



# The Messenger

www.macassociation.org

## MAC Workshop Improves Management Techniques



MAC'S RECENT WORKSHOP, "PROFIT DRAINS AND LABOR PAINS" WAS A GREAT SUCCESS. THE PROGRAM, HELD ON DECEMBER 10 IN RICHMOND VA, WAS ATTENDED BY 17 PEOPLE WHO ALL LEARNED HOW TO BECOME EFFECTIVE MANAGERS.

The program was free to all members thanks to the support and generosity of Caled Chemical, R.R. Streets, and FabriClean Supply. MAC really wants to thank them for their sponsorship, and their support of our members.

"The foundation of effective management" offered Don Desrosiers, "starts with understanding what you are producing versus what you are capable of producing. Many managers don't measure plant efficiency and production closely enough to really be effective. We started by exploring what to look at -- and how to interpret the numbers."

Desrosiers, a nationally renowned Labor Expert, illustrated the need to understand not only how many pieces your plant is producing -- but also demonstrated the need to relate it to labor hours to produce those pieces. Time management can be key to efficiency and maximizing productivity.

"This was a great program," commented Glen Kotval from Fairlea Cleaners, "and it really allowed me to see I need to make changes. In just 3 hours I was able to see where my weaknesses are, and how I can begin to address them. I am so thankful MAC was able to put this program together for us."

The program featured an in-depth look at labor hours and tracking labor productivity, and all participants were given a trial version of FlightPlan for Profits, a productivity tracking program.

### WHAT LIES AHEAD

MAC is developing a "Management Boot-camp" to be held in the summer of 2017. Don Desrosiers will be expanding on the techniques and strategies discussed in this abbreviated program, and will be presenting a 2-day intensive management course for MAC members.

NOVEMBER/DECEMBER  
2016

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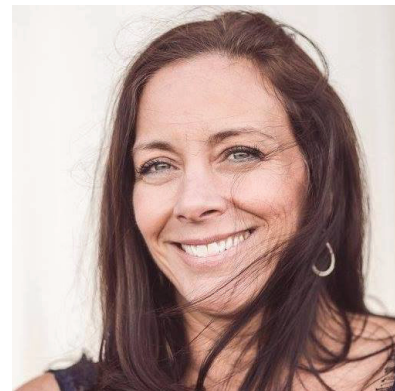
Mark Pollock  
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## PRESIDENT'S MESSAGE...



ON BEHALF OF THE OFFICERS, DIRECTORS, AND STAFF OF MAC -- I WANT TO WISH ALL OF YOU A HAPPY HOLIDAY SEASON, AND A HAPPY & PROSPEROUS NEW YEAR.

This is a great time of year to reflect back on the past year, and think about all that we have accomplished, as well as a good time to take a look ahead at our own goals and objectives. It is also a great time to make ourselves new resolutions on things we are going to do in the coming year.



*Jamie Albano, MAC President*

I am really proud of all that we have been able to accomplish with MAC. We have really improved our communications with members including e-mail blasts, a Facebook page, and one of the best fabricare association webpages in the industry. We have held some terrific programs and events like the Open House at FabriClean in Richmond, the Puritan Cleaners Open House and Marketing Program, and the Brainstorming Dinner held with Herson Supply.

As I look to the future, I see great things on the horizon. With Trudy Adams in May, and a management Boot-camp this summer, We will have some terrific programs for our members. My own personal resolution is to use my DLI/MAC Membership more, and to take advantage of all the opportunities I have available to me. I hope you will do the same. Take a look at the full menu of services you have in your membership category. Are you taking full advantage of your membership? Don't just pay your membership fee and put the list of benefits on the shelf. Review it -- look at it -- and make sure you are getting all you can. The Cleaning Performance Tests and Laundry Performance Test are included in many of the memberships, but yet people are still not using them. It is a tremendous service, but yet so under utilized.

Do you take advantage of the education programs from MAC? Do you visit our website: [www.macassociation.org](http://www.macassociation.org)? Have you contacted the MAC Office to learn ways you can become involved? We are all here to help one another, and learn ways we can work together. One of the best member benefits is peer-to-peer interaction, and that all starts with contacting the association with questions. I hope we will be your first call when you need help, assistance, advice, or just want to bounce ideas off the wall.

Live Clean & Healthy,

*Jamie Albano*

Albano Cleaners  
234 West 22nd Street  
Norfolk, Va. 23517  
757-428-3335 ext. 106

## Trudy Adams to Speak in Virginia Beach



MAC HAS ENLISTED THE SERVICES OF NATIONALLY RECOGNIZED CUSTOMER SERVICE EXPERT TRUDY ADAMS TO HOST A WEEKEND CONFERENCE IN VIRGINIA BEACH NEXT SPRING.

The program will be held the weekend of May 20 & 21 in conjunction with MAC's Spring Board Meeting. On Saturday afternoon, Trudy Adams of 21st Century Dry Cleaning, will present "The Magic of a Touchpoint". The program is designed

for all managers and owners of drycleaning plants and focuses on the value of customer interaction and outreach.

"It is critical to communicate with your customers," offers Trudy Adams, "and to demonstrate the value as customers. Through terrific customer experience at the counter on through thank-you's and customer rewards, every touchpoint is critical. You work too

hard to get a customer not to do all you can to make sure they return."

Then on Sunday morning, she will present a second program designed not only for the owners and managers -- but also all your customer service representatives. The program, "Creating a Super CSR" really highlights the role your sales staff play in the success of the company, as well as tried and true methods for enhancing the customer experience. Trudy will be building on her years of experience with the industry, and leaning on her skills as a CSR trainer to guide attendees through the factors that keep customers coming back.

Trudy is well known in the industry from her days with Cleaners Supply and her experience as a Customer Service Trainer. She is nationally recognized as the foremost expert in the industry, and has been a featured speaker all over the country.

"We are very fortunate to have Trudy joining us," offered Peter Blake, MAC Executive Director. "She is a true asset to the industry and a fantastic educator. I am really excited to welcome her back to the industry, and to provide our audience an opportunity to hear and learn from the best."

More details of the program will be on [www.macassociation.org](http://www.macassociation.org).



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## Top U.S. Cleaners “Fly-In” to Richmond to Trade Ideas



THE NATION'S TOP DRY CLEANERS AND LAUNDERERS GATHERED IN RICHMOND THIS WEEK FOR A CRITIQUE OF RICHMOND'S

PURITAN CLEANERS. THEIR ASSOCIATION, CALLED THE ROUND TABLE OF LAUNDERERS AND DRY CLEANERS, CONDUCT A “FLY-IN” EACH YEAR TO VISIT ONE OF ITS MEMBERS, SEE THEIR OPERATION, AND SET THE AGENDA FOR THEIR UPCOMING ANNUAL MEETING, WHICH WILL TAKE PLACE IN MARCH, 2017.

The Round Table consists of seventeen of the nation's most prominent dry cleaning companies who come together bi-annually to discuss industry trends, successes and failures, and exchange ideas on production, marketing, customer service, and all other aspects of their business. The Fly-In was hosted by Gary Glover, President of Puritan Cleaners.

“We’re proud to have been a part of The Round Table for a number of years, and have always found it to be a beneficial experience,” said Mr. Glover. “The people that were here this week are the best operators in our business, and they always have great ideas to share with the group. We learn something new that we can use every time we get together, and it’s our honor to have hosted them for the Fly-In here in Richmond this year.”

### THIS YEAR'S PARTICIPANTS INCLUDED:

A Cleaner World of High Point, SC; Admiral Cleaners of Anna-

polis, MD; Anton's Cleaners of Boston, MA; Avon Cleaners of Dallas, TX; Classic Cleaners of Indianapolis, IN; Dependable Cleaners of Denver, CO; Hallmark Cleaners of Jackson, MS; Max I. Walker Cleaners of Omaha, NE; Model Cleaners of Pittsburg, PA; Pilgrim Cleaners of Twin Cities, MN; Porter's Cleaners of Shreveport, LA; Pratt-Abbott Cleaners of Portland, ME; Puritan Cleaners of Richmond, VA; Red Hanger Cleaners of Salt Lake City, UT; and Zengeler Cleaners of Chicago, IL

### THIS YEAR, THERE WERE TWO NEW INVITEES:

Tripp's Fine Cleaners of Columbia, SC and Blue Sky Cleaners of Seattle, WA

“All of The Round Table participants are of a significant size, so that we can relate to each other's successes and challenges,” continued Mr. Glover. “It's quite helpful in finding out where you have ‘blindness’ on with your own operation, where you can improve, and where you're doing well. We've also made some good friends from across the country through the years, and we visit one another regularly to see each other's operation.”

The Round Table (originally called a Sales Managers' Pow-Wow) was founded in 1940 in Allentown, PA by industry leaders Herb Koch, Lee Workman and Barrett Finn. They moved the conference to NYC for the next 5 years and became known as the Laundry Management Group. In 1950, the name was officially changed to The Round Table Conference and has remained so ever since. Their 78th Annual Meeting will convene in March of 2017, with Gary Glover of Puritan Cleaners chairing the meeting.

### FOR MORE INFORMATION

To learn more about The Round Table or Puritan Cleaners, please contact Gary Glover, President of Puritan Cleaners, at (804) 355-5726, ext 301. Puritan Cleaners' has 13 retail locations throughout the Richmond area, and operates 13 free home/business delivery routes. They can be reached online at [puritancleaners.com](http://puritancleaners.com).

## The Next Mid-Atlantic Association of Drycleaners Board Meeting

**MAC Board Meeting**  
**8:30 - 12:00 on Saturday, May 20, 2016**

**Customer Service Management by Trudy Adams:**  
**“The Magic of a Touchpoint”: 1:00 - 4:00 p.m. Saturday, May 20**  
**“Creating a CSR Superstar”: 9:00a.m. - 12:00 noon, Sunday, May 21**





## SAVE THE DATE

### DLI & NCA's Five Star Brainstorming Getaway Conference

January 13-15, 2017  
Dominican Republic

## 10 Take-away Tips from a Previous DLI/NCA Conference

1. Doing something unexpected for a customer on a personal level humanizes your business and makes you more of a friend than a service provider. Customers love feeling loved and they'll love you in return.
2. Send your service over the top by anticipating customer needs.
3. Claim responsibility for your online reputation. Sites like YELP! can be great business tools if well-managed.
4. Monitor your online reviews and always respond positively to disgruntled customers.
5. Even bad economic times present opportunities for business owners to be creative and forward-thinking entrepreneurs. Now's the time to evaluate your business strategies. How can you be more efficient?
6. What additional services can you provide?
7. How can your marketing efforts be improved?
8. Recognize that you are in a personal relationship with your customers.
9. Use your POS system to gather information about your customers to help build the relationship.
10. Foster pride in your employee's work to improve quality and customer service.

*"Renewing old friendships and forging new ones in such great surroundings is always a high spot for everyone attending."*

*— Nora Nealis, NCA Executive Director*

*"The audience was engaged—no one was looking at their laptops, phones, or reading the paper. At the end the audience wanted more and commented that they wished the sessions were longer."*

*— Mary Scalco, DLI CEO*

*"The 'biggest' thing I took away was the information I learned having dinner with one of the participants. Since that dinner, I created a list of 'change now' items that I am halfway through. It re-energized me in the business."*

*— Mark Scott, CEO of Bakker's Fine Drycleaning in Kirkland, Washington*

## USCIS Releases the New Form I-9 for Employment Eligibility Verification



U.S. CITIZENSHIP AND IMMIGRATION SERVICES HAS RELEASED THE NEW VERSION OF THE FORM I-9 FOR EMPLOYMENT ELIGIBILITY VERIFICATION.

THERE HAVE BEEN MANY CHANGES TO THE FORM TO MAKE IT MORE USABLE AND TO UPDATE THE INFORMATION.

Some of the updated features include:

1. Enabling individuals to complete the informational fields electronically in a fillable PDF format.
2. Contains special cursor symbols in each field to access help and drop down menus that include lists and calendars.
3. Several fields have been modified slightly and a new additional information box has been added for items which previously needed to be recorded in margins.

4. Buttons are added at the top of each page to access instructions, clear or print form.

Employers may choose to complete all or parts of the information electronically or print the blank form and enter information by hand. Regardless of the method utilized to complete the information in the form it must be printed for signature and date. When retaining the completed Form I-9, the page which lists acceptable documents does not have to be included, only the first two pages should be printed and stored with any photocopies of documentation presented during verification.

Link to the new Form I-9 and Instructions: <https://www.uscis.gov/i-9>

The previous Form I-9 which contains the expiration date of 3/31/16 can continue to be utilized for employment verification purposes through January 21, 2017. After that date all earlier versions of the Form I-9 should not be used for verification.

Please contact your Seay Management Consultant if you have any questions about the completion of the Form I-9.



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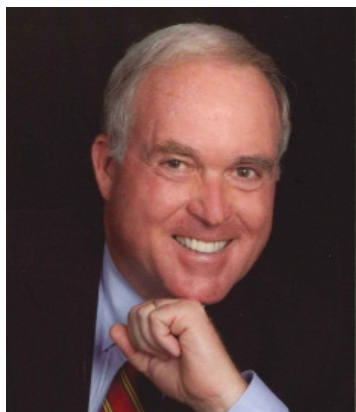
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# Special HR News Update: Salary Exempt Regulations on Hold

Written By Raleigh F. "Sandy" Seay, Jr., PHD, Chairman of The Seay Management Consulting Firm



OK, SO THE DEPARTMENT OF LABOR SAID THEY WERE RAISING THE SALARY LEVEL FOR EXEMPT EMPLOYEES SOMETIME IN 2015.

Then they said they didn't know when it was going to be. Then they said December 1, 2016. They said the new number was \$970 per week. Then they said it was \$927. Then they said it was another number and they didn't know

what it was. Then they said it was \$913. Now, at just about midnight, a Texas judge issues a preliminary injunction that prevents the rule from becoming effective on December 1st. So all of the work, preparation, sweat and tears that management has put into getting ready for change is for naught, at least for the time being. This is especially true for non-profit organizations and small businesses.

I talked with a manager the other day who was mad as a hornet. Listening to the Department of Labor, and attempting to be a good business leader, he had several months ago identified those employees who would be impacted by the new rule and had already implemented the changes of either increasing an exempt employee's salary to the new \$913 level or changing the employee to non-exempt, having the employee keep a time record and paying him or her an hourly rate plus overtime. "What am I going to do now?", he asked, "Change them back or leave them as they are." Here are our thoughts . . .

**Exempt Salary Level** - For the moment, the minimum salary an exempt employee must receive remains at \$455 per week. The proposed level of \$913 is not effective now. This means that your exempt employees will continue to be exempt if (1) they meet the duties tests and (2) their salary is \$455 or more.

**Currently Exempt Employees** - Some of your employees were going to be affected by the \$913 salary level and some were not going to be affected. If you have not made the changes to these affected employees – either by increasing them to \$913 or re-classifying them to non-exempt – then you do not have to make these changes for the time being.

**Employees You Have Already Changed** - If you have already made these changes, you have the right to change them back, but here are a few thoughts – if you increased the salary of an exempt employee up to \$913 because they were close to it anyway, it's probably best to leave that alone. On the other hand, if you re-classified an exempt employee to non-exempt and placed him or her on an hourly rate plus overtime, then reverting to the previous exempt classification may be a good idea. Here's why – most exempt managers did not want to be re-classified to non-exempt and most

employers did not want to re-classify them to non-exempt. So, this will probably be a welcome development for both parties and management has the prerogative to make this decision.

**The Duties Tests** - The judge's preliminary injunction puts the exempt emphasis back on the duties tests. Prior to all of the attention given to the new salary test of \$913, the major emphasis for exempt employees was on the duties tests. The main duties test is that employees must be primarily involved in management, either of other employees, like a supervisor or department manager, or of an asset of the employer, like accounting or purchasing. There are other parts of the duties tests but this one is key. It is a misconception to think that an employer can simply place an employee on salary and that employee is, therefore, exempt. To the contrary, an exempt employee must meet both the duties tests and the salary test.

**The Exempt Salary Level Going Forward** - My grandmother used to tell me that nothing is guaranteed in this world but death and taxes so, if that's true, we can't predict with any certainty what the Department of Labor might do. However, we do know a few things.

The current exempt salary level of \$455 is fairly low so we expect that it will increase at some point, but not to the \$913 level that was proposed. I would not be surprised to see an exempt salary level in the \$600-\$700 range.

There is very little time left for the current administration to challenge the judge's ruling.

It seems that the new administration and the new Congress will have a more employer-friendly view and my sense is that they will move for a more reasonable exempt salary level.

Some states have individual exempt salary levels that are already in the \$700 --\$900 range, and if you are located in one of those states, you must abide by the higher number. The exempt salary level in New York state, for example, is \$675 and New York City is \$825 for employers of 11 or more. In the state of California, it's \$840. In almost every case, these levels are scheduled to increase annually.

## CONCLUDING THOUGHTS

There is clearly some upward pressure on the minimum exempt salary level. When the Department of Labor announced that it was more than doubling the number, all the way to \$913, all at one time, virtually every business observer realized that this was going to cause a great hardship on many businesses, perhaps most businesses. Most of my clients understood that an increase was appropriate, just not this much, and not all at one time. My sense is that sometime in the next 12 months, we'll begin to see a movement to increase the minimum salary level, probably into the \$600-\$700 range, perhaps with increments over several years.

MAC will post updates on [www.macassociation.org/](http://www.macassociation.org/)



# VDEQ Changes Approach to “No Further Action” Letters and Launches VURAM

Written By Henry R. “Speaker” Pollard, V of the law firm Williams Mullen



THE VIRGINIA  
DEPARTMENT  
OF ENVIRON-  
MENTAL QUAL-  
ITY (“DEQ”) HAS

CLARIFIED ITS APPROACH TO ISSUING “NO FURTHER ACTION” LETTERS (“NFAS”) FOR SITES WITH BOTH PETROLEUM AND NON-PETROLEUM CONTAMINATION.

This clarified approach will ensure that non-petroleum contaminated sites are reviewed only through the Virginia Voluntary Remediation Program (“VRP”) screening process. In addition, DEQ has launched its updated technical approach to risk assessments, the Virginia Unified Risk Assessment Model (“VURAM”).

The combined effect of these developments is a more universal and definitive process for determining whether cleanup obligations exist for non-petroleum contaminated sites and, if so, the applicable risk-based cleanup levels.

Parties that discover non-petroleum contamination on properties are often faced with a conundrum: even though reporting such contamination is actually not required in many cases, there can be uncertainty as to whether the nature or level of contamination triggers the need for remediation based on the current or potential land use or lender requirements. DEQ often has encouraged property owners or prospective property owners to use the VRP for review of non-petroleum contamination.

However, when presented with sampling results indicating both petroleum and non-petroleum contamination, some DEQ regional offices have issued petroleum program “no further action” (“NFA”) form letters that, on their face, arguably covered both kinds of contamination.

While reading too much into any NFA letter is ill-advised, DEQ’s new NFA policy forecloses this argument altogether, requiring that determinations of remediation duties for non-petroleum contamination must occur through the VRP review process.

## WHERE TO BEGIN

The first step will be to see if the site is eligible for the VRP. If remediation is clearly mandated by law or agency or court decision, the site is ineligible and must be remediated pursuant to the applicable regulatory program. If the site is VRP-eligible, then evalu-

ation of risk-based cleanup measures or controls follows. Consistent with this new approach, DEQ has revised petroleum program form letters used when it is presented with evidence of both types of contamination. By example, the new NFA letter states that non-petroleum contamination must undergo VRP review separately from the normal petroleum program review. Note that the VRP involves tiered fees that progress from initial registration and eligibility determination to ultimate completion.

This change in how sites are reviewed comes amid implementation of VURAM. As we reported in our August 2016 newsletter, VURAM is designed to streamline the risk assessment process across several nonpetroleum risk-based cleanup programs, doing so in part by removing many of the negotiable risk assessment exposure assumptions and replacing them with default assumptions.

This effectively consolidates and formally unifies risk assessment approaches for the VRP, other DEQ brownfields programs, the Resource Conservation and Recovery Act Corrective Action program, and solid waste facilities under the Virginia Solid Waste Management Regulations. While VURAM may streamline the risk assessment process, the loss of negotiable risk assessment exposure assumptions may eliminate site-specific arguments for appropriate alternative risk scenarios for some sites.

## MOVING FORWARD

Going forward, and with perhaps limited exceptions, landowners, prospective purchasers, lenders and current or prospective tenants will need to use the VRP (and pay relevant VRP fees) to gain DEQ’s determination of whether remediation of non-petroleum contamination is required by law or otherwise is needed to meet riskbased cleanup criteria. VURAM will then control the determination of appropriate remedial endpoints for most sites; so familiarity with the new default risk assessment factors in VURAM will be essential.

For additional information on DEQ’s VURAM, visit: <http://www.deq.virginia.gov/Programs/LandProtectionRevitalization/RemediationProgram/RiskAssessment.aspx>

Williams Mullen has been a member of the mid-Atlantic Association of Cleaners for years and have helped many MAC members with issues in the past. When you have questions or you need assistance, contact the MAC Office.

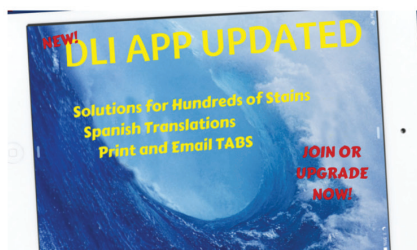


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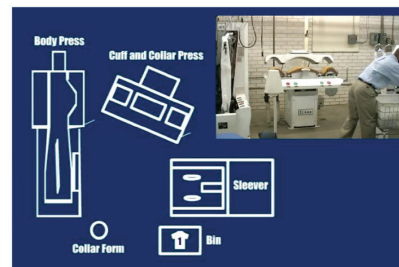
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# New Hazardous Waste Management Rules Are Coming Soon -- Are You Ready?

Submitted By Steve Henshaw, President & CEO, EnviroForensics



ENVIRONMENTAL REGULATIONS CHANGE AT A RAPID AND FLUID PACE, AND WE'RE ALWAYS READY TO ADHERE TO THE WISHES OF OUR REGULATORY PARTNERS. NEW RULES ARE BEING IMPLEMENTED IN RESPECTS TO THE AMOUNT OF HAZARDOUS WASTE A PROPERTY OWNER GENER-

ATES. THIS ARTICLE EXPLORES WHAT THIS MEANS FOR OUR PARTNERS IN THE DRYCLEANING INDUSTRY WHO ARE OFTEN CATEGORIZED AS SMALL QUANTITY GENERATORS.

Some of our drycleaning clients are in the process of, or already have transitioned away from perc solvent, but there are still plenty of functioning perc drycleaning machines currently in operation across the country. Parts degreasers utilizing chlorinated solvents are also commonplace. All spent chlorinated solvents have to be properly managed and disposed of in order to avoid unintentional releases to the environment.

Spent solvents are considered hazardous waste under the Resource Conservation and Recovery Act ("RCRA"). Depending on the amount of solvents used and disposed of, the user is either classified as a Very Small Quantity Generator ("VSQG," formerly CESQG), a Small Quantity Generator ("SQG," ) or a Large Quantity Generator ("LQG"). Most, but not all of our clients are either VSQGs or SQGs, the difference being that SQGs are required by law to report their activities and acquire a RCRA waste disposal number from their state regulatory agency.

Since its passage into law in 1980, RCRA has seen some changes; the U.S. Environmental Protection Agency ("EPA") and industry are constantly looking to fine-tune the process of safe disposal of hazardous waste while not overly burdening the industries that generate it as a by-product of their operations. EPA's last rulemaking affecting the hazardous waste generator regulatory program was in 2004 and addressed many of the remaining rough edges. The most recent rulemaking, which goes into effect this fall (2016), further

improves the process by building in flexibility for generators who properly dispose of their waste.

## HOW DOES THIS AFFECT OUR CLIENTS?

1. The new rules allow a generator, who normally falls under VSQG/CESQG or SQG status, avoid categorization as a higher status generator during a month in which they generated episodic waste, so long as they properly dispose of said waste.
2. They allow VSQGs to send hazardous waste to an LQG that is under the control of the same person, allowing for satellite locations of larger facilities to consolidate and dispose of waste in a more efficient manner; and
3. They make it easier for generators located in urban environments who find it difficult to meet the requirement that containers holding ignitable or reactive waste be placed 15 meters (50 feet) from the site's property line by allowing generators to apply for a waiver from this requirement from their local fire department or emergency response organization.

While RCRA is not the model of legislative clarity, these most recent proposed rules from EPA look to further simplify the requirements on industries that produce hazardous waste while maintaining protection of human health and the environment. If you have questions about compliance with these new rules, EnviroForensics has professionals trained in managing hazardous materials who are on hand to assist you.

For more information, contact Nancy Shields at 866-888-7911 or via e-mail: [info@enviroforensics.com](mailto:info@enviroforensics.com).

## EDITOR'S NOTE:

MAC has numerous compliance tools available for our members. In addition to expert advice on hazardous waste rules and regulations -- we also keep up to date on all EPA, OSHA, and State Environmental Regulations.

"We work hard to research all the latest news and changes in regulatory issues," observed MAC Executive Director Peter Blake, "and we constantly update the MAC website with information."

Compliance information can be found online at our website, [www.macassociation.org](http://www.macassociation.org), or by calling Peter Blake at the MAC Office: 800-235-8360.



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