Arizona for $\$ 152,000$ in cash. The Company actively explores proposals for various acquisition opportunities on an ongoing basis, but there can be no assurance that any additional transactions will be consummated.

On April 11, 1997, the Company repurchased 159,154 shares of its common stock at $\$ 17.75$ per share issued by the Company pursuant to a Plan and Agreement of Reorganization between StaffAmerica, Inc. and the Company dated April 1, 1996 (the "Agreement"). The redemption proceeds totaling $\$ 2,824,984$ were remitted to the seller and its shareholders as provided by the Agreement.

The Company presently has an unsecured $\$ 4.0$ million revolving credit facility which expires May 30, 1997. There was no outstanding balance at March 31, 1997. As a consequence of the recent stock redemption, the Company has maintained an average daily outstanding balance against its credit facility of approximately $\$ 806,000$ from April 11 through May 9. Management expects that the renewal of such credit facility will be in an amount and on such terms and conditions as will be not less favorable than the current credit arrangement. Management also believes the funds anticipated to be generated from operations, together with the renewed credit facility and other potential sources of financing, will be sufficient in the aggregate to fund the Company's working capital needs for the foreseeable future.

Inflation
Inflation generally has not been a significant factor in the Company's operations during the periods discussed above. The Company has taken into account the impact of escalating medical and other costs in establishing reserves for future expenses for self-insured workers' compensation claims.

Forward-Looking Information

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Statements in this report which are not historical in nature, including discussion of economic conditions in the Company's market areas, the potential for and effect of future acquisitions, the effect of changes in the Company's mix of services on gross margin, the adequacy of the company's workers' compensation reserves, the tax-qualified status of the Company's $401(k)$ savings plan, the outcome of various legal proceedings, and the availability of financing and working capital to meet the Company's funding requirements, are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause the actual results, performance or achievements of the Company or industry results to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Such factors with respect to the Company include difficulties associated with integrating acquired businesses and clients into the Company's operations, economic trends in the Company's service areas, uncertainties regarding government regulation of PEOs, including the possible adoption by the IRS of an unfavorable position as to the tax-qualified status of employee benefit plans maintained by PEOs, future workers' compensation claims experience, and the availability of and costs associated with potential sources of financing. The Company disclaims any
obligation to update any such factors or to publicly announce the result of any revisions to any of the forward-looking statements contained herein to reflect future events or developments.

Item 6. Exhibits and Reports on Form 8-K
(a) The exhibits filed herewith are listed in the Exhibit Index following the signature page of this report.
(b) Reports on Form 8-K

Subsequent to quarter end, on April 2, 1997, the Company filed a Current Report on Form 8-K dated March 31, 1997, to report that the Company had received a request for redemption for all 159,154 shares of common stock issued by the Company pursuant to a Plan and Agreement of Reorganization between StaffAmerica, Inc. and the Company dated April 1, 1996.

Subsequent to quarter end, on April 9, 1997, the Company filed a Current Report on Form 8-K dated April 8, 1997, to report that the Company's Farm and Forest Labor Contractor License had been revoked by the State of Oregon through a default judgment received on April 4, 1997.

Subsequent to quarter end, on April 25, 1997, the Company filed a Current Report on Form 8-K dated April 23, 1997, to report that the Company's Farm and Forest Labor Contractor License was reinstated by the State of Oregon. An administrative law judge withdrew the final order on default of April 4, 1997 entered by the Oregon Bureau of Labor and Industries, thereby allowing the Company to present its case at a hearing to evaluate the merits of the State's administrative complaint.

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

BARRETT BUSINESS SERVICES, INC.
(Registrant)

Date: May 13, 1997
By: /s/ Michael D. Mulholland
Michael D. Mulholland
Vice President-Finance (Principal Financial Officer)

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EXHIBIT INDEX

Exhibit

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11 Statement of Calculation of Average
Common Shares Outstanding
Financial Data Schedule

BARRETT BUSINESS SERVICES, INC. STATEMENT OF CALCULATION OF AVERAGE COMMON SHARES OUTSTANDING

</TABLE>

Note: The effect of common stock equivalents upon the primary and fully diluted earnings per share calculation is less than $3 \%$; therefore, earnings per share are based on the weighted average number of shares outstanding during the period.


