



# The Messenger

[www.macassociation.org](http://www.macassociation.org)

## Packed House for MAC Maintenance Workshop



IT WAS STANDING ROOM ONLY AT MAC'S RECENT MAINTENANCE WORKSHOP HELD AT PURITAN CLEANERS IN RICHMOND VA.

The program, "Proper Maintenance: The Key to Productivity and Efficiency" was attended by over 30 people and 10 different plants. People came from all over the MAC region and even traveled in from Atlanta, GA. The reviews after the program were outstanding, and there were suggestions for more programs in the future.

"I loved it," offered Chris Eldredge of Augusta Cleaners & Formals, "and I am very glad I came. The topic was great, the instructors were terrific, and it was a great opportunity to meet other cleaners from around the area. I look forward to more of these types of programs."

Jerry Moore, of Moore Industrial Services, hosted the program and drew on his years of experience. He had developed an in-depth presentation and focussed on all the necessary preventative maintenance people need to do on their equipment, but also explored some of the easier self-service maintenance many cleaners are capable of.

"While Jerry had a great presentation," observed Peter Blake, "he was at his best when the audience participated and asked questions and made observations. He was able to answer all their questions and give some very valuable insight into work that needs to be done at all plants. I was particularly impressed with how knowledgeable he was with all the equipment, and the specifics of all the different brands. This was one of the most informative maintenance workshops I have seen."

MAC wishes to thank Puritan Cleaners for their hosting of the program and for helping to coordinate the dinner and the MAC Board Meeting. MAC also thanks Dianne Lee of The Press Dry Cleaners for presenting a "MAC Cake" for dessert. See page 4 for a picture!

Interested in programs in your area? Call the MAC Office at 800-235-8360 or e-mail us at [peter@macassociation.org](mailto:peter@macassociation.org) and give us your suggestions! We are always looking for input.

NOVEMBER/DECEMBER  
2019

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## EXECUTIVE DIRECTOR'S MESSAGE...

# Without Customer Trust, Nothing Else Matters

THE CUSTOMER EXPERIENCE IS STILL THE MOST IMPORTANT ASPECT OF A SUCCESSFUL BUSINESS. NOTHING CAN FUEL A COMPANY'S SUCCESS MORE THAN DELIVERING A GREAT CUSTOMER EXPERIENCE.

Just remember the opposite is also true, nothing can damage a business quicker than failing to deliver on your service promise. The most successful businesses are the ones that keep their sights trained on the prize: the customer.

Up to 82% of patrons who stop doing business with a company do so because of a bad experience. You can always keep fixing mistakes that happen, but keep one fact in mind, it is game over and done once trust is broken. If you haven't built up a reservoir of good will to help you recover from a bad experience, customers will simply vote with their feet and go elsewhere.

A positive customer experience does not have to mean perfection. We are all human, and we all make mistakes. Customers understand that, but it is in how you handle those moments of imperfection that will tell the tale of your success. I was at a meeting recently and heard some cleaners talking. They were debating customer service, and how problems are handled. One person's viewpoint really struck a chord with me. He said he never ruins anything. Never has a technical mistake. I found that hard to believe, but in discussion -- he admitted that when a garment fails, he tells the customer it has been lost and pays them for it. That sounded better to him than admitting they made a mistake processing it. To me, he would be better letting the customer know the truth. Standing behind it, and making amends. To me there are three core tenets to dealing with customers:

**Be Candid:** If there are issues, own them. Let the customer know the truth and how you intend on rectifying the issue. Everyone makes mistakes -- how we handle them and our customers will tell the tale of our success.

**Follow through:** In By 9 out by 5? Make sure you deliver. Your customers don't want excuses, they want to know you are going to do what you say you will.

**Solve Problems Fast:** Don't wait for feedback or for the customer to approach you, take the initiative. Have the solution to the problem ready when you talk to your customer. You want to make sure they know you are treating them right.

When a problem arises or a mistake is made, it is an opportunity to make a customer for life. Treat them the way you want to be treated and do all you can to make them feel VALUED. Don't always approach customer interaction like they are trying to "pull one over" on you, or trying to cheat you. They want what is right -- same as you do. Your interaction will go a long way to establishing your reputation.

This is such an important issue that we are building a program to add to our Spring Leadership Conference. Keep watch on [www.macassociation.org](http://www.macassociation.org) for updates.



*Peter Blake,  
MAC Executive Director*

## Peter Blake

MAC Executive Director  
(617) 791-0128

# WHAT TO DO WITH YOUR OLD POINT OF SALE?

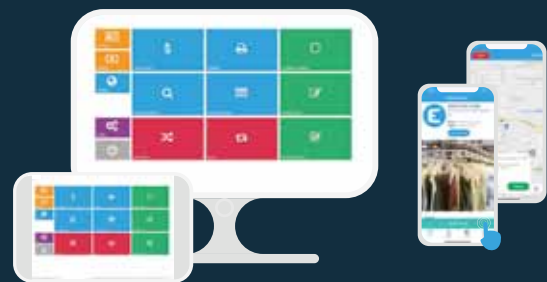
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## MAC Board Meeting Report from Richmond

THE MAC BOARD OF DIRECTORS RECENTLY HELD ITS FALL MEETING ON DECEMBER 4, 2019 AT PURITAN CLEANERS IN RICHMOND, VA.

The Board focused much of its attention on two key areas: Education and Membership. While MAC has remained reasonably stable over the course of the past few years, the MAC Board feels there is an opportunity to thrive and grow.

“MAC is much stronger now than we have been in the past 10 years,” observed MAC Treasurer Russ Kaplan, and we are looking towards a very bright future. In the past, there have been numerous times where we had become complacent and less active than we wanted to be, but now we are well poised to really help members, and make a difference in their success.”

### MEMBERSHIP

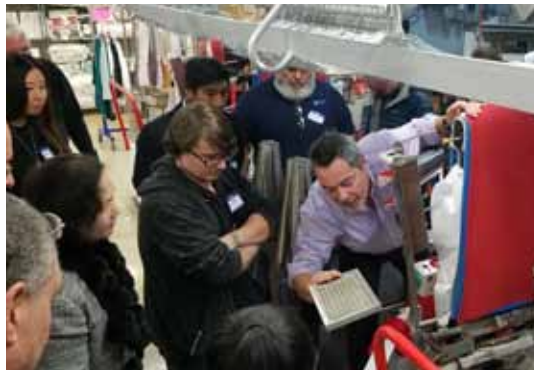
In order to strengthen its membership, MAC is exploring a partnership with Crimson Power Solutions to answer energy sourcing concerns. This new program will help MAC members evaluate the energy landscape, compare options and companies and then make an informed decision on what is best for their company. The program could potentially provide significant cost savings. The programs will be free, and members will be under no obligation.

MAC is also developing a new Payment Processing Program for members that will provide valuable resources to MAC enabling us to continue to provide cost effective programming, while also providing members with a solution to their processing issues. The program will provide unique benefits to MAC Members and will provide costs savings for participants.

“We need to look out for members,” continued Kaplan, “and programs like these will help all of us to save money, and give us peace of mind that we are dealing with reputable companies that will help look out for all of us.”

At the recent Board Meeting, MAC also authorized more in-plant visits to MAC Members and potential members. Peter Blake, MAC Executive Director will be visiting members throughout the area in the coming year. Peter spent 2 days visiting members in the Richmond, VA and will continue those efforts the next time he is in the area.

Any member interested in being visited by MAC is invited to contact Peter directly at (617) 791-0128 or via email, [peter@macassociation.org](mailto:peter@macassociation.org).



(From top left, clockwise) Standing room only at MAC workshop, MAC Cake courtesy of Dianne Lee, MAC guests are welcomed at Puritan Cleaners, and attendees get up close guidance on maintaining a shirt unit.



“I look forward to these visits and I am able to highlight some of the most pertinent programs for each individual plant. It can vary greatly between visits. Usually I am able to point out some of the best marketing programs we have, how to use the various apps, and then sometimes it is more geared towards health and safety and OSHA. Each visit is very different, and members appreciate the opportunity to ask questions and learn how membership can make a difference.”

### EDUCATION

The Board renewed its commitment to providing quality education at a reasonable cost. After hosting its final program of 2019, the highly regarded Maintenance Workshop, the Board turned its attention to building a strong 2020 program.

The first program will be the 4th Annual MAC Leadership Conference on the weekend of May 1, 2, & 3. The Board is now evaluating potential sites that include Virginia Beach, Washington D.C., and Charlottesville, VA. The site committee will be making its selection in early January. The Board is now evaluating speakers and topics for the program.

In addition to the Leadership Conference, MAC will be hosting more workshops and seminars in different areas of the region, and will be developing a series of Meet & Greet Dinners to help spearhead more peer-to-peer networking among the membership.



# Blurred Lines Between Marijuana Legalization and Employment

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



**NO MATTER WHICH SIDE OF THE DEBATE YOU ARE ON, YOUR BUSINESS IS ABOUT TO MAKE SOME HARD DECISIONS ABOUT THE WORKPLACE AND MARIJUANA USE.**

The discussion used to be cut and dry, employees were expected to show up to work sober and to pass a drug test.

But with the decriminalization of marijuana, both for recreational and medical use, the drastic increase in CBD oil, and less than accurate testing capabilities (i.e. did my employee smoke at lunch or is it still in their system from last weekend), many employers are exceedingly confused about what their policy on marijuana should be and whether or not to remove marijuana testing completely from their drug panels.

Even with the increased legalization of marijuana use, employers continue to have the right to insist that employees remain drug-free while at work, that they do not bring illegal (or nonprescribed drugs) or alcohol to work, or use substances while on the job. Furthermore, a positive drug screen continues to be valid grounds for an adverse employment action if it is pursuant to an established policy. Employers that adopt a zero-tolerance policy must make sure that they do not inquire about an employee's disability in the event that the employee discloses the use of, or tests positive for, medical marijuana.

## WHAT TO DO IF AN EMPLOYEE SEEMS HIGH

It is important that to understand that due to current drug testing methods a positive THC result is not indicative of use on the job. Employers instead must have a reasonable suspicion that an employee may be impaired while at work. If you think that your employee may be impaired:

1. Record documentation to support assumption
2. Drive the employee to the testing facility
3. Make arrangements to have them taken home until the testing can be confirmed.

## BEST PRACTICES FOR HR

Employers should ensure that drug testing policies protect the company and suit their particular needs.

- Do review your drug-free workplace policy and substance abuse testing program with a professional familiar with the regulations.

- Don't stop enforcing your drug policy solely because of state marijuana laws.
- Do apply your drug testing policies fairly and consistently.
- Don't terminate or disqualify someone without careful consideration and adherence to policies, particularly in light of medicinal or "legal" recreational use.
- Do consider the health and safety of all of your workers in the application of your drug screening policy.
- Don't tolerate marijuana use on the job, just as you wouldn't tolerate alcohol use.
- Do train managers to spot signs of impairment.
- Do think carefully about the type of test your company uses and stay on top of developments in the technology of testing.
- Do talk to a legal professional about relevant state laws before setting policies and testing rules.
- Do know that testing policies may need to vary by location (for multi-state operations).
- Do educate employees about the company marijuana-use policy and the repercussions for failed tests, including random, post-accident or reasonable suspicion tests.

The bottom line is that employers have a fair amount of flexibility in deciding how to address marijuana use in the workplace. In deciding how to respond to a positive marijuana test, employers can either draw a hard line and enforce a zero-tolerance policy or they can talk with a job candidate or employee about when they used marijuana, how they used it and whether they used it at work.

Despite changing laws, employers can still enforce a drug-free workplace policy and terminate if a current employee tests positive as long as they have a defined, established drug-free workplace policy.

## FOR MORE INFORMATION

As valued members of MAC/DLI, you have access to a complimentary HR & Employment resource through our partnership with Seay Management Consultants. For more information on Workplace Drug Policies or any other issue, contact Seay Management at 888-245-6242.

Seay Management also has produced sample workplace policies you can use for your company. They can be obtained by contacting the MAC Office by email, [peter@macassociation.org](mailto:peter@macassociation.org), or directly through Seay Management.

# What's Better: Environmental Contaminant Removal or Risk Management?

Written By Jeff Carnahan, LPG President, EnviroForensics



**A SHORTSIGHTED VIEW DURING ENVIRONMENTAL REMEDIAL PLANNING CAN MAKE IT TEMPTING TO FAVOR SHORT-TERM OVER LONG-TERM SAVINGS FOR CLEANUPS.**

However, when looking at the entire cleanup process and all associated costs, the need to balance present-day cleanup efforts with anticipated future costs becomes far more important.

With perchloroethylene (Perc; PCE) and other chlorinated solvents, the threat of future exposure does not readily go away. These lingering contaminants may present serious problems for future environmental cleanup costs and long-term environmental liability.

In this article, I'll share why it's important to work with an environmental consultant who understands the value and significant cost savings that can be realized by choosing a more active remedy instead of long-term stewardship.

The strategic options for eliminating contamination exposure pathways and attaining regulatory closure can have vastly different costs when it comes to future liabilities and long-term stewardship that will be required following regulatory closure. For example, source removal can be a relatively large short-term expense compared to a vapor mitigation system. In fact, that same vapor mitigation system might end up costing far more over time than source removal if the system is not properly maintained or the building on which it has been installed remains in use for a long time without any meaningful remedy to the contaminant source.

## **LOOK AT THE TOTAL LIFECYCLE COST WHEN PLANNING YOUR REMEDIAL STRATEGY**

Post-closure monitoring, legal risk, and administrative costs really add up over time. When dealing with environmental issues, regulatory closure is often seen as the end goal. While regulatory closure can be attained through various strategies, most revolve around the elimination of exposure pathways, at least in part. Regulatory agencies typically prefer a remediation strategy where a large amount of contamination is removed, but when push comes to shove, they usually will approve remedies with little or no contaminant reduction if the risk of exposure to people is controlled. Because of this, it has become increasingly clear that regulatory closure should be viewed as only an interim milestone when dealing with contaminated properties.

Proper cost-analysis that takes all these factors into account can

help you find a balance between short-term and long-term costs and make decisions that are right for you. There is a reverse relationship between money spent on immediate cleanup versus the costs of stewardship and the often-overlooked component of potential legal damages resulting from dry cleaning contaminants left behind. The demand of cash-flow considerations in most businesses, especially small businesses like dry cleaners, can really drive decisions regarding remedial planning. By looking at the total lifecycle cost during the decision-making process and attempting to keep your sights on the longer game, it could save hundreds of thousands of dollars over time.

Whether we're treating the contaminants in soil, groundwater, or vapor directly or implementing a mitigation system to cut off the pathway, the goal of any environmental remedial strategy is to eliminate exposure.

## **UNDERSTANDING THE DECISIONS IN SELECTING AN ENVIRONMENTAL REMEDIATION STRATEGY**

The following case studies provide a helpful guide for property owners, developers, and environmental professionals to consider when evaluating remedial efforts vs. long-term stewardship. The cases outlined are actual sites where EnviroForensics was involved in recommending and then implementing an effective remedial plan and ultimately saving both time and money in addressing the environmental contaminants of concern.

The costs of future legal liability included in our case studies below were estimated by experienced attorneys who performed an analysis taking court cases nationwide and assigning a higher cost component for prevalent claims in similar cases. Alternatively, in a situation where claims were not made, they assigned estimated damages to parcels that may be potentially affected. The cost examples presented are case-specific and subject to margins of variability.

### **A CASE STUDY:**

**A Dry Cleaning Site Uses Enhanced Reductive Dechlorination (ERD) Approach to Achieve Site Goals and Lower Lifecycle Costs and Saves \$420,000**

This dry cleaning site had PCE contamination that extended beneath several buildings, including residential property impacts that were present in the soil, and exceeded direct contact thresholds and the migration groundwater standards. The groundwater plume was also expanding and contributed directly to vapor intrusion (VI) exposure issues. VI mitigation was necessary for both the source area and at downgradient residential structures.

These were the two remedial strategies considered.

#### **Remedial Strategy A:**

Continued on page 10



## SEAY MANAGEMENT CONSULTANTS DLI HR HOTLINE

As valued members of Drycleaning & Laundry Institute (DLI), you have access to a complimentary HR & Employment resource through our partnership with Seay Management Consultants.

This service is available to you to provide answers to your human resources, personnel management, and employment related questions.

Hundreds of employee questions arise in day to day business and almost every one of them can be different – questions about COBRA, FMLA, EEOC, ADA, and so many others.

Sometimes a simple question can turn into a complicated and/or costly concern if it's not handled properly.

When you have a question and need an accurate and concise answer, simply contact Seay Management Consultants and identify yourself as a DLI member and we will happily assist.

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Seay Management provides Human Resources Management and Labor Relations consulting services. Seay Management does not provide legal advice and does not engage in the practice of law. If you need an attorney, we'll be glad to recommend one to you.

### Examples of FAQs

- I am about to dismiss an employee, what documentation should I be mindful to have?
- One of my employees accused another employee of sexual harassment, what are some ways to resolve this situation?
- An employee wants to see his/her personnel file. Am I required to provide access?
- If a salaried employee doesn't come to work, may I deduct this from his or her salary?
- When an employee gives me a two weeks' notice, do I have to accept it? If I don't accept it, do I have to pay the employee for two weeks?
- If an employee leaves the company owing money, may I deduct this amount from the employee's final paycheck?
- If an employee is dismissed, am I required to pay accrued vacation pay?

\*Special Projects will be offered at a reduced hourly rate for DLI members.



Please contact us with any of your HR needs ▶ ▶ ▶

Website: [www.seay.us](http://www.seay.us)

NOVEMBER/DECEMBER 2019 / 7



## MAC is Looking for a Few Good People Like You!



IT IS NO SECRET WE ARE ALL DOING MORE WITH LESS. WE ARE WORKING HARDER THAN WE HAVE WORKED IN RECENT YEARS, AND WE SEEM TO ALWAYS BE

BEHIND! I KNOW I AM AND I AM SURE YOU ALL ARE FEELING THE SAME PRESSURES.

I bet the last thing on your mind is volunteering to another group or Board that will take up even more of your precious free time, but we need people like you to help steer MAC in the right direction.

When I joined the Board, I had the same reservations you all probably do: "I am too busy, I don't have much to offer, I can't help, I don't know enough to be of service", and the list goes on.

Sound like your first thoughts? I am here to tell you, YOU are exactly what we need, and trust me, if you do volunteer, not only will you be a big help, but you will also benefit greatly from the experience. I know I did. Being on the MAC Board played a significant

role in building my cleaners and making it successful.

I have met incredible people from all areas of the MAC Region -- and throughout the country. We have become friends, colleagues, and mentors to one another. When I have questions or concerns, I have a whole network of people I feel comfortable reaching out to.

Through my work with MAC I have first-hand knowledge of all the programs and services DLI and MAC offer. Many members struggle to understand how to use the services and the ways the programs can benefit their own operations. Through getting to know the incredible staff at MAC and DLI I have even more tools available to me.

For example, whenever I am looking for a new piece of equipment or making a new investment, I have been able to explore all the options and have gotten close personal feedback on the pros and cons of each. Without my Board experience, I am not sure I would have the same level of comfort in reaching out to my peers.

MAC is a strong Association and we are well positioned to help the industry and our members. We want YOU to be a part of that. We need YOUR input into ways you need help and developing programs you feel would be beneficial. Contact Peter Blake at the MAC Office if you want to learn more.



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## Contaminant Removal Vs. Risk Management

Continued from page 7

1. Impacted soil would be excavated to promote future contaminant plume stability
2. Institutional controls would be implemented to cut off exposure pathways from the groundwater. Institutional controls typically consist of groundwater usage restriction (i.e. no drinking water wells allowed) but requirements vary from state to state
3. VI mitigation would be installed and maintained

### **Remedial Strategy B:**

1. Impacted soil would be removed
2. Groundwater plume would be treated in situ via amendment injections

Comparing the two strategies, the upfront cost of Strategy A is lower as there is no cost associated with groundwater treatment. However, as can be seen in the cost analysis of Strategy B, by removing the groundwater contaminant reservoir, the cost of groundwater monitoring and VI mitigation are eliminated. Future liability is also significantly reduced because exposure pathways to outlying properties would be cut off.

**The Results:** Based on projected cost savings, the client chose to implement Strategy B and long-term VI issues were eliminated by virtue of removing the groundwater impacts, and short-term VI mitigation implementation where there were known exposure pathways. Shortly after the remedial injections, PCE concentrations across the site sharply decreased while, as expected. While remediation is ongoing, post-injection PCE concentrations have remained at non-detect.

The total cleanup costs, including investigation and remediation efforts, was \$1,450,000. By spending \$200,000 upfront to remediate the groundwater, the client avoided long-term expenditures and achieved a lifecycle cost savings of \$420,000.

In this case study, you can see that there are situations when dry cleaners and real estate developers should take the full picture of risk management and future liability into consideration when planning for cleanup. It's not always the wisest decision financially to do as little active cleanup as possible. Your environmental consultant and attorney should be showing you the whole picture and looking out for your best interests. Make sure they have the vision to do it for the long haul.



Attn: **Drycleaners & Allied Trades**  
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