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DLI plans webinar on ERTC program update

The Drycleaning and Laundry Institute (DLI) will host a one-hour webinar called "Employee Retention Tax Credit (ERTC) Update: Even More Available Through Non-Revenue Qualifiers." It is scheduled to take place at 1 p.m. EST on Wednesday, March 15.

While most business owners are well aware of the ERTC program and the benefits it provides, a large number of businesses are not taking full advantage of all the funds that could be made available to

them through it.

Additionally, the association will continue to offer its weekly peer-to-peer meetings on Zoom every Tuesday morning at 11:30 a.m. EST, connecting members together in order to share information and discuss the different challenges they face on a daily basis.

"DLI believes in the value

of peer-to-peer learning," noted DLI CEO Mary Scalco. "Our weekly meetings are where DLI members share ideas and find ways to improve their businesses. Participants tell me they find they meetings very valuable, since both large and small operators share their experiences and learn from each other."



In addition to DLI's program this month on the ERTC program update, the association keeps a full library of past online presentations that members can access on their website. For the past three years, DLI has added several dozen recordings covering a wide range of topics dealing with diversification, maintenance, management, marketing, production, finishing, stain removal and business sales and acquisitions.

"We remain 100% focussed

on helping members communicate and grow," Scalco added. "DLI's doors are always open. All fabric care cleaning service providers are welcome to join DLI to gain access to these programs, membership benefits, services and savings."

Also coming up from DLI is a virtual stain removal course next month. The first of seven online sessions will take place on April 25. It will meet from 1 to 3 p.m. EST on Tuesdays and

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Deadline nears for Cleaners Showcase 2023

Next month, Dallas, TX, will play host to the drycleaning industry when the Southwest Drycleaners Association (SDA) hosts Cleaners Showcase 2023 at the Westin Irving Convention Center. For those planning on attending, that means time is quickly running out before the April 4 hotel reservation deadline at the Westin Irving Convention Center at Las Colinas, the headquarters hotel for the event.

Those who call to book their rooms prior to that date can take advantage of a secured discount rate ranging between \$165 and \$249 per night.

To check for availability or to make reservations, there is a link from SDA's website, www.sda-dryclean.com, located towards the bottom of the main Cleaners Showcase 2023 page marked "Book Hotel."

The event is set to take place

from April 28 to 30 and it is free to members. Non-members may also attend; the cost is \$50 for those who pre-register, or \$100 on site.

Several groups and associations have already scheduled meetings to coincide with the show, including the Coin Laundry Association, Xplor SPOT users, Maverick Drycleaners and the Drycleaning and Laundry Institute.

Additionally, there will be

several opportunities to attend educational programs, begin-

ning on Saturday morning at 8:30 a.m. with keynote speaker

Cleaners Showcase 2023



 Andrew Gibson	 Jeff Butler	
 Frank Kollman	 Jennifer Whitmarsh	 Kermit Engh

Tide Services, will present "Changing Consumer Behav-

ior." He will discuss some of the trends that are impacting consumer behaviors and how that is changing the drycleaning and laundry industry.

Frank Kollman, a management, labor and employment attorney, will take the podium at 11:30 for a seminar on "Managing Your Employees: The Top Five (or so) Legal Mistakes and Pitfalls."

Kollman will offer an overview of all applicable labor and employment laws, as well as give some practical advice on how to avoid running afoul of the law.

On Sunday morning at 9 a.m., James Peuster and Jennifer Whitmarsh of The Route Pros will offer their thoughts on "Retain to Gain 2023: How Employee Retention Leads to Customer Retention."

Kermit Engh, a managing partner of Methods for Man-

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The Marvelous Mrs. Kravet



Sometimes it feels like Barbie dolls have taken over the life of Debra Kravet, who owns Apthorp Cleaners of New York City with her husband, Joel. About 12 years ago, she started creating themed dioramas to put on display in the front windows of her store on Amsterdam Ave. The most popular one over the years was one that she created (photo on left) based on the hit television show *The Marvelous Mrs. Maisel*, some of which is filmed in the same neighborhood of New York. For the full story, see page 4.



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This month, James Peuster writes about how the c-word can creep into your company. Learn how to keep it out.
- 26 The dyes that bleed**
Bleeding dyes can be a major problem. Dan Eisen has several cures, and even ways to prevent it.



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Remind your customers how far laundry has come

Most drycleaners probably do not need to be reminded that National Drycleaning Day takes place this month — a day set aside to celebrate a science that was discovered 202 years ago when Thomas L. Jennings was granted a patent (Patent x3306) on March 3, 1821 for his process called “dry scouring.” Jennings was the first African-American ever to be awarded a patent; he had been born a free man in New York three decades prior, making it possible. He apprenticed with one of the city’s finest tailors at a young age before opening his own shop at the age of 19.

An enterprising young man, Jennings also began experimenting with various chemicals and methods in an attempt to remove stains from his customer’s finest apparel. Certainly, the use of chemicals and scouring were a much more sophisticated attempt at cleaning garments than those from the distant past.

The first culture to reference the laundering of clothes were the Sumerians from the period of 2,800 B.C. Those who dislike using their washing machines today would likely enjoy their methods even less. Laundry was literally done by slapping clothing against rocks in the river. The soaps they used were made from ash, wood, grains and an herb called mock gillyflower (it’s fairly difficult these days for many to find a nearby river, let alone some bulk mock gillyflower from their local grocery store).

Over time, the process evolved with other cultures contributing to laundry’s advancement. In ancient Egypt, hieroglyphics displayed slaves stomping on a dirty laundry-filled tank with added grains. Similarly, the Romans washed clothes with their bare feet in water tanks using lime-ash, alkali and sometimes urine for detergent. Jumping ahead to medieval times, people put much less of a premium on laundry. Many only washed clothes every two months during the plague as they believed the disease originated from water. During that era, clothes were put in boiled water before the dirt was beaten out of them with sticks.

The modern era of laundry begins with the invention of the washing machine by Jacob Christian Schäffern in 1767. It consisted of a wooden tub base, paddles, and a handle that turned those paddles. Prior to that, the agitation in the laundering process was

often created by hand using a washboard. It wasn’t until early in the 20th Century that the electric washing machine was invented. Often credited for this advancement is Alva J. Fisher who manufactured the Thor in 1907, which mounted the wash tub on a perforated cylinder that rotated it in alternating directions at the speed of eight revolutions per minute. It was all powered by an electric motor connected to drive belts.

Today, over 115 years later, it is estimated that more than 80% of American households own the technical marvel known as the washing machine, and those who do their own laundry typically wash about 300 loads a year on average. Unfortunately, that still takes a lot of time, even with modern devices.

According to the 2021 American Time Use Survey by the U.S. Bureau of Labor Statistics, 28% of those polled (and the number one response in this category) said that laundry was their most time-consuming household chore. According to another poll conducted by Arm & Hammer in 2020, Americans revealed that they spend an average of one hour and 12 minutes on laundry per week, which is about 1/5 of the total time of all of their housework.

Even though doing laundry is truly much easier than ever before, it still takes up a considerable chunk of time in our lives. Also, it’s still difficult to master, especially for generations not as well-versed in laundering methods. In fact, a poll of younger Americans by OnePoll from about a year ago revealed that 66% admitted they wear their favorite outfits less out of fear they may harm them in the wash.

So, even though you may not need to be reminded that National Drycleaning Day is this month, your customers certainly do. While you’re at it, let them know that April 15 is National Laundry Day, as well. Now is the perfect time of the year for you to remind the public that centuries have been spent honing and perfecting the garment cleaning and stain removal process. Inform them just how many people and how much time, knowledge and technology is needed for professional garment care specialists to take proper care of their wardrobe. Most importantly, let them know how much time you can save them — time better spent doing something that they truly enjoy doing.

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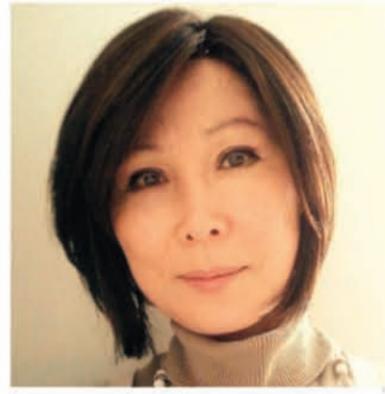


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Scenes from a cleaners

Before becoming owners of Apthorp Cleaners of New York City, both Debra and Joel Kravet worked in the textile decorative industry — Debra in Atlanta and Joel in New York for his family's longstanding business, Kravet Fabrics.

As a textile salesperson who worked directly with architects and designers, Debra really had to learn about all of the fabrics inside and out.

"You need to know the fabric content and durability," she explained. "I needed to make sure that the fabrics were durable to go into hotels and other commercial installations — whether they were flammable, those kinds of things."

In time, the two crossed paths professionally and married in 1980. By that time, Joel had left the family business and the newlyweds were looking to start a business of their own. In August of 1982, the couple bought Peter Pan Cleaners of New York, which Debra felt was appropriate at the time.

"When we bought it, I thought to myself it was a perfect name because it would be magic should you bring in your clothes and get them back," she laughed. "We knew that we could certainly improve what we purchased... and we definitely did."

One of the first steps they took was to join the National Cleaners Association (NCA) and enroll in various classes they offered.

"NCA played an extremely important role besides the classes — the mentorship that NCA provided me in building my business and transitioning, and building plants and Part 232 here in New York," Debra noted.

Originally, the business was located in the famous Apthorp Building located on the Upper West Side of Manhattan. It was first constructed between 1906 and 1908 and has attracted numerous celebrity residents throughout its colorful history, including Douglas Fairbanks, Sr., Nora Ephron, Rosie O'Donnell, Al Pacino, Jennifer Hudson and Cyndi Lauper.

Throughout much of the 20th Century, Apthorp Cleaners had its production located on site, but that changed as the century began winding down.

"Back in 1998, we had to take our plant off of the premises because of the environmental regulations in New York state," Debra said.

Then, about a decade later, the property was sold, many expensive renovations were made and the building "went condo." The new owners also cleaned house quite a bit.

"In June of 2008, our lease ended and it was terminated. They wanted 'higher end tenants' — whatever that means," Debra noted. "We weren't the only ones to be discharged from the property. FedEx wasn't high enough for them; they were the first to go."

"We bought a building in the Bronx — it's too hard to keep building plants — and we built a plant there," she added. "Then, when the store closed on Broadway for nine months in 2008 because we didn't have another location,

we just did pickup and delivery and worked out of the plant."

At that time, Debra noticed that it was harder to attract newer customers, so a new location was opened up on Amsterdam about 14 years ago.

"It's a sweet little store," she said. "It

success," she said.

For the most part, the Barbies and other figures come with their own fancy garments; however, the Mrs. Maisel display was special in that regard, as well.

"For Mrs. Maisel, I had to find a Barbie that could look like her. Then I made that dress she was wearing, but

the morning and there are people around and things are open, and... nothing. Nothing."

Like countless other businesses, Apthorp Cleaners had to batten down the hatches and change.

"We were 19 altogether before the pandemic — and we were operating with a skeleton crew of seven during



Debra Kravet

Apthorp Cleaners
New York City, NY

doesn't look like a drycleaners."

In all, it's about 340 sq. ft. in size, much smaller than the 5,600 sq. ft. production facility in the Bronx. In the beginning, the store didn't stand out too much, but Debra came up with a clever way to attract attention.

"Most of our work is pickup and delivery, so we don't really need a lot of space in the store," she added. "We manage in the space we have. We have these two small split display windows in the front of the store and people walk by. So, we started displaying Barbies and putting up little signs that we clean evening gowns and water repellent raincoats."

There was certainly a method to the madness. Debra incorporated interesting themes in each diorama, contributing to their popularity.

"Normally, I would say I change them about four to six times a year. Like this month [February], for women's heart health, I usually do something pertaining to that so it might be a red fashion show for 'Go Red for Women's Heart Health.' My mother passed away from congestive heart failure, so it's kind of near and dear to me."

"In my other window, I have a diorama — but it's not Barbie. It's a diorama for Black History month and it's a display for *Black Panther: Wakanda Forever*.

Some memorable past displays have featured Radio City Music Hall (pictured right), Rockefeller Center and New York's iconic ice skating rink, as well as a popular recurring hanger Christmas tree — though she tries not to repeat herself.

The most popular display of the past dozen years featured characters from the hit television show *The Marvelous Mrs. Maisel* on Amazon Prime.

"A lot of Mrs. Maisel is filmed in my neighborhood. That display was a huge

it's hard... it's hard to make tiny clothes," she laughed.

Oddly enough, the displays have even resulted in an unusual cleaning request from a customer whose mother had knitted all of her Barbie dolls' clothes that she kept on display.

"She brought them all in to be cleaned, which was exciting," Debra said. "You never know what's going to come through that door."

While there have been numerous interesting garments, one iconic one tends to stand out.

"Years ago, we cleaned the coat from Prince in *Purple Rain*," she said. "That was scary. Just having it on the premises was scary."

As the owner of a drycleaning business now for over four decades — including two stints as president of NCA — Debra has seen just about everything. A couple of years ago, though, she saw something that she will never forget.

"What can I say? This neighborhood was so scary when the pandemic started... like a ghost town," she recalled. "I mean, you're talking about a neighborhood where you could walk out at midnight, 2 o'clock, 4 o'clock in

the pandemic, several days a week only, initially until things started to pick up," she said. "We're not 100% back there yet, but we're getting closer every day."

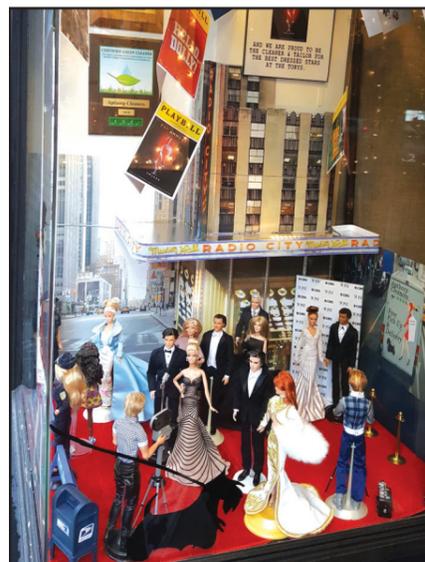
In terms of the future of the drycleaning industry, she feels a cautious optimism. "I don't know that it will ever be what it was — and that's certainly a result of the pandemic," Debra emphasized. "But, I am optimistic. I can see from the type of clothes that come in that people are going to events, and people are getting married again, and all of these things are happening. People are going to the theater and to the opera and all of this stuff is happening. As long as everything can *stay open*, it'll be a good thing."

When Debra talks about the dioramas that decorate her drycleaning store, it is evident that she spends a lot of time and effort into their construction.

"It draws people in," she said. "We have a big audience." Almost on cue, a short time later a group of girls begin screaming in excitement outside the store window. They are excited by the Go Red fashion show.

She may joke about how Barbie has taken over her life, but ultimately the scenes she displays have helped her connect directly with her local community and proved to be positive for her image, something she advises all cleaners to focus on.

"We're in the drycleaning industry. I think that, in general, a lot of people who work in drycleaners may not present the best image," she said. "I think the image that we present to our customers and to people just passing by is very important. So, keeping your store clean and neat and painted and bright, I think that's really important. All these things — how you present yourself — is also how your clients expect their clothes to be presented back to them."



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NCALC heads to Atlantic Beach this May

This Memorial Day weekend, the North Carolina Association of Launderers and Cleaners (NCALC) will host its annual convention in Atlantic Beach, NC.

The event will begin on the evening of Friday, May 26 with a 6:30 p.m. informal welcome dinner and conclude on Sunday evening with a 6:30 p.m. informal closing dinner.



Other plans on the schedule include a Saturday morning networking breakfast with exhibitors at 7:30 a.m. and NCALC board committee and general membership meetings will begin at 8 a.m.

Prior to the start of the convention, the North Carolina Department of Environmental

Quality (NCDEQ) will host an in-person Drycleaning Solvent Cleanup Act (DSCA) stakeholder's meeting from 10 a.m. to 2 p.m. The location has yet to be determined.

Time throughout the weekend will be devoted to social networking, educational sessions and visiting vendor tabletop exhibits.

The association has secured a small block of sleeping accommodations at the host ho-

tel, DoubleTree by Hilton at Atlantic Beach.

Group rates per night are \$329 for Oceanview rooms, \$379 for Oceanfront rooms and \$429 for the cost of an Oceanfront Suite.

Those rates are subject to state and local taxes (currently 12.75%). Reservations should be made directly with the hotel by calling (252) 240-1155 and mentioning the NCALC convention.

Later in the year, the association will host its 2023 Fall Meeting on Oct. 21.

It will take place at 9:30 a.m. at the corporate offices of A Cleaner World, located at 2019 Eastchester Dr. in High Point NC. Advanced registration is required in order to attend.

For more information or to register, for any of NCALC's upcoming events, visit the association's website online at www.ncalc.org.

TCATA looks to Renew and Reconnect this June

The Textile Allied Care Trades Association (TCATA) will head to Scottsdale, AZ, this June to host its 2023 Annual Management and Educational Conference. This year's theme is "Renew and Reconnect."

"As your chairperson for the 2023 TCATA conference, I am privileged to have a front row seat to all of the hard work that is being done to make this conference the best that it can be," said Rusty Smith, president of Forenta. "I look forward to reconnecting with everyone and feeding off of the value we all gain from our yearly collaborations and meetings.

See you in Scottsdale!"

The event will take place from June 4 to 7 at the Phoenixian where TCATA has secured a rate of \$299 per night for attendees.



One of the featured speakers for the TCATA conference will be Gene Marks of The Marks Group, P.C. who will present a program on "Understanding the Political, Economical and Techno-

logical Trends That Will Affect Companies So You Can Make Profitable Decisions."

Scott Otto of Organizational Change Advisors, LLC, will explore the theme of "Managing Change in an Ever-Changing World."

Additionally, there will also be an Executive Idea Exchange facilitated by Bill Odorizzi on the topic of "Developing a Business Growth Strategy."

TCATA will also host a reception and dinner Sunday night and a closing dinner on Tuesday night.

For more information or to register, visit TCATA's website at www.tcata.org.

DLI plans webinar on ERTC program

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Thursdays, including: April 27, May 2, 4, 9, 11 and 16.

Some of the topics that will be covered include: removing coffee, ink, grease and other stains from clothing; identifying cotton, silk, polyester and other fabrics; using bleaches without damaging the fabric color; using specialty products such as digesters, amyl acetate and acetone in stain removal; and identifying fibers and fabric construction.

The course will feature a mixture of live lectures, videos and hands-on activities and there will be a final exam at the end.

The cost to attend varies for members: \$495 for Budget and International members; \$394 for Standard members; \$297 for Gold members; and free for Premier members. Non-members must pay \$695.

For more information or to register, call (800) 638-2627 or visit www.dli.online.org.

Deadline nears for Cleaners Showcase

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agement, will speak at 10 a.m. on "The Eight Drivers of Building Value."

Concluding the seminars on Sunday will be Dave Coyle of Maverick Drycleaners who will reveal "Seven Secrets to a Seven-Figure Exit" at 11 a.m.

The exhibit hall will be open from 10 a.m. to 5 p.m. on Saturday, and from 10 a.m. to 2 p.m. on Sunday.

Earlier this year, SDA announced that there were close to 80 booths sold for the show. In addition to the exhibits, live floor demonstrations will take

place on both days.

Jeff Schwarz, the "Stain Wizard" from A.L. Wilson will offer "Stain Removal Recipes for the Toughest Stains." Additionally, Bruce Grossman, owner of EZ Timers, will present "Machine Problem? Find It. Fix It. Forget It." Lastly, Michael Tatch of Tatch Technical Services will present a program on "The OSHA Man Cometh."

For more information on the event, including an updated interactive map of the show floor, visit SDA's site at www.sda-dryclean.com.

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NORTHDAL CLEANERS in Tampa, FL purchased a new UNION HL-840SS machine from Seitz Intense solvent. Owner Maung Tint (left) is with Anthony Jordan of Gulf Coast Equipment Sales, who sold and installed the equipment.

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NEWSMAKERS

America's Best Cleaners (ABC) recently announced the official national certification of new affiliate **Charleston Prestige Cleaners** of South Carolina, a business originally founded in 1967 that has long prided itself on excellent cleaning quality and preservation expertise. The business was purchased by **Brian Meden** in 2000 (it was originally called Yeaman's Hall Dry Cleaners), who has been actively involved in the day-to-day operations ever since. Brian's wife **Jeanne** joined the team in 2014 and together the couple (pictured on right) has made the company a reputable place to go for everyday work wear

and couture collectibles.

Owner **Jeanne Meden** noted, "In my extensive research in seeking out organiza-



tions and groups to join to enhance our customer experience, ABC has always come to the forefront. By becoming an ABC certified member, we will be able to raise the bar in our industry in the Charleston area. Our team will know how to properly go above and beyond every touchpoint of the customer walks in the door to the time they receive their garments back. We deal with high end items on a daily basis and being able to be *the* cleaners for these garments will only help to give us the leading edge in our market."

"I was impressed by ABC from the very beginning," she

added. "The programs ABC offers extend globally and forecast the future by delving into fashion trends and touring facilities not in our industry but that are at the cutting edge in their industry."

ABC's Executive Director **Chris White** was excited by the new addition. "The energy, the history and the quality of the work at Charleston Prestige Cleaners is more than deserving of the certification as one of America's Best Cleaners," he said. "Jeanne and Brian have a vision for success that aligns with our affiliation and we are excited to learn and share with them as we grow into the new year together."

Seitz, The Fresher Company, celebrates its 25th anniversary in North America this month. It was on March 28, 1998 when **Seitz GmbH** opened its first subsidiary in Tampa, FL.

The company recently announced, "As we celebrate our 25th anniversary in North America, we would like to thank our customers, distributors, industry partners and the Seitz team members for their loyalty and support."

Seitz of North America's parent company, Seitz GmbH, traces its roots back to 1885 when **Heinrich Seitz** founded his own company at Gutleut-Strasse. Two years later, his younger brother **Fritz** joined the company, followed by **Hermann Seitz**.

Over the years, the company expanded. In 1906, they opened their first store in Berlin. When Heinrich Seitz died, his widow and Hermann Seitz took over management of the company. Her son, **Dr. Alexander Seitz** joined and became co-owner in 1928.

Thirty years later, Herman Seitz's nephew, **Berthold Runge**, took his place. Then, three years later, Dr. Alexander Seitz withdrew from the business and handed over his place to son **Walter Seitz**, a textile engineer. His son, **Alexander**, joined the company in 1996 as marketing manager and became managing director that year. Two years later, Seitz expanded to North America.

M&B Hangers recently announced a pair of promotions: **Mack Magnus** now becomes president and **John Thomas** is now vice president.

Milton M. Magnus, IV (known as Mack) has been with the company since 2007 and he now succeeds **Milton M.**



Magnus, III, who first joined with M&B in 1974. Mack has also served as the company's vice president for the past five years, leaving that position open for Thomas.

John T. Thomas, III, has been with the company for over a decade to date. He previously worked as the director of business development until taking up his new position.



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KEEP IT LEGAL



BY FRANK KOLLMAN

The keys to making good hiring decisions

It turns out that my firm is hiring right now for an upper level staff position. We had six interviews scheduled for this week based on hiring guidelines that appear below. Two cancelled, one did not show up, two seemed like possible candidates following their interviews (but for entirely different reasons), and the final interview is tomorrow. You have my sympathy.

In the past, we have used recruitment agencies as well as undertaken the search ourselves, as we are doing now. While very useful, recruitment agencies typically charge more than 30% of the first-year salary for their services, and if the person leaves following the minimum length of service provided for in the recruitment agreement with the agency, there is no refund of that fee. Then again, desperate times call for desperate measures.

Now, armed with my latest experience, I have updated thoughts on hiring.

Employers spend more

time worrying about termination decisions than hiring ones. That is not a particularly good strategy. For one thing, a good hiring decision will decrease the chances of later having to fire the result of a poor hiring decision. But, that's not the only reason why hiring decisions should be made with more deliberation and precision.

Employers spend more time worrying about termination decisions than hiring ones. This is not a particularly good strategy. For one thing, a good hiring decision will decrease the chances of later having to fire the result of a poor hiring decision.

If an employee is fired for unlawful reasons, he or she can sue for reinstatement, back pay, and attorney's fees. If an employee is not hired for unlawful reasons, he or she has essentially the same remedies. Why wouldn't an employer pay more attention to hiring issues? Based on my re-

cent experience in hiring, one possible answer is that hiring is a monumental pain in whatever body part you wish to designate.

With respect to firings, I can ask almost any one of my clients to tell me the details of a termination that took place years ago, and the client can do that easily. Ask the same client, however, to tell me the

names of the five people they interviewed for a job four weeks ago, and I will be met with blank stares. Imagine, however, the look on their faces if one of those five filed a charge of discrimination four months later and they were asked for specific reasons why this candidate was

passed over for the successful one. Each hiring decision should generate, at the very least, a hiring file to document that decision. The first piece of paper to go in that file should be the job description, or something very much like it. It is very difficult to explain why someone was not hired if you can't explain

what qualifications and abilities you wanted. If there is no job description, create one, keeping in mind that qualifications should be related to the job. Housekeeping employees do not need advanced degrees.

The hiring file should also contain all the ads, postings, and solicitations you made to seek qualified applicants. It may be important to show when recruiting started and ended, especially if someone applies late in the process.

In fact, if you do hire someone, don't continue to run the ad just because you paid for a multi-day ad. At the very least, send the newspaper or magazine a note to pull the ad, if possible, because you no longer need applicants. The reason for this is that one of the elements of a discrimination case can be that the company continued to seek applicants after the qualified, but rejected, applicant sought the job.

The next set of items in the hiring file should concern the actual processing of applications and resumes to determine who should be interviewed. If the number of applications is overwhelming, the file should include a notation explaining how many of the applications were reviewed (for example, the first 25), and how that group of applications was narrowed to the most qualified. That way, if there were 2,000 applications, but only 25 were considered, the applicant in the 1,975 that were not reviewed could not claim that to be re-

jected because of a protected characteristic, such as race, sex, etc.

Recently, we got loads of applications for clearly unqualified people, which seems to be the trend. Note "unqualified" on the application if you consider it.

Once the applications are narrowed, the interviewing process should take place. The interviews, conducted by trained supervisors who know what is proper to ask and what is not, should result in notes designed to identify strengths and weaknesses. If a person was rejected because he wore running shoes that were not tied and smelled like a wet dog, that should be noted in the interview notes. Any other pertinent answers to questions, observations, and facts should be noted.

Following the interviews, there should be a document in the file showing how the selection was narrowed to the successful candidate. The successful candidate should be the one that you could convince 12 strangers was the best person for the job. If you cannot do that, you may need to rethink the selection.

Those records should be kept for at least three years, although you are not necessarily obligated to keep them that long. After three years, it should be safe to discard old interview files and documents.

Finally, a word on interviews. While there is nothing wrong about asking an applicant to "tell me about yourself," most questions should be limited to job qualifications, skills, and ability.

Questions concerning physical ability to do the job should not be made until a job offer is ready to be made to avoid problems with disability discrimination. Have your core questions read ahead of time, and have them reviewed by your human resources person to insure that they are not improper.

Frank Kollman is a partner in the law firm of Kollman & Saucier, PA, in Baltimore, MD. He can be reached by phone at (410) 727-4300 or fax (410) 727-4391. His firm's web site can be found at www.kollmanlaw.com. It has articles, sample policies, news and other information on employee/employer relations.

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SHIRT TALES



BY DON DESROSIERS

A visual guide for improving pressing skills

In my travels and during my interactions with plant owners and managers, there is one subject (at least) that I have never covered in this column. I'm not apologizing for that. It is a genuine challenge to teach someone how to improve their pressing skills by merely tapping keys on a laptop computer. However, with the help of photos and videos, I think that I can present a few tips that will make a significant difference.

So, with the goal of teaching in mind, I got on my own shirt press and asked my customer service manager to play the role of cameraman and the following is what we came up with.

To best utilize this tool, I recommend that you watch the video (point your camera on the QR code above and click on the link that appears, or you can also type <https://youtu.be/4xibqcmjYc> into your browser).

Use the text from this column along with it. It will be helpful if the trainer, be that you or your plant manager, not only understands what I am saying but is also completely capable of doing exactly what I recommend.

The photos and video were taken at my plant on a Unipress Hurricane, but the

tips are usable on **virtually any shirt unit**, so don't dismiss the brand as something that isn't applicable to you.

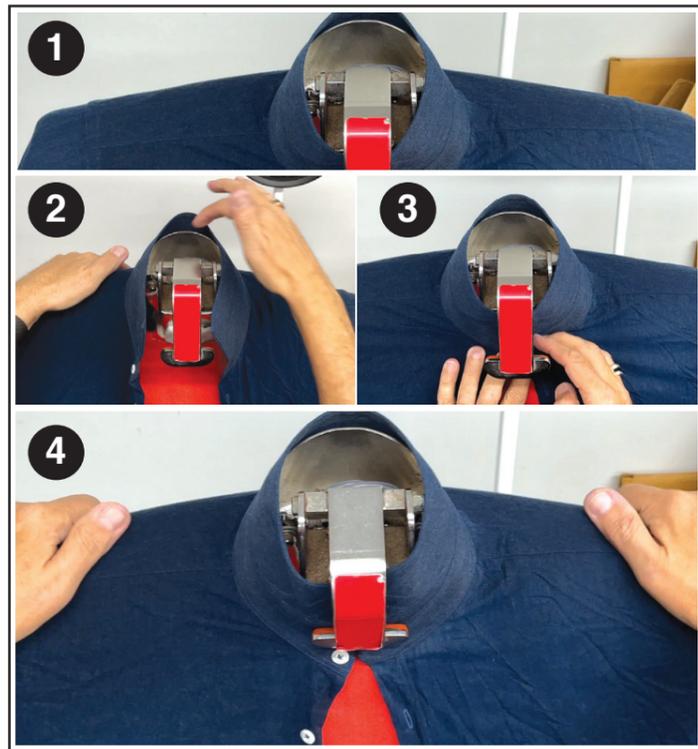
The first important tip is to put the shirt onto the body buck and be certain that it is perfectly centered on the buck. This isn't difficult, but its importance cannot be overstated. Use the edges of the buck and the shoulder seams to gauge the shirt on the center of the buck. Eyeballing it will be remarkably accurate (see picture #1 on right).

With that done, the next step is the one that will be new to most pressers but will be the step that will make the most aggressive step towards improving your shirt quality and dramatically reducing your touch-ups.

Put a hand on each shoulder and gently roll the shirt backwards, just a little bit. This will cause a space to appear between the top of the collar block and the collar. I call it a rabbit hole. (I don't know why I call it that. I just do.) By the time you have finished dressing the buck, that space will not necessarily still be there. This is because of how the buck pulls and tugs on the yarns in the fabric. Don't fret. Just make sure that it is there at this step and before you clamp the collar (see picture #2).

Now for the most-often incorrectly done step of all time: *improperly clamping the collar*. For some reason that I will not even attempt to explain, many pressers feel compelled to pull the collar tightly together and clamp it there, no matter how badly the rest of the shirt has been distorted. I have scratched my head many times watching pressers do this. Plant owners and plant managers so often lament about *too much touch-up or 100% touch-up* when the solution to the problem is right in front of them. Well, today, it is probably right in your hands.

With the shirt perfectly centered, rabbit hole perched on top, bring together both leaves of the collar under the clamp. With the rabbit hole, you will be able to bring the collar up a bit higher than you are accustomed to doing. This is good and I will explain why momentarily. When bringing the collar halves together, sometimes the collar will overlap a bit, sometimes it will overlap a lot, sometimes they will not touch at all. It doesn't matter. What does matter is that the shoulders that you have done so perfectly in the previous steps **do not move at all!** If they move, you have tried to pull on the collar too much.



Pulling on the collar too much, forcing them to overlap when they should not, will cause horizontal wrinkles over the collarbone (at the very least).

In photo #3, notice the very slight ripple in the fabric to the right of my right hand. If I pulled on the fabric, even just a tiny little bit, that would result in a pressed-in wrinkle (read: touch up).

Back in the old days, the idea was to dress a body buck with a shirt, clamp the collar and (with a tail clamp) hold the shirt front in place while the shirt had an inverted V shape in front.

Ajax shirt presses were popular for their inherent simplicity in dressing the buck. Their sleeve press was the worst, but the body buck was easy as pie to dress. These days, the inverted V is bad. Don't do it.

Everything I am recommending here is interconnected. By rolling the shirt backwards and creating the rabbit hole, you are not able to clamp the collar closer to the button. This allows you to lay the front panels of the shirt parallel to each other, or close to it. This means that the sides of the shirts — even large ones — will be well pressed with no diagonal creases across the front (see picture #4).

I hope that this was helpful. Remember, these pointers are applicable for any model Unipress, Sankosha or Forenta shirt unit, as well as any other hot air unit such as Hi-Steam, Trevil or PONY.

"If you do what you've always done, you'll get what you always got."

Don Desrosiers has been in the drycleaning and shirt laundering business since 1978. He is a work-flow engineer and a management consultant who provides services to shirt laundries and drycleaners through Tailwind Systems. He is a member of the Society of Professional Consultants and winner of DLI's Commitment to Professionalism award. He can be reached by cell phone (508) 965-3163, or email to: tailwind.don@me.com. The Tailwind web site is at www.tailwindsystems.com.

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Today we proudly look back on the 25 years at *SEITZ The fresher company, Inc.* and celebrate our customers, partnerships and the tenacity of a world class team that have culminated in strong growth with a deep rooted support for the industries we serve.

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THE ROUTE PRO



BY JAMES PEUSTER

What to do when the c-word creeps in

It's 2023 and I think we all are sick of the C-word. For the past two years, we couldn't get past saying it in any part of our conversation. However, now it had led to the newest pandemic of all: complacency.

From your front counter to your route driver to production, as well as management — we all have gotten a little too loose in our drive to build the business. Instead, many decisions are being made based on em-

ployees wants, not company's needs.

they're making, or you're simply allowing it for the

most of us aren't even looking. By doing so, you're al-

ate a culture that is run by your staff and put on autopilot.

Finding good people is hard, but most of us aren't even looking, and you're allowing bad habits to infiltrate your systems, and the result is rewarding mediocrity.

This is especially true with route drivers as we see many of them making decisions you don't know

sake of being non-combative in your management.

Sure, I get it. Finding good people is hard, but

allowing bad habits to infiltrate your systems, and the result is rewarding mediocrity. By doing so, you cre-

Anyone that has followed my articles for the past dozen years knows that putting your route on autopilot, eventually leads to it running out of gas.

So, what are you to do? How do you get out of this funk that you have put you and your company in?

Well, I could make this an infomercial and I could have you call the number listed after the article — but that's not the purpose of this.

The first thing is to recognize that you have orphaned your route management and it is no one's fault but your own.

Anytime we are on a project, we find employees doing things that they think may be best for the company or the customer, but in reality it is hindering profit and growth.

Your goal is to recognize this and start making some tough decisions that need to be made.

You also have to maintain consistency within your organization.

This means you cannot allow one employee to do one thing and another to continue on their path. Systems are intended to be consistent, routine, simple — so that everyone can fly the plane.

Finally, increase accountability so that you're not moving backwards.

This is easier said than done but unfortunately many organizations have put accountability on hold for the fear of losing employees.

It's sad that many companies know that they are in a rut, yet they still do nothing about it.

Unfortunately, this is the leading reason why I see a lack of growth.

James Peuster is a consultant who specializes in route development, management and maintenance. He offers onsite consulting as well as ongoing coaching across the country. He also has cost groups to monitor route efficiency. For information, call (816) 739-2066 or visit www.theroutepro.com.



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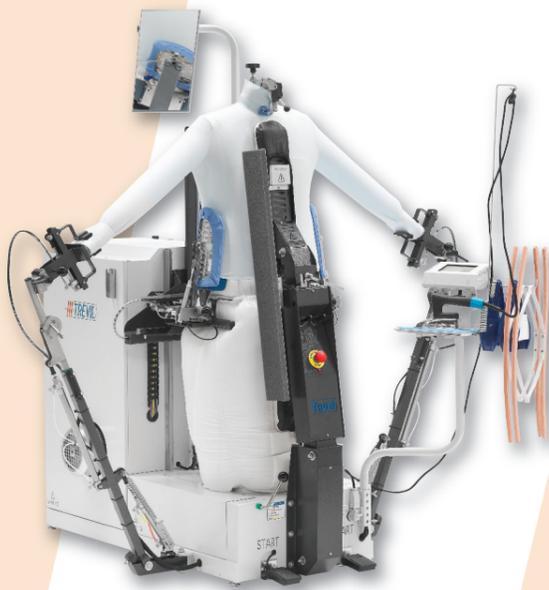


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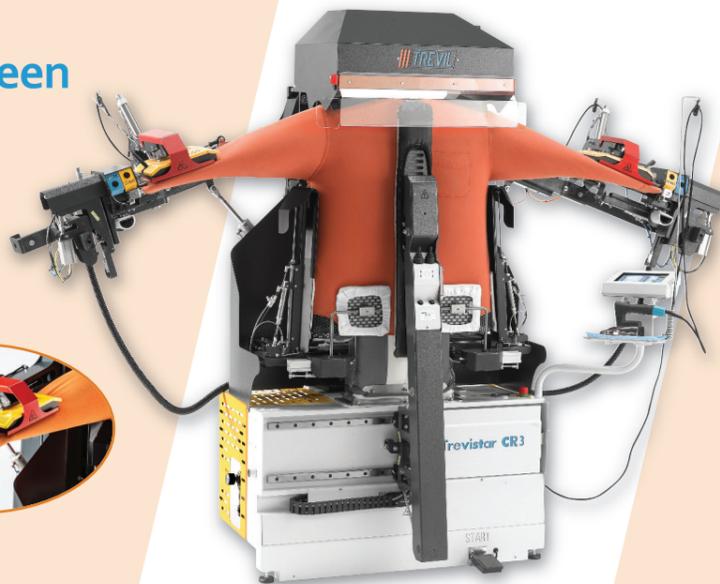
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BUILDING VALUE



BY KERMIT ENGH

Five strategies to find your replacement

I was making a presentation to a group last week, presenting the **Eight Drivers of Value** from the Value Builders' platform. The group had a large spread of ages with some looking for an exit strategy now, and other years away. The usual question came up: "What if I am not ready or interested in selling in the near term?"

My response was: "Then you will have a more valuable and profitable business in the meantime. Either way, it is a win/win."

But, I would add another question. Do we live to work, or do we work to live? We have all often heard the phrase "work/life balance." Younger folks seem to have a better grasp on the concept than those of us who are more senior. In the past, we have discussed the driver called **Hub and Spoke** in this column. Have you made any progress in this area, or are you still the center of every

decision and every relationship in your company? If so, please follow the story of just one of the companies that Value Builder has reviewed.

In 2012, Jaclyn Johnson founded Create & Cultivate, a media company that educates and inspires women to succeed in business. By 2018, Johnson had grown Create & Cultivate to eight employees when an acquirer offered her a staggering \$40 million. Unfortunately, the deal was too good to be true. When the acquirer discovered how dependent the business was on Johnson to succeed, they pulled out.

A few years later, Johnson signed an acquisition offer from Corridor Capital for \$22 million. While still a lucrative deal, it was a significant decrease from the original offer. Like Johnson, if your company becomes dependent on you, it may end up costing you down the road. The most valuable

companies do not rely on the owner's involvement to succeed. However, finding extraordinary talent to replace yourself can be challenging.

I realize that there are not many operators in our industry with those numbers, but the principle is true. As owners, unless you like to work 60 to 70 hours per week, we must find those who can carry the daily tasks to allow us to enjoy the fruits of our labor — but they have to be the right person or persons.

Biggest Mistakes Made When Finding Replacements

Finding a general manager, second-in-command, or chief operating officer to replace yourself is one of the hardest projects founders may ever tackle. Whether you rely on a recruiter, paid advertising, or your personal network to find candidates, one of the first steps to short-listing talent is a comprehensive review of

their background. That is when many owners make the common error of being bamboozled by a resume or LinkedIn profile.

While a stint at a known

If you are the "hub" in your company and you want to have more "you" time, re-read the list.

company may be impressive, the skills held in high regard at that company tend to differ from what your company needs. Big companies often have well-established processes, systems and hierarchies that have contributed to their success. People who thrive in big companies tend to excel at winning within a predetermined framework. However, in a smaller, scrappier business, there is no framework to follow, which is why big company veterans often struggle in a more entrepreneurial environment.

A good book to read on this is *The E-Myth Revisited* by Michael Gerber. Instead of basing your hires off an impressive name on a resume, look for someone innovative, comfortable with chaos, action oriented, and creative — someone with an entrepreneurial mindset. Here are five strategies you can use to identify innovative candidates when making hiring decisions:

1. Look for problem solvers. Innovation often involves finding creative solutions to problems. Look for candidates who have demonstrated the ability to think strategically and come up with innovative solutions to challenges they have faced in the past.

2. Ask about their approach to problem solving. During the interview, ask candidates to describe their approach to problem-solving and how they have produced innovative solutions in the past. This will give you insight into their thought processes and willingness to take risks and

think creatively.

3. Evaluate their learning agility. Innovative employees are often those who are open to learning and adaptable. Look for candidates with a history of taking on new challenges and learning new skills.

4. Assess their ability to work in teams. Innovation often involves collaboration, so look for candidates who have demonstrated the ability to work effectively in teams. Ask about their past experiences working in teams and how they have contributed to the success of those teams.

5. Consider their creativity. Look for candidates who have a creative portfolio or have pursued creative hobbies or projects outside of work. This can be a good indicator of their potential to bring new and innovative ideas to your organization.

If you are the hub in your company and you want to have more "you" time, re-read this list. Right now, your company probably relies on you for a healthy dose of creativity and innovation. But, if your goal is to replace yourself, following these five strategies can increase your chances of identifying innovative candidates who will bring fresh thinking and creativity to your organization.

Until next time, continue building value.

If you are curious as to how well your company is performing in the Value Drivers we have been discussing. Go to <https://mfmbusinesscoaching.com> to get your free **Value Builders** score.

Kermit Engh has been an owner/operator in the drycleaning industry for over 30 years and has been a Methods for Management member for over 25 years. His positions as managing partner of MfM and as a Certified Value Builders Coach allow him to share his extensive background in strategic planning, finance, process improvement, packaging and branding, employee training programs, profitability, cost analysis, acquisition analysis and succession planning. To find out more about how Kermit can help you maximize the value of your business, contact him at kengh@mfmi.com.

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WRENCH WORKS



BY BRUCE GROSSMAN

Monitoring your compressed air system IV

Last month I covered the correct piping for compressed air systems. This month I'll be talking about other components in the compressed air system that remove water from the air stream.

First, a quick note about air and temperature: The hotter the air, the more water vapor it can hold. As the air cools, this water vapor condenses into liquid water. Liquid water in compressed air systems is a contaminant stripping away helpful lubricants, degrading rubber and plastic parts, and corroding and rusting metal components.

It has been my experience that liquid water is the leading cause of failure for air-operated machinery.

Several devices are available to reduce the amount of water that gets to the compressed air components of machinery. Compressors are often located in boiler rooms that characteristically have high heat and humidity levels. Locate a compressor's

air intake as close to an outside vent as practicable.

Usually, providing the compressor air intake area with a vent line to the outside of the boiler room is fairly simple, providing cooler, drier air at the compressor air intake.

ture is blown out of the tank removing it from the compressed air system. *This water and oil may be considered a hazardous waste.*

Opening the drain valve and draining the compressor tank should be done regularly, at least once daily.

Opening the drain valve and draining the compressor tank should be done regularly, at least once daily. Very effective, inexpensive and easily installed automatic drain valves are widely available.

1) **Drains and Auto-Drains.** Somewhere, usually at the bottom of the tank on which the compressor pump is mounted, there is a drain valve of some sort. Water that has condensed out of the hot compressed air and fugitive oil from the compressor pump collects in the tank.

When this drain valve is opened, this water-oil mix-

ture is blown out of the tank removing it from the compressed air system. *This water and oil may be considered a hazardous waste.*

Besides the obvious advantage of knowing your compressor is being drained regularly without you hav-



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ing to squat down in a hot boiler room to open, wait and then close a hot greasy valve — you're also spared the maintenance on this inaccessible area.

Even a small leak in the compressor drain valve will significantly affect your compressor, causing cycling more often, thus incurring greater wear and higher electric bills.

2) **After Coolers and Refrigerated Dryers.** Compressed air exiting the compressor pump is extremely hot and can hold lots of water vapor. As this air cools, some of the water vapor condenses out as liquid water in the compressor tank, requiring the draining procedure discussed in section one. However, the air is still hot, and lots of water vapor remains in the air stream, which will later condense in the cooler air lines and equipment.

In the drycleaning plant, the most effective way to reduce the remaining water vapor before it condenses and travels into the machinery is to cool the airflow further.

The simplest method of achieving this is using a device called an After Cooler. An After Cooler is usually a finned coil with a fan mounted on it. Compressed air leaving the compressor pump enters the tubing with the fins attached while the fan blows air across the coil cooling the compressed air, condensing out much of the remaining water vapor.

A variant of this method uses a water-cooled heat exchanger instead of a finned air-cooled coil.

Refrigerated Dryers are the most effective device to remove troublesome liquid water from the compressed air stream.

They apply the same principle as the After Cooler, but a refrigeration system is used instead of using air or water to cool the compressed air.

Refrigeration provides a much lower condensing temperature, hence a lower level of water vapor in the compressed air stream.

Keep in mind that you will still need some type of drain on any system used. After Coolers and Refrigerated Dryers must be appropriately sized to the air compressor.

Well, that's about it for this month. I will be continuing next month with more easily accomplished tasks that save big bucks.

Bruce Grossman is the Chief of R&D for EZtimers Manufacturing. EZtimers manufactures machines that make your machines run better. For those needing to replace Zero-Waste or Galaxy misters, see our SAHARA model. For those with boiler problems, check out our EZ-Level and EZ-Dose machines. For more information on EZtimers products, visit www.eztimers.com. Please address any questions or comments for Bruce to bruce@eztimers.com or call (702) 376-6693.

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AN OUTSIDE PERSPECTIVE



BY PETER BLAKE

Take advantage of industry networking

One of the keys to growing any business is effective networking. I think it is as important for me as an association executive as it is for you as an entrepreneur.

Fortunately, this industry's organizations and associations offer a multitude of programs to allow cleaners to connect, and they have been a tremendous resource for both membership and leadership.

They allow association executives like me to keep in constant touch with their members and discover what questions drycleaners need answers for. I find it's a great way for me to keep a handle on all the important issues facing our industry.

Then, I can take those issues and try and help cleaners answer those challenges and take advantage of opportunities. Now is the time to take the next step and to get back out of the office and in the field meeting with cleaners up and down the Eastern Seaboard.

I have set a personal goal to visit at least 50 DLI members plants and 100 non-member plants in the course of 2023. That is a lofty goal, but one I look forward to accomplishing. This is your chance to reach out to me if you are somewhere within my territory and let me know if you would like me to stop by at some point. I would love the chance to meet you and see how we can work together. This industry is full of great people and I would love to help in your success.

My 2023 road tour recently kicked off in central Florida where, over the course of three days, I visited 13 non-members and 18 members, so I am almost a quarter of the way to my goal.

I am proud to say we have three new members because of this trip, and had a few others seriously considering joining the DLI/SEFA team. I was really amazed at some of the things I saw and some of the things I learned.

Keep in mind, I am approaching each of these through the front door, so my initial impressions are as a consumer would see the plant. I always take a few moments to look around the call office and make mental

notes of what I see and how I am greeted. It helps to see how that particular company is positioning their business.

One of the overriding themes that gets brought up during the DLI weekly Zooms is the term *drycleaners* and whether there needs to be a dynamic shift to something that better illustrates what we do. I think this question and dilemma was on full display during these visits.

I was amazed at how I was greeted in a few shops. Counter people were unable to identify the name of the manager or even the owner. They were just punching the clock.

As an industry, we discussed the proper terms to be using like: fabricare specialist, garment care professional, cleaners, etc. One thing I found that was of particular interest during my field visits was the proliferation of companies that have a simple "cleaners" sign out on the marquis or above their store. Some have not even done anything with the internal signs to differentiate their entity from others in the industry, almost making "cleaners" a generic service.

I think this has two effects. It reinforces some of the negative stereotypes that cleaners are all the same, but, at the same time, it provides a unique opportunity for cleaners to brand themselves and set themselves apart. If you don't do anything to differentiate yourselves from the competition, then what service are you selling? Why should a consumer choose you?

Not only do these generic drycleaners using poor signage, but there are also no logos prevalent, no uniforms, no attempt for a positive experience. I did see a dramatic difference between visiting members and non-members. I saw members of organizations like DLI were more apt to have uniforms, to have professional signage, to be better informed of the business itself.

I wish it was just because

they were members and it was automatic, but actually I think it is because members of professional associations know they need to invest in their business to excel and succeed.

One cleaner I visited recounted a survey project they did on brand recognition where they had college interns surveying consumers leaving drycleaning plants and only 7% of the consumers could accurately recall the name of the clean-

ing shop they had just used. Only 10% could recall the name of the person that waited on them. True story – and one that demonstrates the need and the opportunity to really strengthen your brand awareness and set yourselves apart from the industry. There is tremendous potential there.

I am a firm believer that branding really matters. Drycleaning and laundry may be seen as a luxury service, but it is a valuable, needed and desired service when done right. You need to ask yourself what makes you different and why you are different from the other cleaners in your area. Once you can answer those two basic questions then you can begin to focus attention on your brand.

Drycleaning is important. It prolongs the life of your wardrobe. It keeps people looking their best and build confidence. We often fear the younger generation won't appreciate the service, but I think there is great potential to expand your services. Younger generations are more apt to spend money to save time. They value their time a great deal more than our generation does.

Trust me, there is a place for drycleaning, and the future is brighter than you think. I am just starting to learn about the effect of the secondary market for apparel. Whether it is high-end

re-sellers like Poshmark and TheRealReal, or vintage clothing stores, there is a growing used clothing market with some very highly fashionable and very difficult to clean garments. I have even heard that people are trading clothing like I used to trade baseball cards. At least with baseball cards, I didn't have to clean and sanitize them, lol.

Another observation was the lack of professional training for the customer service personnel. I was amazed at how I was greeted in a few shops. Counter people were unable to identify the name of the manager or even the owner. I firmly believe that some counter personnel didn't even know the owner's name — or what cleaners they were working for. They were just punching the clock at "the cleaners."

Am I wrong? Secret shop your competition or just drive down the main streets in towns nearby and share your observations. There is

a wide discrepancy between cleaners out there, and some very big differences. My suggestion is to look at your front counter with a fresh set of eyes.

Really look at the image you and your staff are projecting and make sure it is the message you want to convey. Then, look at other shops in your area and see what sets you apart and how to target your marketing and your branding efforts to capitalize on the opportunities that are out there.

I would love to hear your thoughts — or bring you a cup of coffee — and talk about the industry. If you are in my service areas, let me know and I will try and make it happen in 2023!

Peter Blake serves as executive director of the North East Fabricare Association, the Southeastern Fabricare Association, and the MidAtlantic Association of Cleaners. He can be reached by email at peteblke@aol.com or by phone at (617) 791-0128.



WHIZ PROFESSIONAL FRENCH CLEANERS in Astoria Queens, NY, purchased a new Columbia drycleaning system with Sensene Solvent by SafeChem. Pictured at the start-up are (left to right): owner Peter Tummolo, Joe Carlucci of Hercules Machinery and plant manager Sal Tummolo.

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THE SPOTTING BOARD



BY DAN EISEN

Bleeding dyes: preventions and cures

There have been numerous bleeding dye problems reported with spandex-blended fabrics consisting of rayon and polyester. Spandex is an elastic yarn similar to rubber, but consists of polyurethane. It is used to give fabrics better fit and wearability.

Spandex-blended fabrics may consist of rayon or polyester, or both. The dyes on polyester and rayon are usually stable to both drycleaning and wetcleaning when not blended with spandex.

When polyester and rayon yarns are blended with spandex, the fabric can be fugitive to drycleaning solvent or water, or both.

I do not know the reason why the spandex blend produces a less serviceable fabric. The spandex-blended fabrics are often used in expensive women's designer garments. The garments may consist of mostly black

dresses or women's suits with white trim, or mostly white garments with black trim.

Testing to Drycleaning

The serviceability of the dyes on these fabrics can easily be tested. Wipe an unexposed area with a q-tip damp with solvent, or oily type paint remover.

Note if the dye transferred to the q-tip. It is important to note that if the drycleaner uses hot solvent in their cleaning machine, the test is not accurate and bleeding can occur.

Drycleaning and Hot Solvent

The biggest source of bleeding problems occur with those drycleaners using hot solvent. This has been documented by the problem garments sent to my garment analysis laboratory.

Many manufacturers advocate heating up solvent to increase the KB value of less aggressive solvent such as

GreenEarth and hydrocarbon.

Although the cleaner may obtain a more aggressive solvent, they run a greater risk of dye bleeding and possibility a damaged garment. It should be noted that drycleaners using cooler solvents have not encountered as many problems.

Correction

I had a problem with these garments during a recent consultation. Five spandex-blended dresses with white trim bled in the drycleaning process.

The spotter tried batching the garment and wetcleaning with no results. Then, we tried running each one in the drycleaning machine, separately. The result was that they were corrected.

The high solvent level in agitation prevented dye transfer.

The rule is, if something bleeds in drycleaning it

should be drycleaned again.

Wetcleaning

The fabrics can also bleed in wetcleaning even if labeled washable.

Many drycleaners may run these garments on a gentle cycle for fabric safety.

A gentle cycle or soaking creates more bleeding.

The more time a fabric soaks and is not flushed, the more chance it has of transferring dye.

Dye setting agents usually do not stabilize poor dye.

Testing

The easiest way to test is to place a clean cloth under the garment and flush with the steam gun noting dye transfer.

Correction

The easiest way to attempt correction is to run the fabric over again in a regular run. The constant agitation and flushing with warm water prevents dye

transfer from occurring.

Bleaching

On dye transfer, a titanium sulphate bath may work well. Testing is necessary to ascertain how readily the rayon is affected by the bleach.

Sometimes if the testing shows the dyes are affected by stripping agents, it can often still be stripped by immersing the garment in the bleach bath for a few seconds. This immersion process can be repeated several times until correction is obtained.

When making up the bleach bath make sure you follow manufacturers instructions.

Dan Eisen, former chief garment analyst for the National Cleaners Association, can be reached at (772) 340-0909 or (772) 579-5044, by e-mail at cleandan@comcast.net or through his website at www.garmentanalysis.com.

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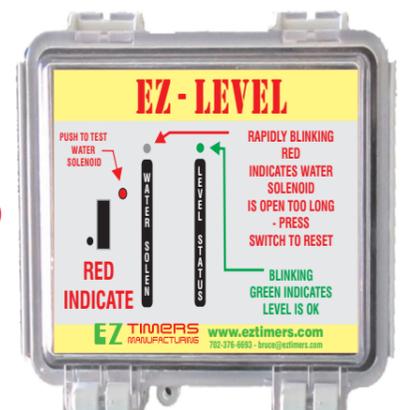
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Industry balancing act to continue in 2022
 As cleaners prepare to close the door on 2022 (and perhaps throw away the key), the last 11 months have proven to be another arduous challenge, harshly punctuated by shortages of every imaginable kind: hangers, plastic, computer chips, steel and other metals, lumber, packaging materials, cleaners and...

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